



Briefing Note: Te Mahau and Te Tāhuhu o Te Mātauranga branding

To:	Hon Chris Hipkins, Minister of Education		
Cc:	Hon Kelvin Davis, Associate Minister of Education (Māori Education) Hon Jan Tinetti, Associate Minister of Education Hon Aupito William Sio, Associate Minister of Education (Pacific Peoples)		
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Purpose of Report

The purpose of this paper is to brief you on the branding design and associated costs of Te Mahau (formerly referred to as the Education Service Agency) within the redesigned Te Tāhuhu o Te Mātauranga.

The formal establishment of Te Mahau and subsequent changes to Te Tāhuhu take place on 4 October 2021.

Summary

- The Government's 2019 response to the Tomorrow's Schools Review included a decision to establish a more responsive, accessible and integrated local support function for early learning services and schools [SWC-19-MIN-0153 refers]. This was to be achieved by substantially rebalancing Te Tāhuhu o Te Mātauranga towards more regional and local support, through the establishment of a separately branded business unit (an "Education Service Agency").
- In June 2021, the Secretary for Education announced her decisions for the design and establishment of Te Mahau (the name that replaces the Education Service Agency working name). Annex 2 provides an overview of the new structure. The separate brand identity for Te Mahau has been developed and the Te Tāhuhu brand has had a minor refresh.
- On 14 September 2021, we provided you with an update on the establishment programme for Te Mahau which included information about branding [METIS 1271572 refers].

- The Ministry was given the Māori name Te Tāhuhu o Te Mātauranga when it was first established. The Te Mahau name was developed to appropriately connect to our original Māori language name and reflect the functions it will hold.
- The Ministry contracted a design company to work with us on our brand approach for Te Mahau and a review of the Te Tāhuhu brand that reflected the mātauranga from our names (see Annex 1).
- We are spending \$100,000 for Te Mahau's brand, including logos, colours, and brand guidelines. A further \$20,000 has been allocated for photography and imagery to support the application of the brand across the Ministry's channels. These costs are in line with other recent branding exercises across the public service.
- The Te Mahau brand will be rolled out in a phased approach, with a digital based launch from 4 October.

Recommendations

- a **note** the formal establishment Te Mahau, including the use of new branding, and subsequent changes to Te Tāhuhu, will take place on 4 October 2021.

Noted

- b **agree** that the Ministry of Education release this briefing in full once it has been considered by you.

Agree / **Disagree**



Tom Dibley
Acting Deputy Secretary
Strategy Planning and Governance

28/09/2021



Hon Chris Hipkins
Minister of Education

2/10/ 2021

Background

1. To assist us with the names within our organisation, we have created a metaphorical house of education – Te Whare o te Mātauranga. Te Mahau is the name of the separately branded unit within Te Tāhuhu that will be the main contact point for the education sector in the regions.
2. The name ‘Te Mahau’ means the front porch or entry to a whare (house). This connects to ‘Te Tāhuhu’ which is the Māori name for the ridge pole of a traditional Māori whare. Te Mahau comes from the story of Te Tāhuhu o te Mātaraunga as a whare and Te Mahau as the front porch and entryway to the whare. This is a place of humility, of presence, and manaaki. It is a place that is front-facing, accessible, visible and transparent, and is a place of conversation and community.
3. The role of Te Mahau is to provide more responsive, accessible and integrated local support for early learning and schools with good connections to tertiary education. These changes include establishing Te Mahau and a curriculum centre (Te Poutāhū) within Te Mahau.
4. Te Mahau represents the structural elements of a continuing shift in focus and priorities towards the regional and local voice. Successfully delivering on this shift will mean the Ministry is more responsive and accessible, and able to provide better integrated services and support.
5. While Te Mahau officially “goes live” on 4 October, changes at Te Tāhuhu, including strengthening frontline support through Te Mahau, will happen over time as resources and funding allow and as new ways of working are developed in partnership with the sector. The new Te Mahau branding is an important part of these changes as it reflects its unique role within the redesigned Te Tāhuhu.

Branding

Design story

6. The brief provided to the design agency for the brand imagery of Te Mahau was to reflect the concept of the front porch and entryway of our whare, a place of humility, of presence, and manaaki, a place that is front-facing, accessible, visible and transparent, and a place of conversation with community.
7. The design agency worked iteratively with a cross-section of Ministry staff to develop concepts for final decision and explored a number of possible visual concepts for the Te Mahau brand.
8. Attached to this briefing, at **Annex 1**, are visuals of the new branding.
9. Our chosen visual representation for Te Mahau reflects the peak shape of the roof of a whare. The maihi (diagonal boards) are rendered using the triangles, tohu tapatoru, that are part of our Te Tāhuhu logo, a cultural symbol used to depict strength and determination and a powerful symbol of aspirations and dreams and the opportunities that education offers.
10. Inside the whare, traditional stepped poutama pattern represents levels of learning and intellectual achievement. The poutama leads your eye upwards towards the tāhuhu, affirming the relationship between the community facing Mahau and the Ministry. The

story for the Te Mahau logo design draws from Māori mātauranga related to education and is connected to the logo story for Te Tāhuhu.

11. The colours represent the warmth of the relationship with the community, while the changes in tone represent the flows of energy and communications in and out of the mahau.
12. The Te Tāhuhu branding is similar to the current Ministry branding, however, the font type has been updated.

Development and costs

13. The Ministry has not undertaken any significant rebranding since it was established in 1989. In 2014, the Ministry worked with a design company to modify our Te Tāhuhu logo that had been in use since 1989, to give it a more contemporary look and more suitable for digital uses.
14. The Ministry contracted a design company with te ao Māori design expertise to work with us on our brand approach for Te Mahau and a review of the Te Tāhuhu brand. As part of the brand development, the design company ran internal workshops and tested draft concepts with our people.
15. In establishing this new visual identity, we were conscious to balance the spending necessary to develop the right visual identity with the posture, humbleness, and modesty that Te Mahau and Te Tāhuhu represent.
16. We are spending \$100,000 for the design company to turn the intent and organisational change for Te Mahau into a visual language and branding tools including logos, colours, and brand guidelines.
17. A further \$20,000 has been allowed for photography and imagery as required to support the application of the brand across our channels.
18. This level of spending is in line with other recent public sector branding changes. For context, the Reserve Bank of New Zealand recently spent around \$100,000 on their rebrand.

Phased approach to branding rollout

19. The Ministry is taking a phased approach to rolling out the Te Mahau brand, with a digital based launch from 4 October. An external facing website that carries the Te Mahau branding will be available for 4 October. Internally, Ministry staff will see and experience a new desktop wallpaper design and refreshed email signatures. Rebranding non-digital items will be managed as they come up for replacement or republication.
20. Within the scope (and cost) of this work, the design company has developed options for evolving our Te Tāhuhu o Te Mātauranga brand and rationalising existing sub-brands to create a more streamlined approach and provide cost savings.

Annexes

- Annex 1: Te Mahau and Te Tāhuhu o Te Mātauranga branding
Annex 2: Te Tāhuhu o Te Mātauranga and Te Mahau structure

Proactively Released



**Te Tāhuhu o
Te Mātauranga**
MINISTRY OF EDUCATION

Interim logo for Te Tāhuhu



Te Mahau

New logo for Te Mahau

Proactively Released

Annex 2: Te Tāhuhu o Te Mātauranga and Te Mahau structure

Te Mahau

- 1 **Te Mahau | Te Tai Raro (North)** - Auckland and Te Tai Tokerau | **Te Mahau | Te Tai Whenua (Central)** - Waikato to Manawatu | **Te Mahau | Te Tai Runga (South)** - Wellington and South Island. The three Te Mahau frontline Hautū (Deputy Secretaries) will collectively lead the provision of integrated services to the sector and others. This includes current services such as learning support and education advice and regulation functions for schools and early learning services. Over time they will build new strengths in curriculum and other services signalled in Cabinet's response to the Tomorrow's Schools review, e.g. early learning network planning and school property services.
- 2 Each of the three Te Mahau frontline Deputy Secretary positions will hold at least one **National Portfolio** to ensure they balance their regional role with responsibility for a national priority that requires they work across the organisation to deliver. The first National Portfolios are: Pacific Education, Learning Support and Early Learning (0 – 8 years old).
- 3 **Te Poutāhū (Curriculum Centre)** The Hautū – Te Poutāhū will lead strengthened and inclusive curriculum leadership, expertise and partnering for the New Zealand Curriculum, Te Marautanga o Aotearoa and Te Whānaki, as well as providing resources for quality teaching. Te Poutāhū will bring together curriculum, teaching expertise and evidence for the development, support and review of inclusive curricula, assessment and NCEA with strengths across te reo Māori, mātauranga Māori, disability, learning support and culturally relevant content.
- 4 **Te Pae Aronui (Operations & Integration)** The Hautū – Te Pae Aronui will lead the provision of central services to Te Mahau and education organisations. Te Pae Aronui will use its information, insights and service design functions in tandem to help Te Mahau frontline groups to deliver today and design services for tomorrow. It will provide nationally consistent service design, practice guidance and systems to support the frontline's focus on flexible and responsive services.
- 5 **Te Tuarongo (Māori Education)** The Hautū – Te Tuarongo will focus on lifting our organisation's capability at the kāwanatanga – tino rangatiratanga interface to give practical effect to te Tiriti o Waitangi. Te Tuarongo will navigate te ao karauna and te ao Māori so Te Tāhuhu creates space for Māori to exercise tino rangatiratanga and builds the organisation's capability to deliver Ka Hikitia – Ka Hāpaaitia.
- 6 **Te Puna Ohumahi Mātauranga | Education Workforce** The Deputy Secretary – Education Workforce will lead the sector workforce employment relations and lead the relationship with Education Payroll Limited and will hold responsibility for bargaining. Education Workforce will develop and have implementation overview responsibility for the education workforce strategy.
- 7 **Te Puna Hanganga, Matihiko | Infrastructure & Digital** The Deputy Secretary – Infrastructure & Digital will lead inclusive, accessible and integrated national, digital and physical infrastructure and transport services to the education system.
- 8 **Te Puna Kaupapahere | Policy** The Deputy Secretary – Policy will be responsible for leading whole of system, end to end policy integration covering early learning, compulsory schooling, and tertiary including Māori medium, te reo Māori, Pacific and Learning Support. Policy will provide integrated policy advice to Ministers and will hold the regulatory stewardship function across the Ministry's regulatory systems.
- 9 **Te Puna Rangatōpū | Corporate** The Deputy Secretary – Corporate will be responsible for leading the delivery of Ministry-wide essential statutory and corporate functions (excluding corporate IT) that enable the organisation to operate effectively and help fulfil its statutory obligations.
- 10 **Te Tari o te Tumu Whakarae mō te Mātauranga | Office of the Secretary for Education** The Deputy Secretary – Office of the Secretary for Education will support the Secretary and act as a central point for the ongoing change programme so that further changes align to intent and maintain momentum. This will include a small team within the Office.

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