

1. Introducing Te Mahau within Te Tāhuhu o te Mātauranga | The Ministry of Education

Introduction

This overview provides an outline of how Te Tāhuhu is changing to provide locally responsive, accessible and integrated services to the education sector.

It includes a short background and introduces the design for Te Tāhuhu including Te Mahau. Te Mahau is the new name for what has previously been referred to as an Education Service Agency (ESA).

These are foundation steps. They create a new leadership team with more frontline roles and create organisational design that will help us to deliver our roles across the whole system.

Tā te Tāhuhu whāinga | The Ministry's purpose

We shape an education system that delivers equitable and excellent outcomes. We fulfil our purpose through two distinct roles:

- delivering services and support nationally, regionally and locally to and through the education sector and in some cases directly to ākonga and whānau.
- shaping the policies, settings and performance of the education system so that it is placed to deliver equitable outcomes for ākonga and their whānau, from early learning through tertiary.

The strength of our system depends on us working closely with our national partners (the Tertiary Education Commission [TEC], the New Zealand Qualifications Authority [NZQA], Education New Zealand, the Teaching Council and the Education Review Office [ERO]), other government and education agencies, and with the sector (early learning, compulsory and tertiary). It also depends on our relationships with others in the community including iwi, employers and non-government organisations.

Ko ngā whakataua a te Kāwanatanga | Government decisions are driving change

In 2019, in response to an independent review of the Tomorrow's Schools system, the Government tasked us to 'establish a more responsive, accessible and integrated local support function for early learning services and schools by substantially rebalancing the Ministry of Education towards more regional and local support

He tikanga mahi hou | New ways of working

While structure is important, **how** we work with you is a more powerful driver of change than anything in an organisational chart. This design outlined in this overview is intended to support us to change how we deliver our purpose and the way we work by:

1. Taking practical action to give effect to te Tiriti o Waitangi.
2. Giving priority to regional and local voice.
3. Delivering greater responsiveness, accessibility and integrated services and support.
4. Improving feedback loops and information flows across our organisation and with the sector .

We have had quite a journey to get to Te Mahau

February 2018

Education Work Programme announced by the Minister of Education including the establishment of the review of Tomorrow's Schools led by an Independent Taskforce

November 2018

Tomorrow's Schools Independent Taskforce provides their draft report for consultation. This includes principals being employed by regional hubs and abolishing the NZQA

July 2019

Tomorrow's Schools Independent Taskforce provides final report to Government – recommends establishing an independent education support agency

November 2019

Ministry of Education starts design work on establishing an ESA

March – November 2020

Design work paused as the Ministry and the education sector focuses on responding to COVID -19

November 2020

Ministry restarts design work on an ESA and seeks initial sector input

March 2021

Ministry releases a proposal for the establishment of an ESA within a redesigned Ministry

June 2021

Te Mahau, within a redesigned Te Tāhuhu o te Mātauranga announced

June 2021 onward

Engage with sector peak bodies on how our relationships will develop, how our services can evolve overtime and how we can jointly find local solutions to local issues.

March 2018

Kōrero Mātauranga, *Education Conversation* begins. Over 48,000 people have their say on the design of education in New Zealand.

November 2018 – March 2019

Tomorrow's Schools Independent Taskforce consults with the sector on their draft report.

November 2019

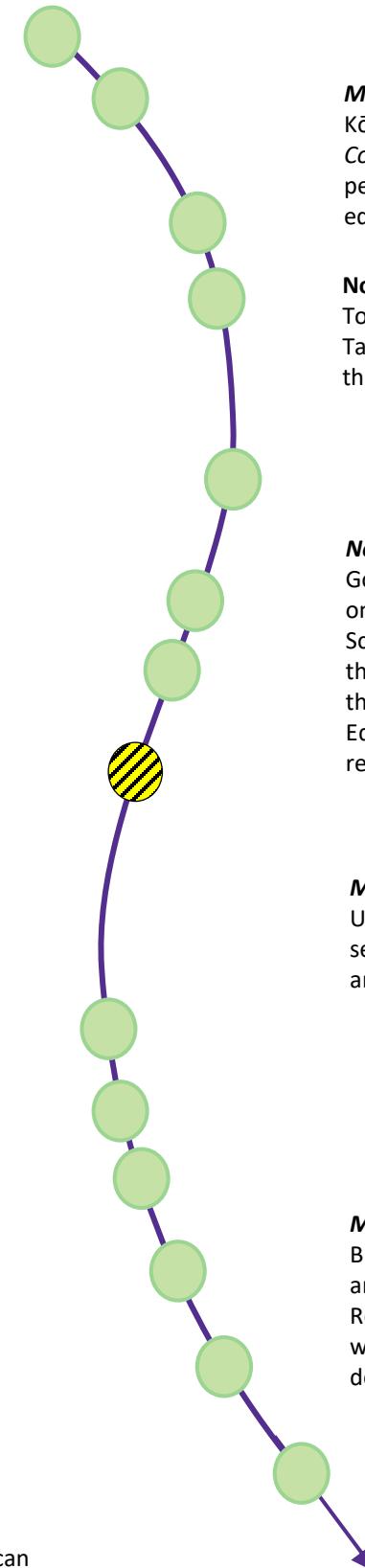
Government releases its decisions on the Reform of Tomorrow's Schools with the view to strengthen the whole system from end-to-end through establishment of a new Education Service Agency within a redesigned Te Tāhuhu

May 2020

Urgent Response Fund and other sector supports established – local and regionally led.

May 2021

Budget 21 – Government announces funding to progress the Reform of Tomorrow's Schools with an emphasis on curriculum development and support



2. How we will work together

Te Tāhuhu o te Mātauranga is one organisation. It has a new design, including Te Mahau, that is intended to provide greater support to the education sector and others so they can deliver inclusive education that meets the needs of ākonga and whānau. This provides us with real opportunities to make a much bigger difference to education and to work closer with those we are here to serve.

Te Mahau will meet the direction from Government to provide services that are more locally responsive, accessible and integrated and will support us to change the way we work. The enabling functions within Te Tāhuhu will support Te Mahau and continue to provide guidance and advice to Ministers. Te Mahau is intended to be a demanding customer of our enabling functions. This positive tension is deliberate, as is the overarching priority to work with and across our organisation and sector.

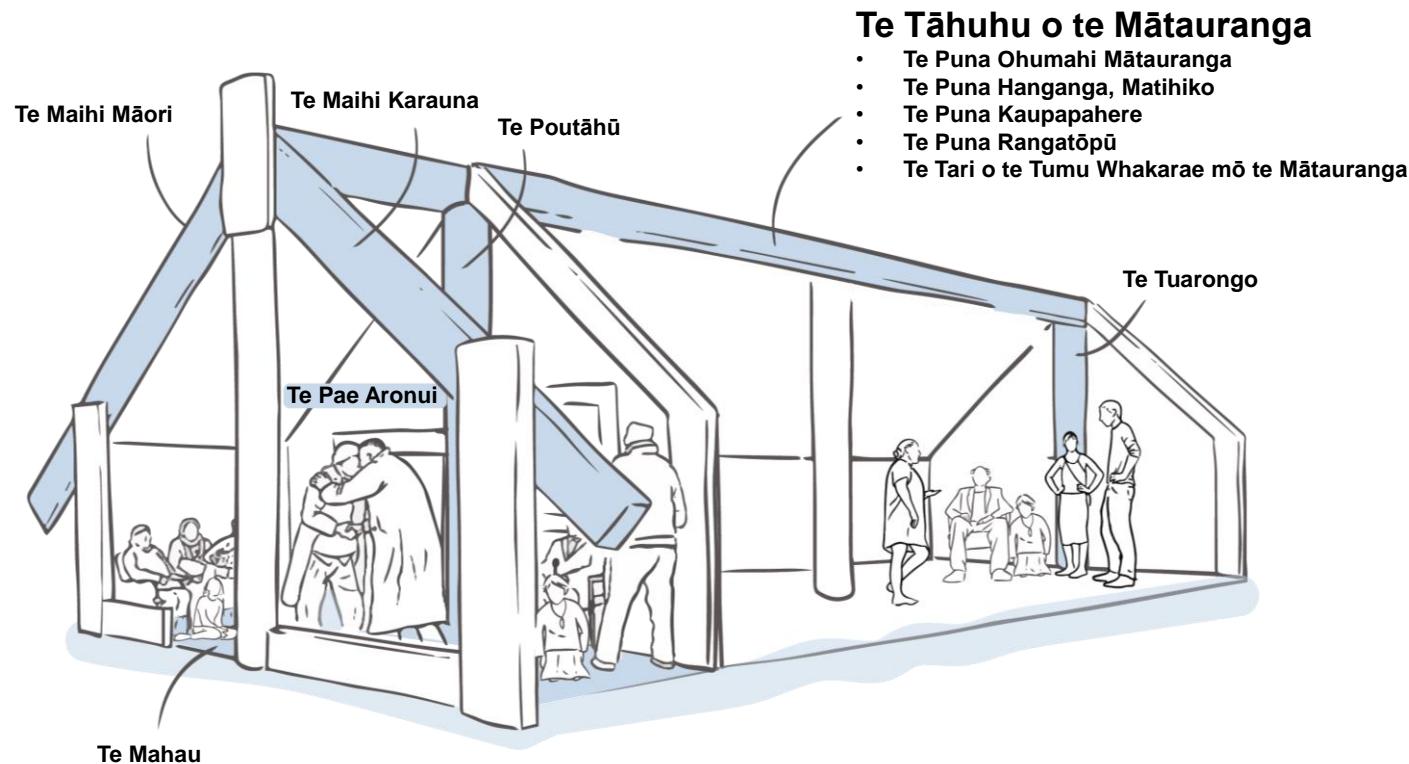
An overview of Te Mahau within Te Tāhuhu and who does what is provided on page 3.

Te Whare o te Mātauranga

Te Whare o te Mātauranga sets the theme for our organisation and represents our kāwanatanga role in providing a national education system that meets the needs of ākonga in Aotearoa. This includes our commitments and responsibilities to protect and promote te reo Māori.

Te Whare o te Mātauranga represents how Māori and the Crown work together in education to protect and promote te reo Māori. Our whare has a Maihi Māori and a Maihi Karauna to acknowledge the education aspirations of both Māori and the Crown. We recognise that the strength and function of the taha Māori (Māori component) in Te Whare o te Mātauranga exists because of tangata whenua efforts, expertise and partnership.

The names of, and within, our organisation remind us of our whakapapa and our commitments to honour te Tiriti o Waitangi. Collectively, the Māori names and kōrero for all our groups are a taonga that we carry forward as an organisation. The Māori names will have equal prominence in our work as our English names.



Te Tāhuhu o te Mātauranga will be retained as the Ministry of Education's enduring Māori name with equal status to our English name. Te Tāhuhu is the central ridgepole that runs the length of our whare. Te Tāhuhu speaks to our role to hold together Te Whare o te Mātauranga. It connects the front and back of our whare, and is strengthened by our enabling functions.

This is an aspirational name gifted to, and accepted by, the Ministry establishment committee in 1989, and was endorsed by iwi leaders at the time.

Te Mahau will be the name that replaces the ESA working title. Te Mahau is the front porch and entryway of our whare. This is a place of humility of presence and manaaki. It is a place that is front-facing, accessible, visible and transparent. It is a place of conversation and community, where wāhine and tāne can stand to speak. It can be a wāhi tapu (place of formality) if required, but it is usually an informal space where people come together. Māori, English and other languages can be spoken in this space.

These characteristics represent Te Mahau to be and how it will operate — an area of common ground for ākonga to be served and supported by the sector and us.

Te Mahau | Te Tai Raro, Te Mahau | Te Tai Whenua, Te Mahau | Te Tai Runga (North, Central and South) are the three Te Mahau names for frontline groups that we will use for the North, Central and South areas respectively. These Māori names use directional words that define physical areas in relation to each other and express the Māori geographic worldview. These groups are established for administrative purposes and could change over time — for this reason they do not use specific regional terms.

Te Poutāhū will be the name that we will use for the Curriculum Centre. Te Poutāhū is a pou that stands at the front of our whare and can be visible from both Te Mahau and from inside the whare. Te Poutāhū supports Te Tāhuhu and is therefore one of the main supports for education in its entirety. Curriculum is an enduring aspect of our purpose and the education system as it sets the direction for what and how ākonga are taught. Therefore, this name is tied directly to the structure of our whare.

Te Pae Aronui will be the name that we will use for the Operations & Integration group. Te Pae Aronui is the process used to gather information from multiple perspectives or people in order to agree next steps, or a response or position. This process of 'Te Pae Aronui' can occur both on a mahau or inside of a whare.

The word Pae is taken from the term 'paepae', literally the line-up of contributors to a community's knowledge and commitment. Aronui refers to the term 'Kete Aronui', one of the three baskets of knowledge of te ao Māori. This kete held the knowledge related to the wellbeing and potential of people and is represented as one of the three triangles in our logo.

Te Tuarongo will be the name that we will use for the Māori Education group. Te Tuarongo is the back wall and pou of our whare and is seen as the whare is entered. Te Tuarongo forms the key structural components of our education system and, with Te Poutāhū, supports Te Tāhuhu. This name is tied directly to the structure of our whare to recognise that te Tiriti o Waitangi guides all that we do as kāwanatanga partners so is an enduring aspect of Te Tāhuhu.

Ngā Puna are the enabling functions sitting as part of Te Tāhuhu. These have been given Māori names based on guidance from Taura Whiri i te reo Māori. These are literal translations of their functions. They have been given literal translations of their functions and are not currently tied directly to Te Whare o te Mātauranga. In time this may change.

- Te Puna Ohumahi Mātauranga | Education Workforce
- Te Puna Hanganga, Matihiko | Infrastructure & Digital
- Te Puna Kaupapahere | Policy
- Te Puna Rangatōpū | Corporate
- Te Tari o te Tumu Whakarae mō te Mātauranga | Office of the Secretary for Education.

3. Who does what?

Te Tāhuhu o te Mātauranga

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 Hautū will hold at least one **National Portfolio** to complement their frontline role with a national leadership role in joining up services of our organisation across a key priority delivery area. The initial 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 Whāriki, 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, supports our kāwanatanga responsibility and builds the organisation's capability to deliver Ka Hikitia – Ka Hāpaitia.
- 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 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.

We shape an education system that delivers equitable and excellent outcomes

