

Hon Chris Hipkins
Minister for the Public Service

Joined up Government in the Regions: Report Back

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Cabinet paper – Joined up Government in the Regions: Report Back

Cabinet Paper Appendix – Bay of Plenty Regional Profile - Prototype

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CAB-19-MIN-0678

Author: Te Kawa Mataaho Public Service Commission

This is a suite of documents released in part by the Hon Chris Hipkins, Minister for the Public Service that has informed the Government's proactive release of information policy.

The joined-up government in the regions work programme arose out of the Public Service Act Reforms. It seeks to support and promote more joined-up and collaborative approaches across government in the regions, in order to address fragmentation and duplication across agencies on cross-cutting issues. This paper fulfils the Cabinet Government Administration and Expenditure Review Committee's request for a report back on the progress of work to join up government in the regions and seeks agreement on the direction of future work.

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant sections of the Act that would apply have been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it. This is the key to the redaction code used for this release:

- Out of scope – material unrelated to the information released.

The paper notes that regional priorities and profiles would be produced by July 2020. This work was subsequently delayed as a result of resources being diverted to respond to implications arising from COVID-19. It is anticipated that this work will be publicly available later in 2021.

IN CONFIDENCE

Chair
Cabinet Government Administration and Expenditure Review Committee

JOINED-UP GOVERNMENT IN THE REGIONS: REPORT BACK

Proposal

- 1 This report fulfils the Committee's request that I report back on the progress of the work to join up government in the regions, as agreed by Cabinet on 17 June 2019 [CAB-19-MIN-0290]. It outlines work to date and seeks agreement on the direction of future work.

Executive Summary

- 2 Joining up government in the regions is an important part of the Public Service Reform process, intended to improve how the Public Service works in regions, in order to support enhanced regional wellbeing. There are four workstreams.

Boundaries

- 3 Based on the principles previously agreed by Cabinet, regional Chief Executives agreed to use the fifteen areas already agreed for the Regional Skills Leadership Groups (RSLGs), which are based on regional council and unitary authority boundaries. Analysis has been done comparing these and other agency boundaries. This will enable informed consideration of options as opportunities arise for boundary changes, such as in my own Education portfolio.

Regional leads

- 4 Eleven Regional Public Service Leads (Regional Leads) have been appointed to cover the fifteen agreed regions. An initial workshop with the Regional Leads informed the proposed scope of their mandate, and the process of developing regional profiles and priorities. They have each begun work in their regions, connecting with other public service leaders and local and regional networks.
- 5 They are focusing initially on working with the social sector, including the appropriate government agencies and iwi and relevant Māori groups for their region, while strengthening connections with the skills and economic sectors. I will report back on the detailed mandate, scope of role, decision rights and accountabilities, once Regional Leads have confirmed the appropriate approach for their region.

Profiles and priorities

- 6 I propose an annual publication of profiles and priorities for each region, with the primary purpose of improving central government agencies' connection with and support of regional and local priorities. The attached prototype for the Bay of Plenty includes a range of indicators based on the Treasury Living Standards framework as well as demographic and geographical information. Significantly more work is still required, in particular, input is needed from Regional Leads on existing Public Service work in their regions as well as local priorities where these are available.

- 7 The Minister of Local Government's Community Wellbeing Working Groups are scoping a more multilateral, community driven process for identifying local wellbeing priorities. As this work becomes more advanced it will provide a significant opportunity to complement the work described in this paper. Officials will continue to work together to ensure a close connection, as well as with the development of the RSLGs.
- 8 I propose to publish the first group of interim profiles by July 2020. They are likely to be more detailed for some regions than others. What can be achieved will be limited without additional resourcing, and I note that the RSLG work has been initially costed at least \$5m per year. Officials are investigating possibilities for joint work with the RSLGs and other regional programmes where there are obvious common interests and data needs.

Shared property

- 9 The Government Property Group is assessing future leasing opportunities in all regions, and progressing the technology enabled shared accommodation proof of concept with the Government Chief Digital Officer. Moves to co-location will occur as appropriate opportunities arise.

Background

- 10 Following public consultation by the Government in 2018, we agreed to make changes to the State Sector Act 1988 to help deliver better outcomes and services for New Zealanders by:
 - 10.1 creating a modern, agile and adaptive Public Service
 - 10.2 affirming the constitutional role of the Public Service in supporting New Zealand's democratic form of government.
- 11 Major decisions are grouped in the six areas that will enable the Public Service to join up services around New Zealanders' needs, secure public trust and confidence and ensure it remains ready to serve New Zealand in the future. They are:
 - 11.1 A unified Public Service
 - 11.2 Te Ao Tūmatanui - Strengthening the Māori/Crown relationship
 - 11.3 Employment and Workforce
 - 11.4 Leadership of the Public Service
 - 11.5 Organisations of the Public Service
 - 11.6 Public Service in the Regions.
- 12 Regarding the Public Service in the Regions, Cabinet agreed on 17 June 2019 to a work programme intended to improve how the Public Service works in regions, in order to support enhanced regional wellbeing [CAB-19-MIN-0290 refers.] Cabinet noted that this would "require significant input from, and empowerment of, regional public service leaders to identify ways of working, information and collaboration that will make the difference in their region."
- 13 The work programme has four work streams:
 - 13.1 Boundaries: moving to common boundaries based on communities of interest rather than administrative need

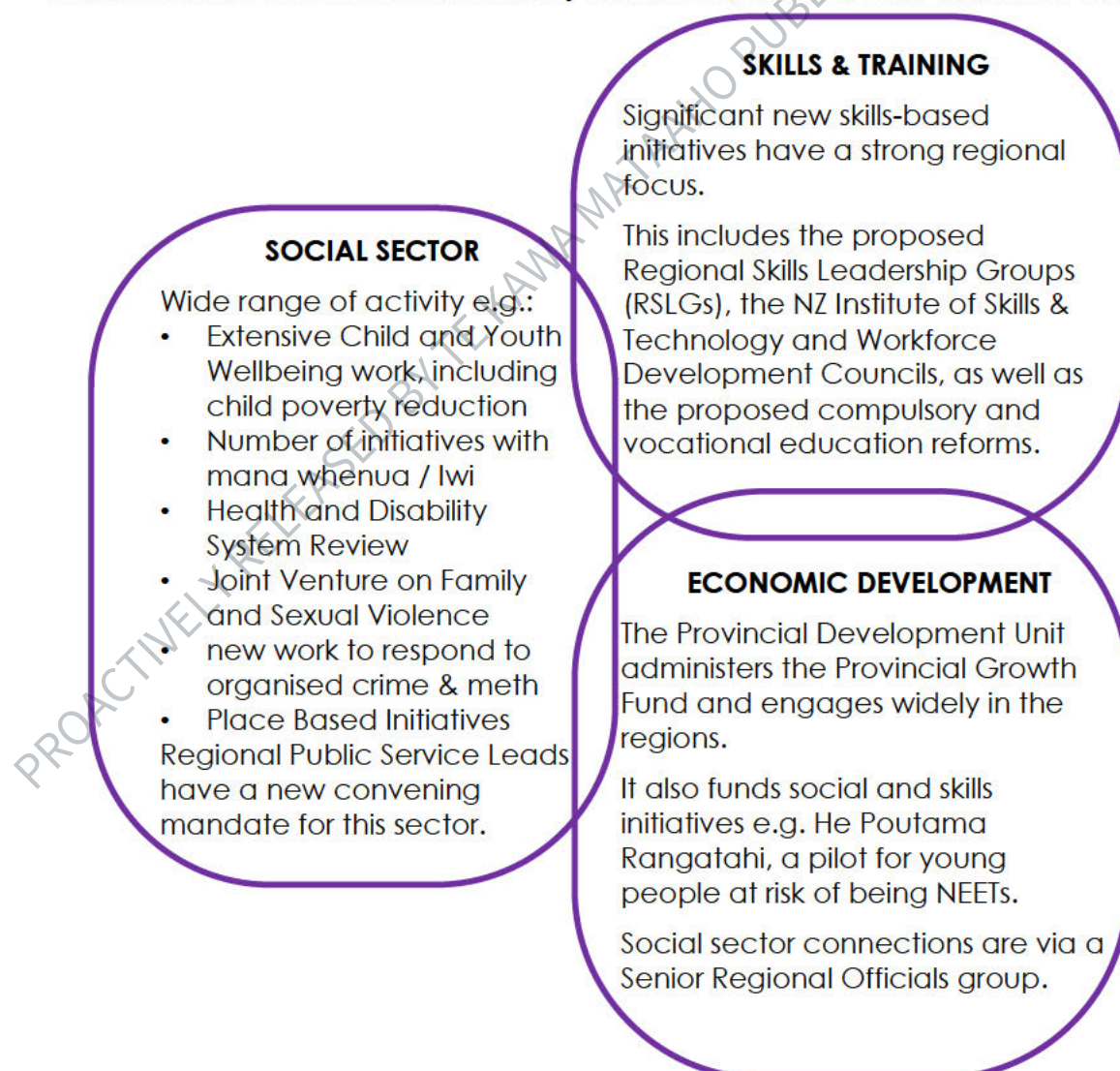
13.2 Regional leads: appointing a Regional Public Service Lead for each region who will have a mandate to bring together regional decision makers from central government agencies, and work with other regional leaders

13.3 Profiles and priorities: communicating public service activity and focus areas within each region through a regional profile and priorities for the whole public service

13.4 Shared property and technology: developing shared property and IT models to support the operation of regional offices and the greater integration of services for communities.

Regional context

- 14 This work is intended to enable central government agencies to work together in a more joined-up way to support regional and local government and community leaders on agreed priorities for the wellbeing of local communities. The social, skills and economic development sectors are closely related, and real and sustained progress on regional issues will only happen when those sectors work well with each other.
- 15 The following diagram illustrates the current relationships between central government sectors in regions, and their key initiatives. Explicit and agreed understanding between these sectors is critical for long term success. Without a collaborative and coordinated approach, initiatives will be less successful than they could be or, at worst, could undermine each other.



- 16 The new role of Regional Public Service Lead has a mandate to bring together the regional representatives of central government agencies so that the agencies can work together better, and also work together with regional and community leaders, including local government and iwi. The role is intended to be flexible enough to fit in with whatever local and regional collaboration and governance structures are already working.

Update on workstreams

Boundaries

- 17 Cabinet agreed in July 2019 [CAB-19-MIN-0290, recommendation 7] to the following principles for all public service departments to use when considering changes to their boundaries:
- 17.1 build around communities, being mindful of whakapapa connections
 - 17.2 use existing territorial authority boundaries to build up regions, with variations by exception
 - 17.3 consult with key public service partners to maximise boundary alignment between departments to better enable cross-agency collaboration at a regional level
 - 17.4 ensure changes continue to allow for reporting on regional outcomes.
- 18 Subsequent work by the regional Chief Executives group identified the fifteen areas already agreed for the RSLGs, which are based on the regional council and unitary authority boundaries, as the best boundaries to use at this stage. **Attachment One** is a map of the areas. LINZ has worked with SSC to develop a set of comparative maps of existing boundaries which illustrates where differences lie, and the reasons for differences. This will enable more informed consideration of options as opportunities arise for boundary changes.
- 19 I do not consider there is value in altering boundaries simply for the sake of it, especially when there are substantial costs in such processes. The best time to reconsider and adjust existing boundaries is when there are significant functional changes underway. For instance, I expect that boundaries used in the reformed vocational education system and for the new Education Support Agency in the Ministry of Education will both be compatible with these boundaries.

Regional leads

Focus of the role

- 20 I originally advised that the regional leadership role would focus on bringing together government agencies across the social and skills sectors. However, after further consultation and consideration with recently appointed Regional Leads and Senior Officials, I propose the regional leads focus on the social sector, while strengthening connections with the skills and economic development sectors, so that their work can be more targeted and effective.
- 21 I have taken a wide view of the social sector including the core operational agencies: the Ministries of Social Development, Education, and Health, Oranga Tamariki, and Housing and Urban Development. In addition, a number of other agencies are involved in social sector work, particularly at a regional level, such as the Ministries of Business, Innovation and

Employment (through Immigration), Environment, Justice, Primary Industries, and Transport, the Department of Corrections, Te Puni Kōkiri and New Zealand Police.

- 22 Engaging with iwi and hapū will be an important part of the work of Regional Leads as part of our commitment to uphold Te Tiriti, including settlements and Social Accords. An example of upcoming work where the Regional Leads could be particularly helpful is supporting the Child Wellbeing Unit and Oranga Tamariki in undertaking local engagement work for the Ministers for Child Poverty Reduction and Children.
- 23 Central government has a number of regional initiatives in the economic and skills sectors, especially the proposal to establish Regional Skills Leadership Groups (RSLGs) as regional labour market planning bodies made up of local employers, iwi and relevant Māori groups, local government and communities. The new Regional Leads will be able create useful connections from the social sector to RSLGs, either as a member themselves or by ensuring that the right social sector representatives are part of their local RSLG.
- 24 Social sector agencies need to be involved so that central government support is coordinated and based on a comprehensive overview and agreement about priorities. Regional Leads are expected to use existing leadership arrangements where these are working well, and act as a bridge between central government and local and regional decision makers. Operational policy issues such as compliance burdens and unhelpful competition for NGOs arising from commissioning and contracting approaches will also benefit from regional input.
- 25 Social sector work going on in local and regional areas has not always been visible enough to other sectors. This risks lack of connection and not getting best use of scarce resources. Some of this lack of visibility is because central government is increasingly trying to work locally, recognising that “one-size does not fit all” when working on social issues. This more low-key approach can leave the work of social sector central government agencies at risk of being overlooked and not well connected to other central government local and regional initiatives.

Appointment and initial work of the Regional Leads

- 26 After an Expression of Interest process, eleven people have been mandated by the State Services Commission as Regional Leads to cover the fifteen regions. In some areas, a Regional Public Service Lead was already covering multiple regions in their substantive role, so it was an appropriate fit for them to continue in that way for this role. This was the case in Gisborne and the Hawkes Bay, Marlborough, Nelson/Tasman and the West Coast, and Southland and Otago. Additional Leads could be appointed in the future if necessary.
- 27 Regional Leads will support a shift in the way agencies work together, to encourage a joined-up system able to tackle complex issues in the social sector and promote stronger connections with their counterparts in the skills and training, and economic development sectors. This more joined-up approach will enable better engagement with communities, local and regional government, and support the strengthening of Māori/Crown relationships. **Attachment Two** lists the appointees and their regions.
- 28 A workshop with the newly appointed Leads was held in October 2019 to discuss the scope of their mandate and possibilities for local roles and approaches. Regional Leads have specialist local knowledge and well-established networks in their respective communities. These qualities will be key in making the connections needed. The work programme of each of the Regional Leads will develop as the profiles and priorities are finalised.
- 29 As outlined in the July 2019 Cabinet paper, the Auckland region has a substantially larger and more complex population than the other regions, and the role of Regional Lead will need to be

approached differently. This is still to be determined. Currently, Regional Leads are being asked to perform their new role without any additional resources. After an initial implementation phase, I expect Officials to provide advice about additional secretarial and agency support that may be required, either centrally or locally.

Regional profiles and priorities

- 30 Regional profiles are being developed with the Regional Leads to help identify, support and monitor progress on regional priorities, with the intention of improving central government agencies' connection with and support of regional and local priorities. These profiles will provide a broad perspective of the wellbeing outcomes wanted across the regions, with a particular focus on social indicators, skills and economic outcomes.
- 31 The profiles will need to be living documents, complemented by information about existing cross-agency collaborations and other relevant regional activities. The attached prototype has been developed from existing centrally held data but, as described below, they will become an increasingly locally derived document.
- 32 The identification of regional priorities particularly cannot be a centralised process. In most cases, significant local and regional priorities will have already been identified and, in many cases, cross agency work will be underway. The task for the Regional Leads in such regions will simply be to compile the existing regional priorities and place them within context of government priorities.
- 33 In regions where priorities have not already been identified, or there is not an agreed way to develop them, the Regional Leads will need to work collaboratively across the region to identify an interim set of priorities for the purposes of focusing the profile. A sense of local and regional priorities is a vital part of the profiles, to ensure that the coordination of social sector work with skills and training, and economic development sectors is focused on areas relevant to the outcomes wanted in each region.
- 34 At the same time, the Minister of Local Government's Community Wellbeing project is starting to consider options for a more collaborative, multilateral and community driven approach for identifying and setting community wellbeing priorities. In time, that work programme is expected to develop multilateral, community driven processes within which the Regional Leads could participate and contribute by connecting central government activity with local priorities. The working groups in this project are likely to present the Minister with a proposal in early 2020. I expect officials to consider the alignment of these work programmes.
- 35 I propose that the regional profiles and priorities be published annually from July 2020 to tell the story about what priorities government agencies are focusing on in each region, and the progress that is being made, and how those identified areas of focus fit with government priorities. Other stakeholders will also be able to use the published profiles and priorities as a resource to better understand what is going on in each region.
- 36 Raising the visibility of key social sector activity in each region, and confirming how the effort links with local priorities, will be an important first step to improve coordination and support innovation.
- 37 **Attachment Three** is a prototype of what the regional profile indicators could look like for the Bay of Plenty area using the Treasury's Living Standards Framework as a starting point. It also contains a map locating social sector Public Services in the region (schools, Work and Income offices and some Health, Oranga Tamariki and Justice locations). Key social sector initiatives and work programmes will be included in the completed profiles.

- 38 Work has started with the Regional Leads on developing the profile beyond the prototype, for publication in July 2020. These profiles will evolve over time. Beyond July 2020, we anticipate developing a wider set of regional indicators that would complement the regional profile template, to allow the regions to tell a more tailored story about their challenges, opportunities, priorities and progress. This work will fill a gap by bringing together a set of wellbeing indicators for analysis at the regional level. Where possible, the profiles will be developed to align with, and complement, existing measurement and indicator work underway across government.
- 39 The Regional Leads will help to develop the framework and select indicators. For example, we will need to be able to understand how the regional profiles cover elements of other important frameworks such as those for Whānau Ora and Child and Youth Wellbeing. Choices will have to be made to select a common set of indicators that can tell the story of individual regions. The Regional Leads requested that indicators should be available in a disaggregated form, to allow for comparisons and analysis of indicators with a range of factors:
- national averages
 - over time
 - outcomes of specific age groups (particularly children, youth and seniors), genders, ethnicities, and disadvantaged groups.
- 40 Producing regional indicators to this level of detail is a resource intensive process, and some of the requested data may not be available to that level of detail, and even regional level detail will not be fine grained enough for some purposes. Most regions include local communities with significantly different levels of resources and opportunities which can “average out” at a regional level.
- 41 Central government officials can provide technical assistance to inform the design and content of the profiles and collate and prepare the required data. But ultimately this work will need to be driven by the Regional Leads - any tailored analysis using the wider set of regional indicators should be led from the regions, with assistance from central government officials.
- 42 What can be achieved will be limited without additional resourcing, and I note that the RSLG work has been initially costed at least \$5m per year. Officials are investigating possibilities for joint work with the RSLGs given there are obvious common interests and data needs.

Shared property and technology

- 43 The Government Property Group (based in the Ministry of Business, Innovation and Employment) is leading this workstream analysing the future leasing opportunities in all regions and progressing the technology-enabled shared accommodation proof of concept with the Government Chief Digital Officer.
- 44 Co-location is expected to be a useful tool to facilitate regional leadership, connecting different parts of government at the regional level, and promoting efficiencies with back-office functions. As well as co-location possibilities, facilitation of better digital links is being investigated.
- 45 The rationale and possibilities for shared property in particular locations will be clearer as the programme develops. While shared property can be an enabler for existing activity, it can also act as a driver of changed behaviour where necessary/desired. However, care is needed to ensure that co-locations and shared offices do not compromise the ability for individual agencies to work directly with their communities.

- 46 It is intended that any moves to co-location will occur as opportunities arise and will support the objectives of the joined-up government programme. This programme will similarly act as a significant driver for the Government Office Accommodation Programme.

Links to the implementation of State Sector Act Reform and other work programmes

- 47 This work on joining up government in the regions was initiated as part of the implementation of the State Sector Act Reform, alongside the process to introduce new legislation. The initial implementation of the work in the regions does not require legislative change but is intended to support regions to mobilise their resources and relationships to support system-wide outcomes. This is already happening in a number of areas, and the regional profiles will support clarity about current approaches and the ability to share best practice across regions. The new Public Service Act, to be enacted in 2020, includes new collaborative models for cross-agency working.
- 48 Links with the Local Government Community Wellbeing and RSLG work are discussed above: I expect that the Regional Leads will play an important role in ensuring the social sector contributes effectively to both work programmes.

Consultation

- 49 The following agencies have an interest in this work and have been consulted on the paper: the Departments of Conservation; Corrections; Internal Affairs; Land Information NZ; Joint Venture Business Unit (Family and Sexual Violence); the Ministries of Culture and Heritage; Business, Innovation and Employment; Education, Environment; Health; Housing and Urban Development; Justice; Pacific Peoples; Primary Industries; Transport; Women; Youth Development; NZ Police; NZ Qualifications Authority; Office for Seniors; Office for Disability Issues; Oranga Tamariki; Social Investment Agency; State Services Commission; Statistics NZ; Te Arawhiti; Te Puni Kokiri; Tertiary Education Commission; and The Treasury.
- 50 The Department of Prime Minister and Cabinet has been advised.

Financial implications

- 51 There are no known financial implications at this point.

Human rights implications

- 52 There are no human rights implications.

Legislative implications

- 53 There are no legislative implications.

Regulatory impact and compliance cost statement

- 54 N/A

Gender implications

- 55 There are no distinct gender implications, but the Ministry for Women supports the proposed collaborative and coordinated approach as being likely to increase the likelihood of success of

initiatives impacting on women, noting particular difficulties for women in rural areas in accessing services, as well as the value of regional representation in developing targeted solutions for different groups of people.

Disability perspective

- 56 There are no distinct disability perspectives, but the Office for Disability Issues noted that Regional Leads offer possibilities for local implementation of the NZ Disability Strategy and Action Plan, subject to sufficient resourcing.

Publicity

- 57 No publicity is required or expected at this stage. Communication needs for the launch of the Regional Profiles will be covered in the next Cabinet paper.

Recommendations

- 58 It is recommended that the Committee:

Boundaries

- 1 **Note** that Cabinet agreed in July 2019 to principles to be used by Public Service departments when considering changes to their boundaries
- 2 **Note** in accord with those principles, regional Chief Executives agreed to use the fifteen areas already agreed for the Regional Skills Leadership Groups, which are based on regional council and unitary authority boundaries
- 3 **Note** that I expect the boundaries used in the reformed vocational education system and for the new Education Support Agency will both be compatible with these boundaries

Regional leads

- 4 **Note** that eleven Regional Leads have been appointed to cover the fifteen agreed regions, and that this number may be increased if necessary
- 5 **Note** that the Auckland region has a substantially larger and more complex population and, therefore, the role of the Regional Lead will be approached differently
- 6 **Note** that the Regional Leads will initially focus on working with the social sector, including the appropriate government agencies and iwi and relevant Māori groups for their region, while strengthening connections with the skills and economic sectors
- 7 **Note** that an initial workshop with the Regional Leads has informed the proposed scope of their mandate, and the process of developing regional profiles and priorities
- 8 **Invite** the Minister of State Services to report back on detailed mandate, scope of role, decision rights and accountabilities, once Regional Leads have confirmed the appropriate approaches for their regions

Profiles and priorities

- 9 **Agree** that the primary purpose of regional profiles is to improve central government agencies' connection with and support of regional and local priorities

- 10 **Note** that the Cabinet paper includes a prototype regional profile as an example which will be further developed, with input from the Regional Leads, to leverage existing work and ensure ownership from regional stakeholders
- 11 **Note** that the Minister of Local Government's Community Wellbeing Working Groups are scoping a more multilateral, community driven process for identifying local wellbeing priorities, and that the Minister of Local Government will be in a position to discuss this concept with Ministers in early 2020, and with mayors and chairs in March-April 2020
- 12 **Note** that there is a significant opportunity to complement the work in this paper with this more multilateral, community driven process envisaged by the Community Wellbeing Working Groups
- 13 **Agree** that the first tranche of interim profiles and priorities will be published by July 2020, including priorities to the extent they have been agreed within each region

Shared property

- 14 **Note** that the property programme is active, with the Government Property Group assessing the future leasing opportunities in all regions, and progressing the technology enabled shared accommodation proof of concept with the Government Chief Digital Officer
- 15 **Note** that co-location is generally expected to be a useful tool to facilitate regional leadership, connect different parts of Government at the regional level, improve client service and promote efficiencies with back office functions
- 16 **Note** that any moves to co-location will occur as appropriate opportunities arise and will support the direction of the joined-up government in the regions programme, as well as the Government Office Accommodation Programme.

Hon Chris Hipkins
Minister of State Services

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Attachment One: Map of Regional Boundaries




Attachment Two: Regional Leads




Attachment Three: Prototype of Regional Profile



Attachment One: Map of Regional Boundaries






Attachment Two: Regional Leads

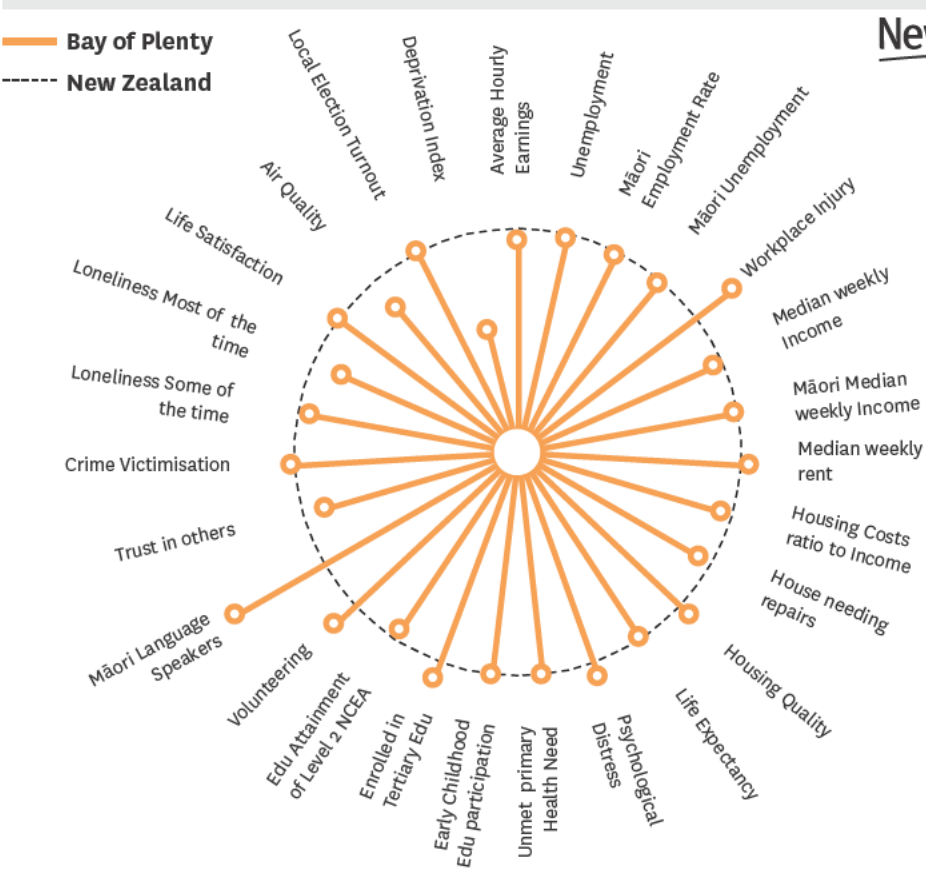
Regional Public Service Lead	Bio
<p>Northland Region Eru Lyndon, MSD, Regional Commissioner</p> 	<p>Eru is of Ngāpuhi, Ngāti Hine, Ngāti Whatua, Ngāti Wai, Ngāti Kahu and Ngāti Toa descent. He is the Regional Commissioner for Social Development, Northland, at the Ministry of Social Development, and has held executive management and governance roles in Maori development, health, tertiary education, sport and recreation, and private sectors. Since 2013, Eru has overseen many programmes and initiatives that have contributed to improvements in the well-being of people and communities. One of these initiatives, He Poutama Taitamariki, was a finalist in the Better Outcomes category of the inaugural Spirit of Service Awards 2019 for the Public Service.</p> <p>Eru holds a Bachelor of Laws and an MBA (<i>dist</i>), and has completed executive education programmes at IMD, Stanford and MIT.</p>
<p>Auckland Region Zoe Griffiths, MoE, Deputy Secretary</p> 	<p>Zoe began her public service career as a lawyer in Child, Youth and Family where she specialised in child protection law, intercountry adoption and civil claims. She was appointed the Chief Legal Advisor in 2003. From 2006, Zoe held a range of senior roles in the Ministry of Social Development, including General Manager Care and Protection Support in the Child, Youth and Family Service and General Manager Strategy and Service Development in Work and Income.</p> <p>Zoe was seconded from the Ministry of Social Development in 2013 as the Director of the Ministerial Inquiry into Novopay. Zoe held her first role in the Ministry of Education as the Director of the Office of the Secretary in June 2014. In 2015 she was appointed as Deputy Secretary of the Business Enablement and Support group in the Ministry of Education. This group is responsible for the Ministry's organisational capability ensuring the people, processes, critical systems and infrastructure are in place to achieve the Ministry's strategic priorities. Zoe has a Bachelor of Laws from Auckland University.</p> <p>Zoe is from Auckland and is based in Auckland three days per week.</p>
<p>Waikato Region Te Rehia Papesch, MSD, Regional Commissioner</p> 	<p>Te Rehia is of Waikato-Manipoto, Ngāti Porou, and Ngāti Whakaue descent. Since joining the Ministry in 1985 as a social worker, Te Rehia has held a number of management positions until her appointment to the role of Regional Commissioner in 1998.</p> <p>She began her qualification pathway while working with the Ministry with a Certificate in Māori Studies (Tikanga, Te Reo), a Diploma in Business Studies (Personnel Management and Employee Relations), and a Bachelor of Arts majoring in Politics. She has completed the Company Directors Programme with the Institute of Directors and has also been a registered Psychiatric Nurse.</p> <p>Te Rehia holds the Institute of Directors membership and has held trustee roles on school Boards of Trustees and non-government organisations. Her most recent being with Taiohi Toa Trust as Chair (intervention programmes for youth at risk of offending) for eight years. She is currently Chair of Ngaruawahia High School Board of Trustees and is Treasurer for Hui Te Rangiora Catholic Marae Committee in Hamilton.</p>

	<p>Te Rehia has a passion for youth especially Maori and is a strong advocate for the safety of tamariki and whanau, mental health issues and our responsiveness to these concerns.</p>
<p>Bay of Plenty Region Ezra Schuster, MoE, Director of Education</p> 	<p>Ezra is the Director of Education with the Ministry of Education for the Bay of Plenty-Waiariki since its establishment in 2014. He is responsible to deliver responsive solutions to local education priorities, integrating the Ministry's wider strategies and working with partner agencies to achieve collective outcomes. This includes implementation of the Learning Support Action Plan alongside Health in several communities and piloting the Healthy Food in Schools initiative.</p> <p>Ezra has over 14 years in senior leadership roles with the Ministry of Education that included leading Pacific Education in Auckland and in Special Education, Learning Support initiatives and international development work across the Pacific. Ezra is a 2018 Leadership Development Centre Fellow and has a Masters of Education Management and Leadership.</p> <p>Outside of his role with the Ministry of Education, Ezra is passionate about leadership development specifically in the Pacific region and is the Chair of Commonwealth Study Conferences NZ and a Board member and NZ representative on the Global Emerging Leaders Dialogue. Ezra is married with five young children and hails from the villages of Faleapuna, Safotulafai, Iva, Matautu, Lefaga and Alamagoto in Samoa.</p>
<p>Hawke's Bay Region and the Gisborne District Annie Aranui, MSD, Regional Commissioner</p> 	<p>Annie Aranui is the Regional Commissioner for MSD in the East Coast Region. Annie leads eight service centres stretching from Potaka in the north to Takapau in Central Hawke's Bay with approximately 200 staff.</p> <p>Annie has a Masters degree in Public Management and a Diploma in Social Services. In 2012 Annie gained a scholarship through Leadership Development Fellowship to attend a Global Change Leadership programme at Harvard University and a leadership programme with the ALIA Summer Institute in Halifax, Nova Scotia. An LSI Practitioner and coach, Annie enjoys the conversations with people to develop their own solutions and increase their opportunities.</p> <p>Married to her husband James for 33 years, is a mother of three and nanny to eight mokopuna, Annie is passionate about her heritage and has been on a journey to develop her Te Reo Maori since 2016. Committed to building and growing social and economic partnerships that contribute to be lives for individuals, whanau and communities.</p>
<p>Taranaki Region Gloria Campbell, MSD, Regional Commissioner</p> 	<p>Gloria's career in the public service began in 1978 when she commenced in the position of Benefits clerk in Stratford for the Department of Social Welfare. Prior to being appointed as MSD Regional Commissioner in 1998, Gloria held a number of management roles within the Department of Labour and New Zealand Employment Service.</p> <p>Gloria's MSD Taranaki team includes a labour market development function that assists local communities create employment opportunities and helps address skills and labour shortages by partnering with industry and business. Promoting the benefits of recruiting a diverse workforce, she is committed to helping people access opportunities that improve their lives and that of their whānau contributing to stronger and more resilient</p>

	<p>communities.</p> <p>Gloria is Taranaki born and bred and has a strong understanding of regional and social issues, living and tree farming with her husband in central Taranaki. She is passionate about her involvement with the Taranaki Kiwi Trust spending as many weekends as she can engaged in activities and events on behalf of the Trust. Gloria is also a former Board Member of Venture Taranaki Trust.</p> <p>Gloria holds an Australia and New Zealand School of Government (ANZSOG) membership and a Public Service Management qualification.</p>
<p>Manawatu-Whanganui Region Katie Brosnahan, MSD, Regional Commissioner</p> 	<p>Katie joined the Ministry in 1983 and held various frontline management roles with 20 years in operational and strategic leadership roles, the last five of which have been as Regional Commissioner of the Central Region. In this time she has successfully established and fostered relationships with Central Region's economic development agencies, industry organisations, government and non-government sectors.</p> <p>Katie has a governance role for the Council led Safety Advisory Board and is Chair of the Manawatu Regional Interagency Network (RIN). Katie is a member of the Manawatu-Wanganui Civil Defence and Emergency Management (CDEM) Coordinating Executive Group and was Chair of the Manawatu Wanganui CDEM Welfare Coordination Group when the Welfare response to emergency events was MSDs responsibility; during that period, she led the response and recovery phase for the 2015 flood event working closely with a wide range of agency leads across the Horizons Region.</p> <p>Katie has very strong links to a range of other Central and Local Government agencies throughout the Region and is highly experienced in building interagency connectivity, she has completed the Weatherhead School of Management, Leadership Deep Dive Programme through the Case Western Reserve University in Ohio and she holds a Public Service Management qualification.</p>
<p>Wellington Region Roy Sye, MoE, Director of Education</p> 	<p>Roy is focused on serving his community and using his skills to enable and empower those around him. His current roles are as the newly appointed Director of Education (Wellington) for the Ministry of Education and as a Justice of the Peace. Previously he has been Director of Education (Hawke's Bay / Tairāwhiti), Educator, School Principal, Napier City Councillor, Company Director and Board of Trustees Member. These community, social and commercial roles have helped him build a diverse set of skills and knowledge. Roy's current focus is on creating effective Sector and Inter-Sector relationships to support enduring system change and better outcomes for communities.</p>

<p>Nelson City, the Tasman District, Marlborough District and the West Coast Region Craig Churchill, MSD, Regional Commissioner</p> 	<p>As Regional Commissioner for Social Development, Craig is the senior regional official for the Ministry of Social Development (MSD) covering Kaikoura, Marlborough, Nelson, Tasman and the West Coast.</p> <p>Craig leads MSD's Nelson Region regional leadership group, who along with a great regional team are responsible for ensuring the right range and level of services, products and interventions are provided by MSD and through its partners across the region.</p> <p>Prior to joining MSD, Craig worked within the Transport and Logistics industry in New Zealand for the last 30 years, having held senior executive sales, general management and business ownership positions.</p> <p>Craig is a Chartered Member of the New Zealand Institute of Logistics & Transport and is a Leadership New Zealand Fellow.</p>
<p>Canterbury Region Ben Clark, Corrections, Regional Commissioner</p> 	<p>Ben started his career as a forensic psychologist in Her Majesty's Prison Service in England where his work was focused on the assessment and treatment of prisoners, and advising Parole Board and Court decisions. After attaining a Masters in Criminology, he moved into a role as an Inspector with HM Inspector of Probation.</p> <p>Since moving to New Zealand in 2009, Ben has focused on developing his leadership skills in a range of roles within the Department of Corrections, both strategic and operational. As Director Programmes and Interventions, he took a lead in increasing offender access to rehabilitative programmes and in the co-design of the multi-agency Integrated Safety Response to tackle family harm.</p> <p>Ben started as Regional Commissioner on 25 January 2016. He has focused on embedding a 'one team' approach, strengthening leadership capability and improving staff safety through values-led practice. A common thread in Ben's career to date has been a passion for understanding people and helping them to identify opportunities for positive change.</p>
<p>Otago Region and the Southland Region Jason Tibble</p> 	<p>Jason is of Ngāti Porou decent and grew up in Dunedin where he currently lives with his family. He is a 36 year old father of two children and husband to Julia whom he met in High School.</p> <p>Jason has been Southern Regional Commissioner at MSD for two years and prior to this he held a variety of leadership roles in the commercial sector in both New Zealand and Australia. His career has spanned liquor, dairy, and the finance and payments industries.</p> <p>Jason has a strong connection to the Lower South Island as well as the social wellbeing kaupapa. As a child, Jason had a challenging upbringing at times and could well have taken a different path if not for good luck and some very supportive mentors along the way.</p> <p>He currently sits on a variety of social committees, local and national boards, is a regular speaker at the Otago and Southland Chamber of Commerce Leadership Academies, and actively works with New Zealand Rugby League. He and his wife own a small confectionary business which raise funds for the Otago Community Hospice.</p>

Bay of Plenty regional profile



New Zealand Government

Indicators compared to New Zealand over all

Interpreting this graphic

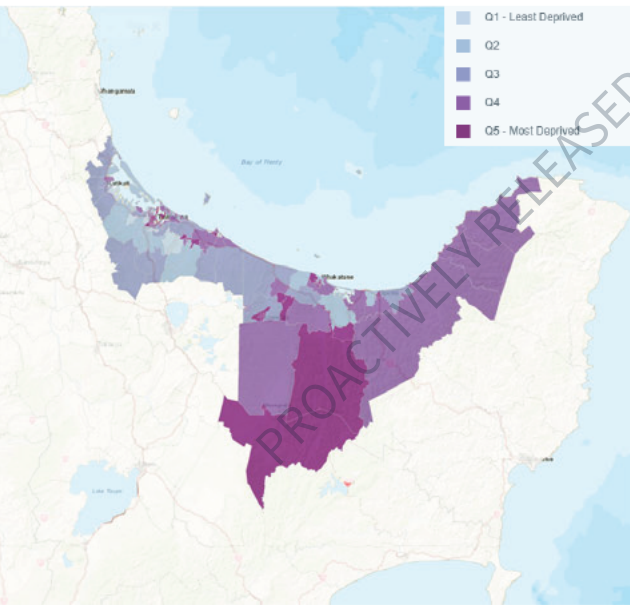
This radial graphic compares indicators from Bay of Plenty with New Zealand over all.

If the orange line is outside the dotted line, Bay of Plenty is performing better than New Zealand over all.

This comparison is done using ratios between Bay of Plenty and New Zealand over all, allowing comparisons between indicators as well as between regions.

New Zealand Deprivation Index

5,397 is median deprivation index number for Bay of Plenty* region.
(2,980 is the median for New Zealand)

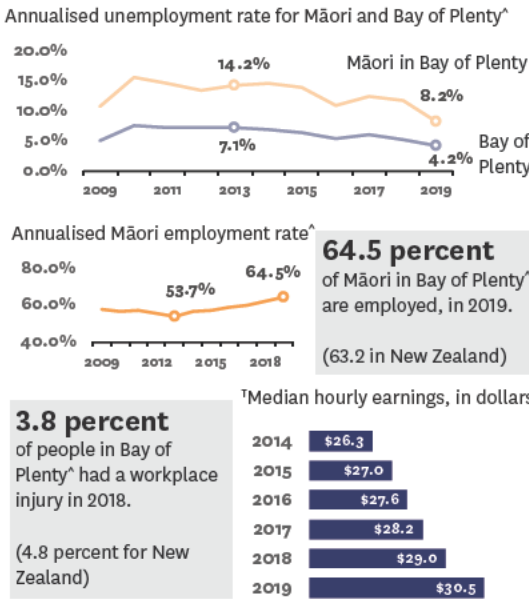


The 2013 New Zealand Deprivation Index is based off the 2013 New Zealand Census, and collates multiple indicators to provide comparisons between regions and give a sense of deprivation.

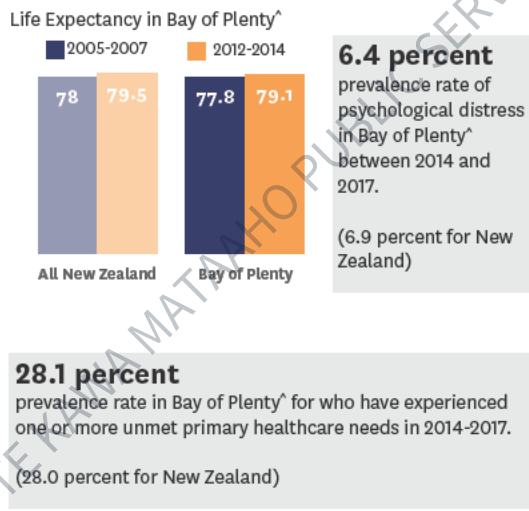
The map used here is District Health Board for Bay of Plenty by area unit.

Bay of Plenty has some of the highest deprivation areas compared to New Zealand over all.

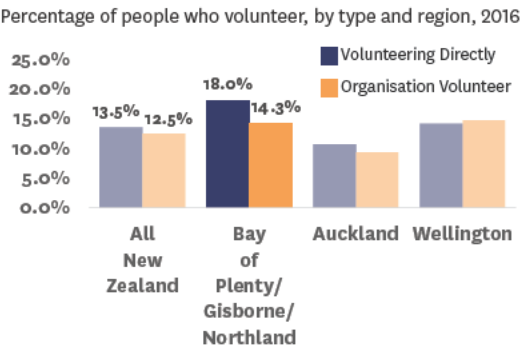
Employment and Earnings



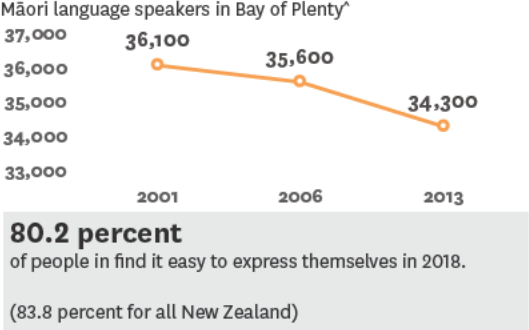
Health



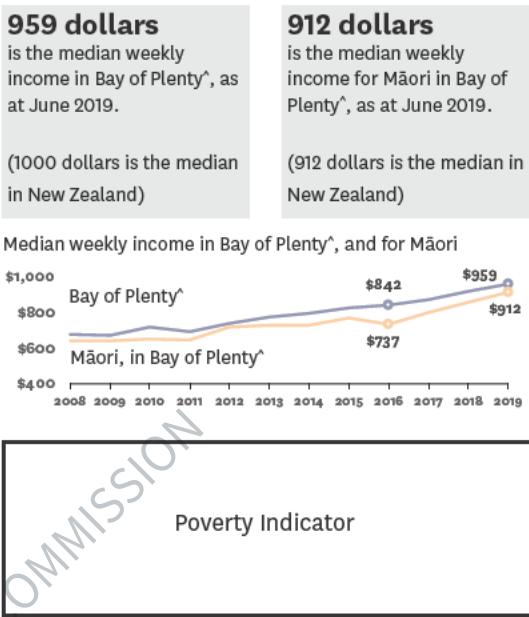
Time Use



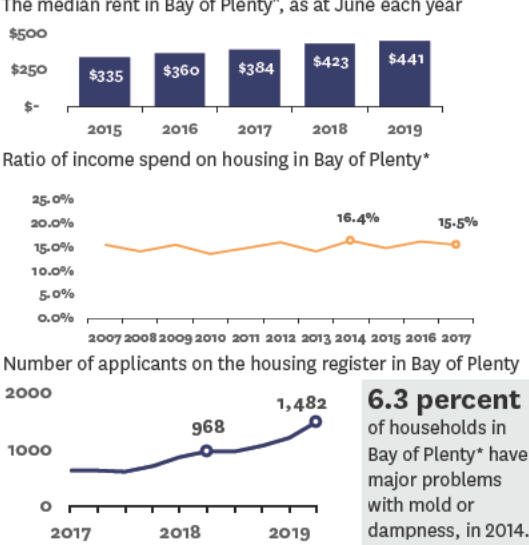
Cultural Identity



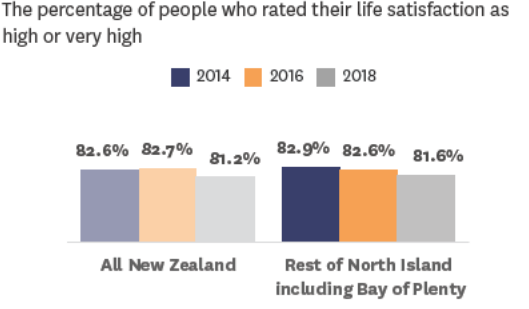
Income and Consumption



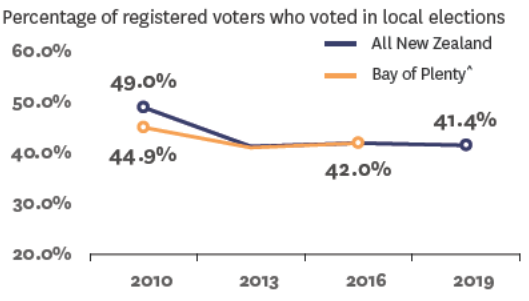
Housing



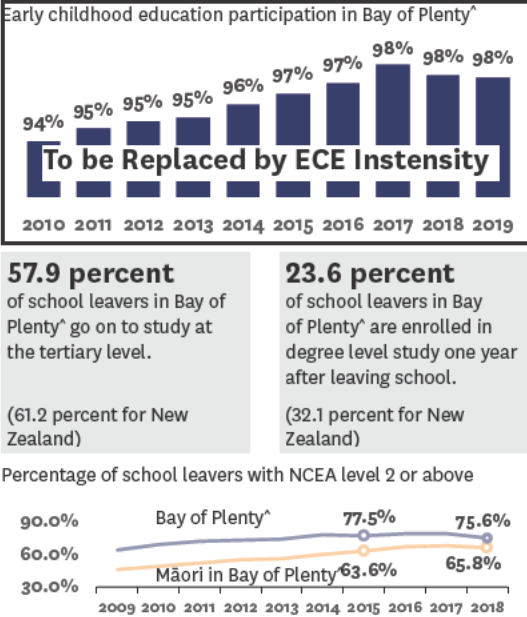
Subjective Wellbeing



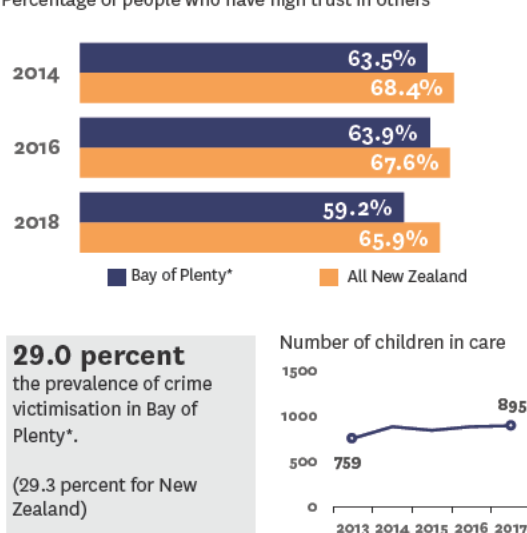
Civic Engagement



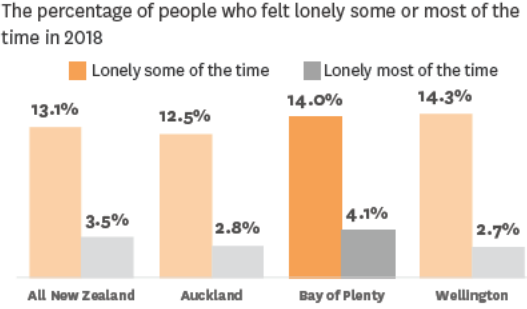
Knowledge and Skills



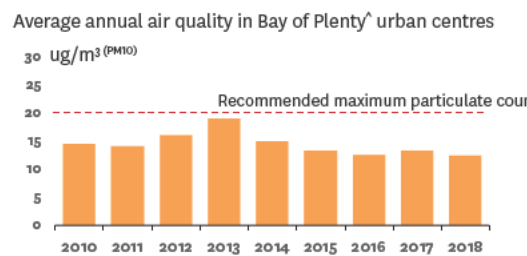
Safety



Social Connectedness



Environment



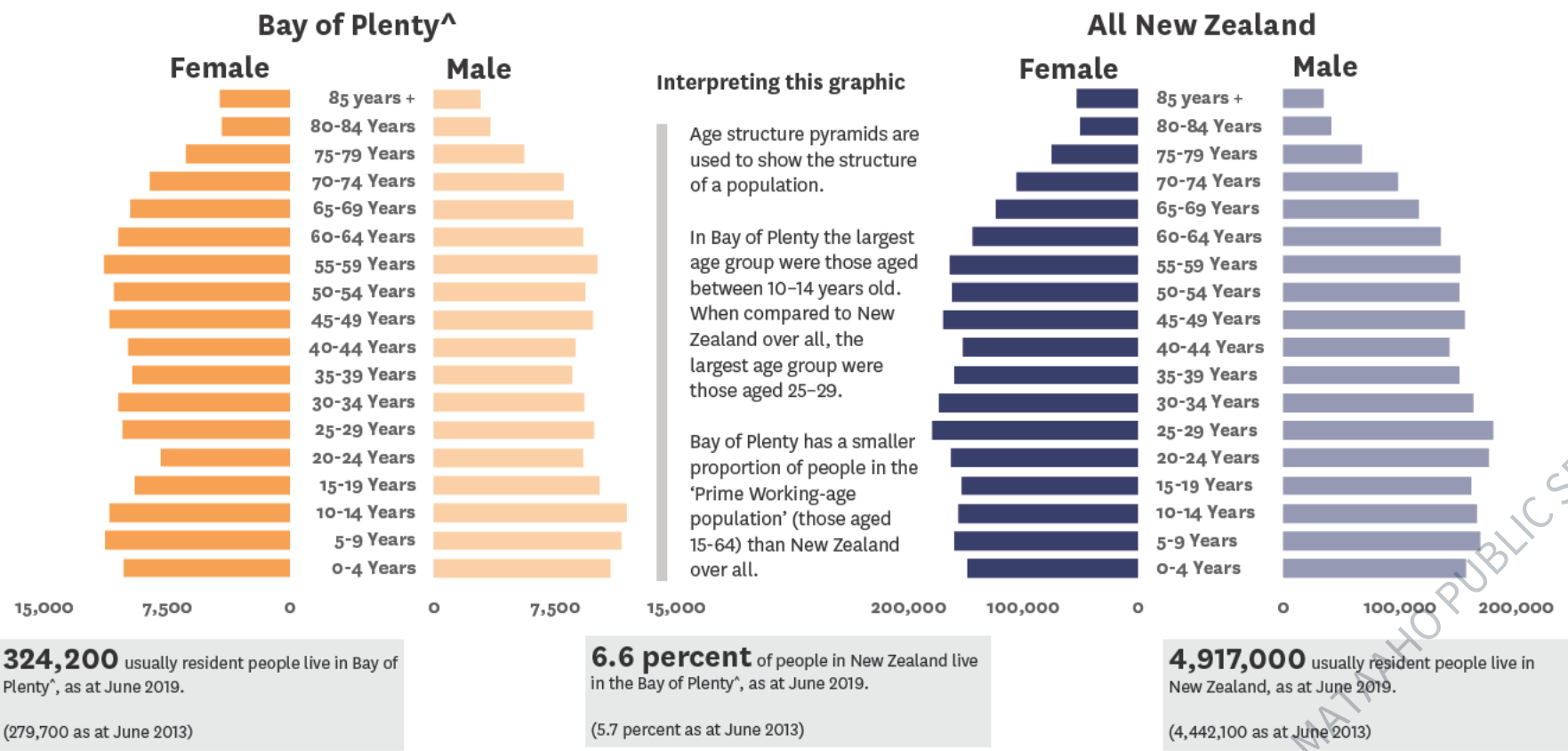
*Broad region of "rest of New Zealand" is used for this data, it excludes Wellington, Auckland, and Canterbury.
*Only broad Statistics NZ regions available, this aggregates the regional councils: Northland, Waikato, Bay of Plenty, Gisborne/Hawke's Bay, and Manawatu - Whanganui

Bay of Plenty in context

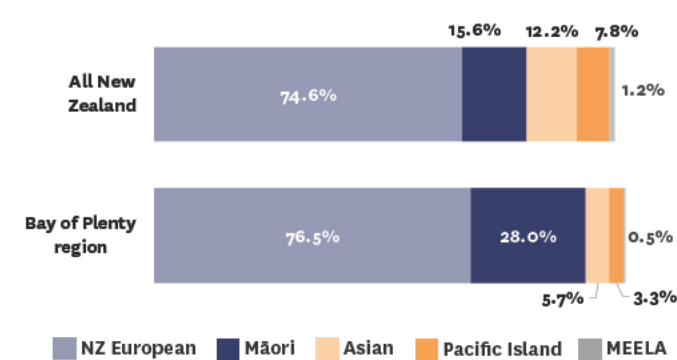
New Zealand Government

Prototype Version 1.0

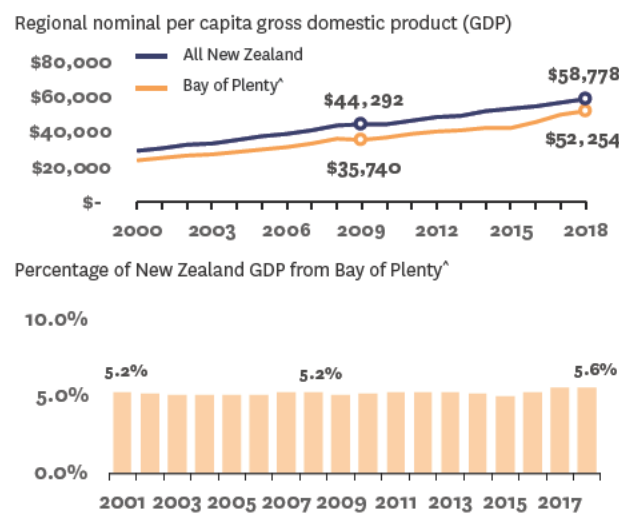
Age structure



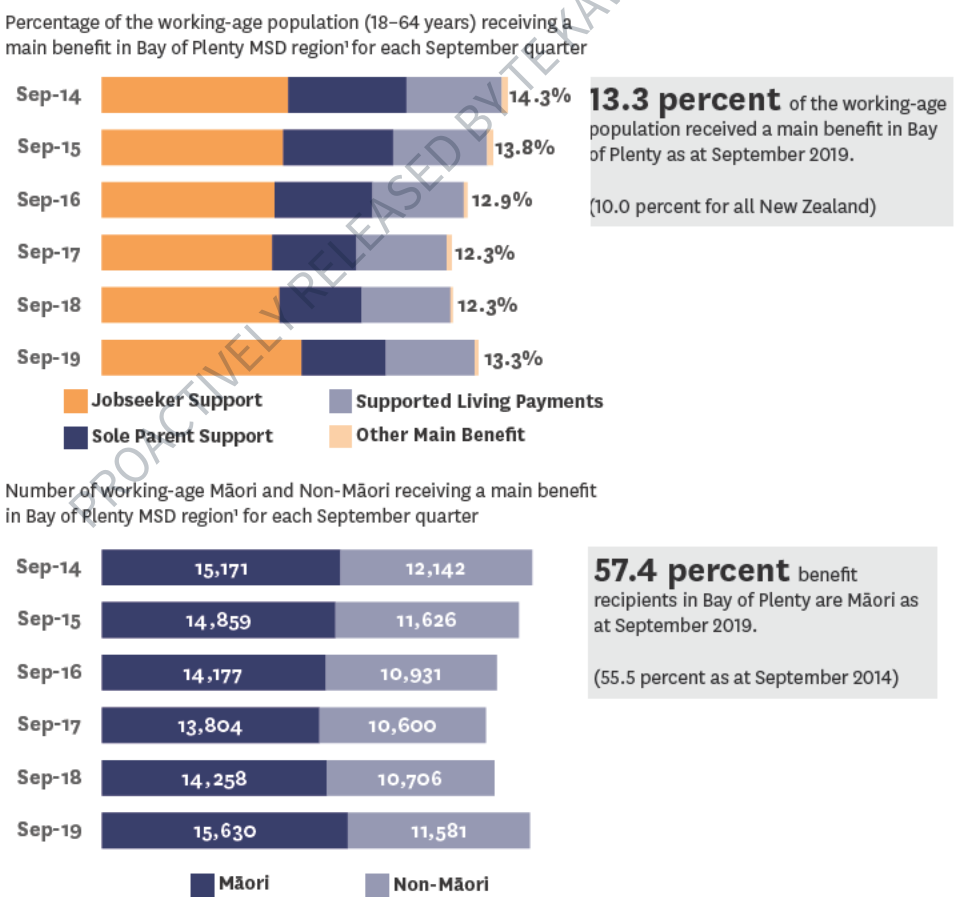
Self-identified total response ethnicity[^]



Economic snapshot



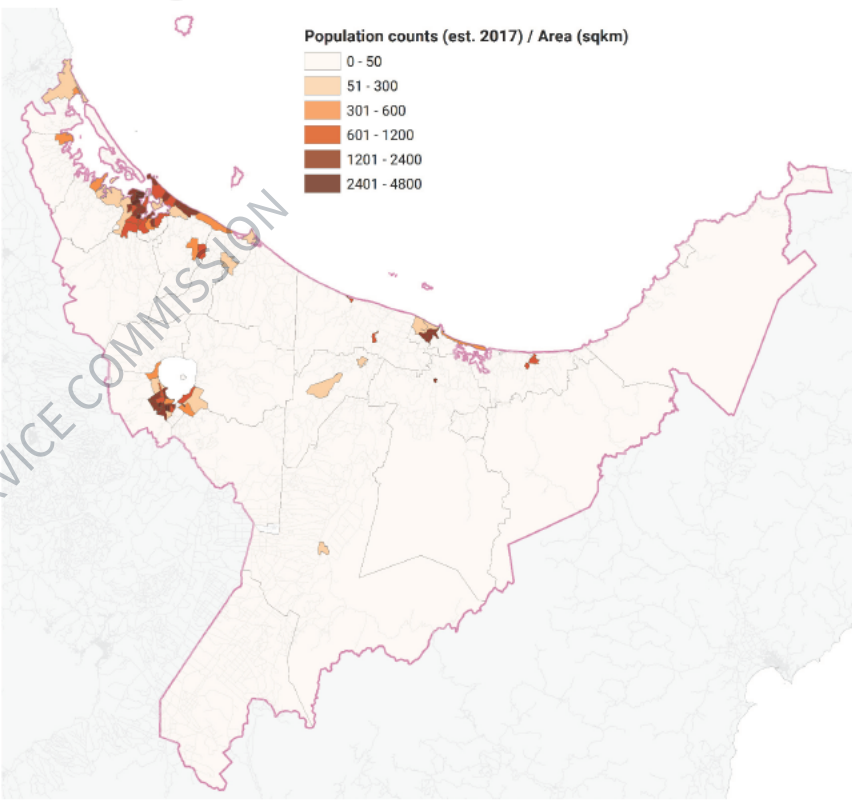
Welfare assistance



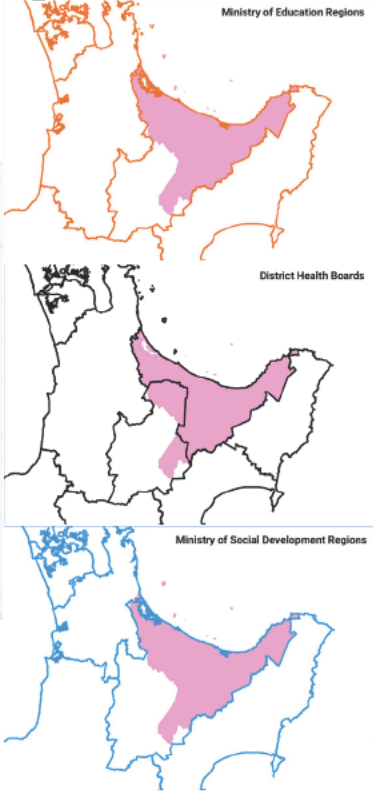
[^]Regional Council region

[^]Ministry of Social Development regions

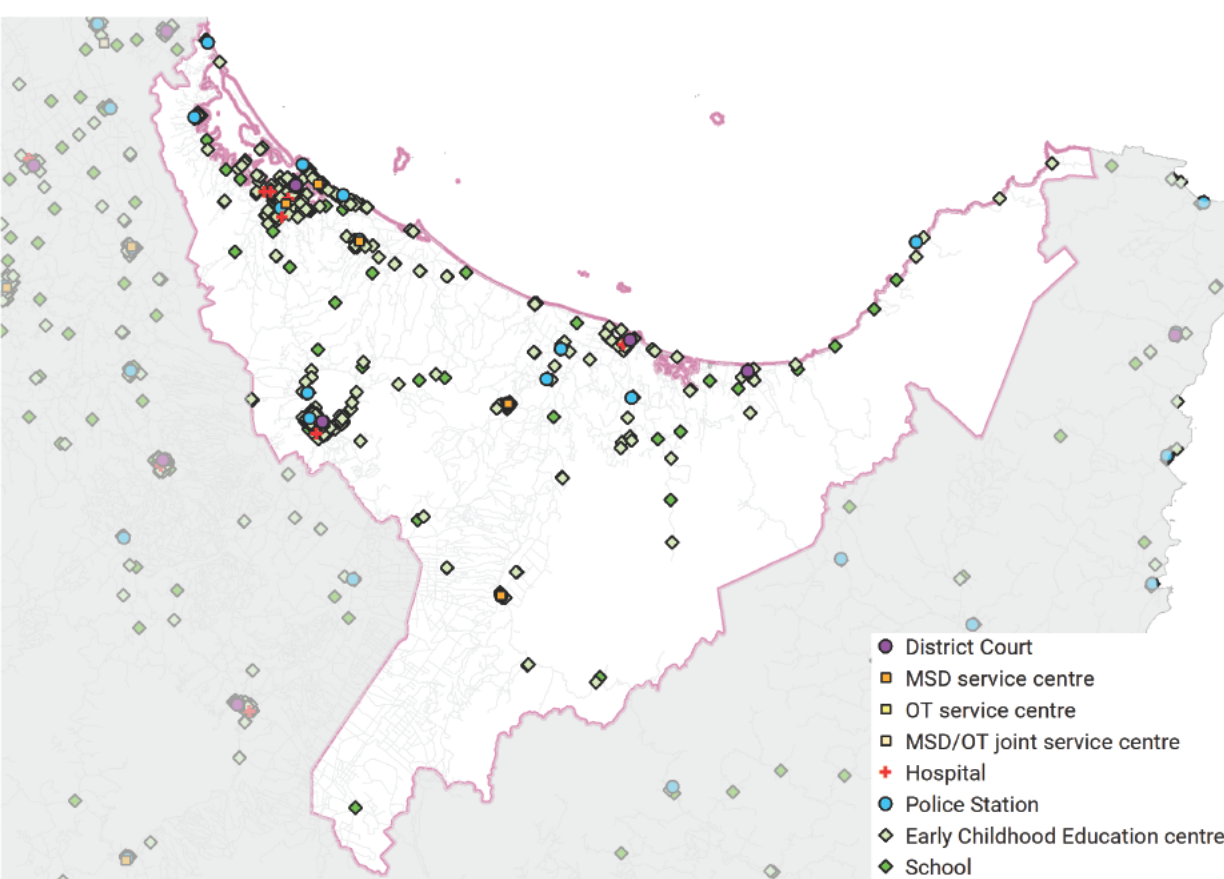
Population distribution, Bay of Plenty Regional Council Region, 2017



Comparing other organisation boundaries



Public service presence in Bay of Plenty, by selected organisation





Cabinet Government Administration and Expenditure Review Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Joined Up Government in the Regions: Report-back

Portfolio **State Services**

On 12 December 2019, the Cabinet Government Administration and Expenditure Review Committee:

Boundaries

- 1 **noted** that in June 2019, Cabinet agreed to principles to be used by Public Service departments when considering changes to their boundaries [CAB-19-MIN-0290];
- 2 **noted** that in accord with those principles, regional Chief Executives agreed to use the fifteen areas already agreed for the Regional Skills Leadership Groups, which are based on regional council and unitary authority boundaries;
- 3 **noted** that the Minister of State Services expects that the boundaries used in the reformed vocational education system and for the new Education Support Agency will be compatible with the boundaries agreed for the Regional Skills Leadership Groups;

Regional leads

- 4 **noted** that eleven Regional Leads have been appointed to cover the fifteen agreed regions, and that this number may be increased if necessary;
- 5 **noted** that the Auckland region has a substantially larger and more complex population and, therefore, the role of the Regional Lead will be approached differently;
- 6 **noted** that the Regional Leads will initially focus on working with the social sector, including the appropriate government agencies, and iwi and relevant Māori groups for their region, while strengthening connections with the skills and economic sectors;
- 7 **noted** that an initial workshop with the Regional Leads has informed the proposed scope of their mandate, and the process of developing regional profiles and priorities;
- 8 **invited** the Minister of State Services to report-back to the Cabinet Government Administration and Expenditure Review Committee with the detailed mandate, scope of role, decision rights, and accountabilities, once Regional Leads have confirmed the appropriate approaches for their regions;

Profiles and priorities

- 9 **agreed** that the primary purpose of regional profiles is to improve central government agencies' connection with and support of regional and local priorities;
- 10 **noted** that Appendix Three of the paper under GOV-19-SUB-0063 includes a prototype regional profile as an example, which will be further developed with input from the Regional Leads to leverage existing work and ensure ownership from regional stakeholders;
- 11 **noted** that the Minister of Local Government's Community Wellbeing Working Groups are scoping a more multilateral, community-driven process for identifying local wellbeing priorities, and that the Minister of Local Government will be in a position to discuss this concept with Ministers in early 2020, and with mayors and chairs in March-April 2020;
- 12 **noted** that there is a significant opportunity to complement the work outlined in the paper under GOV-19-SUB-0063 with this more multilateral, community-driven process envisaged by the Community Wellbeing Working Groups;
- 13 **agreed** that the first tranche of interim profiles and priorities will be published by July 2020, including priorities to the extent they have been agreed within each region;

Shared property

- 14 **noted** that the property programme is active, with the Government Property Group assessing the future leasing opportunities in all regions, and progressing the technology-enabled shared-accommodation proof of concept with the Government Chief Digital Officer;
- 15 **noted** that co-location is generally expected to be a useful tool to facilitate regional leadership, connect different parts of government at the regional level, improve client service, and promote efficiencies with back-office functions;
- 16 **noted** that any moves to co-location will occur as appropriate opportunities arise and will support the direction of the joined-up government in the regions programme, as well as the Government Office Accommodation Programme.

Jenny Vickers
Committee Secretary

Present:

Hon Kelvin Davis
Hon Grant Robertson (Chair)
Hon Phil Twyford
Hon Chris Hipkins
Hon Carmel Sepuloni
Hon David Parker
Hon Iain Lees-Galloway
Hon Ron Mark
Hon Peeni Henare
Hon Eugenie Sage

Officials present from:

Officials Committee for GOV
Office of the Chair

Hard-copy distribution:

Minister of State Services



Cabinet

Minute of Decision

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Report of the Cabinet Government Administration and Expenditure Review Committee: Period Ended 13 December 2019

On 16 December 2019, Cabinet made the following decisions on the work of the Cabinet Government Administration and Expenditure Review Committee for the period ended 13 December 2019:

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GOV-19-MIN-0063

Joined Up Government in the Regions: Report-back

CONFIRMED

Portfolio: State Services

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Out of Scope



Michael Webster
Secretary of the Cabinet

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Minister for Social Development
Minister of Immigration

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