



Te Kawa Mataaho
Public Service Commission



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Report

Date: 5 May 2021

**Security
Level:**

IN CONFIDENCE

To: Hon Chris Hipkins, Minister for the Public Service

Briefing to CYWS Ministers on regional leadership and the Child and Youth Wellbeing Strategy

Purpose

- 1 You have been asked to brief your colleagues on the Child and Youth Wellbeing Strategy (CYWS) ministerial group on the regional public service leadership model, and how it can support implementation of the CYWS.
- 2 Officials have drafted a briefing for you to provide to your colleagues (**attached**), which is due to be provided on 10 May for discussion at the 17 May CYWS ministers meeting. Officials will also be present at this meeting to support you in responding to any questions raised.

Key points

- 3 In summary, the key points of the attached briefing are as follows:
 - 3.1 A fundamental requirement for effectively implementing the CYWS, recognised extensively in the strategy itself, is collective action – both across government agencies and with those who we work with in regions and communities.
 - 3.2 A focus on improving collective action is also central to the regional leadership model. At a high level this model involves designation of a 'Regional Public Service Lead' from among existing agency representatives to improve alignment and coordination of the public service in the regions, both:
 - internally – ensuring priorities and work programmes are aligned; and
 - externally – better organising the public service to engage with regional partners, including iwi and local government, making it easier for these parties to work with central government.
 - 3.3 The regional leadership model has already demonstrated an ability to bring local partners together to collectively pursue outcomes that matter for communities and contribute to child and youth wellbeing. These include:
 - Te Taitokerau – Established the 'Whai Kainga' steering group, creating a partnership framework and unified housing plan to enable Māori home ownership and address housing affordability, quality and adequacy.
 - Bay of Plenty – Established a cross-agency group focused on supporting children/tamariki living in emergency housing, including obtaining funding for school transportation for these children.
 - Te Taihuhu – Brought agencies together to work in partnership with local iwi to provide kai, essential items and support to whānau during COVID-19 lockdown, with agencies working together to secure funding.

3.4 We are looking to further strengthen the model through a Cabinet paper that is currently being developed. This is largely focused on formalising aspects of the model that have already been evolving in practice:

- *Chief Executive-level leadership* – providing a point of leadership for the model by a senior public servant (Secretary for Social Development).
- *Expanded mandate* – recognising that in addition to convening regional partners and stakeholders, leads have a role in working collaboratively to resolve issues at a regional level and seeking support from senior public service decision-makers where necessary.
- *Expanded scope* – including the economic and environmental sectors as well as the social sector, recognising that regional stakeholders do not organise themselves according to central government agency structures and the most important priorities and issues are cross-cutting.

3.5 As it evolves, the regional leadership model will continue to support implementation of the CYWS in the following ways:

- *Alignment of priorities* – ensuring that local plans and strategies are also aligned with national level strategies, such as the CYWS.
- *Coordination of implementation activity* – coordinating across agencies in the regions, to avoid duplication of effort and funding and collectively work through implementation challenges.
- *Conduit to Wellington* – continuing to act as a key point of contact for central government in the region, ensuring that messaging to local stakeholders is consistent, and providing feedback to the centre on how initiatives are working and are perceived at the regional level.
- *Supporting resolution of issues* – escalating local issues where there are points of contention that cannot be resolved collectively in the region. This might include implementation challenges or competing priorities that require Chief Executives and/or Ministers to provide direction and support.

Recommended actions

It is recommended that you:

- 1 **note** that you have been asked to present at the Child and Youth Wellbeing Ministerial Group meeting on 17 May, on how the regional public service leadership model will support implementation of the CYWS
- 2 **note** the attached briefing summarising the contribution of the regional leadership model to child and youth wellbeing outcomes, and outlining how the model can further support implementation of the CYWS
- 3 **agree** to submit this briefing by 10 May, for discussion at the 17 May CYWS Ministers meeting

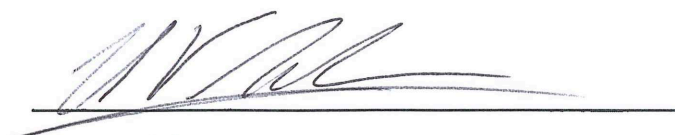
☒ agreed / ☐ not agreed



Marissa Whight
Regional Development Policy Manager
Social Development, Child and Youth Policy

5/5/21

Date



Hugo Vitalis
Manager, Innovation and Strategy
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5/5/21
Date



Hon Chris Hipkins
Minister for the Public Service

15/05/2021

Date

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