

# Aide-Mémoire

## Northland Across Government and Regional Leadership Group

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<b>To:</b>	Hon Dr Shane Reti, Minister of Health		
<b>Consulted:</b>	Health New Zealand: <input type="checkbox"/> Māori Health Authority: <input type="checkbox"/>		

### Contact for telephone discussion

Name	Position	Telephone
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# Aide-Mémoire

## Northland Across Government and Regional Leadership Group

### Purpose

1. This aide-mémoire provides further information on how the social sector and regional public service (including health) is organised and can be improved in the Northland Te Tai Tokerau region.
2. The memo provides background to the Regional System Framework (**Appendices 1-3**) and how it relates to the context of Northland, including the Te Tai Tokerau Regional Leadership Group (RLG) that acts as a 'social wellbeing' board for the region. The memo describes how the RLG is organised, its membership (**Appendix 4**) and current work programme.

### Background

3. Issues affecting people and communities are often long-standing, complex and contextual. Communities and regions want to see progress in areas they consider important regardless of which central government department is responsible. They expect government agencies to be joined-up in their engagement with communities, reducing duplication and gaps in services and supports.
4. Regional Public Service Leadership is a mechanism for the public service to improve the effectiveness and responsiveness of public services in the regions.
5. The Regional System Leadership Framework (see also **Appendix 1**) includes:
  - Regional Public Service Commissioners (RPSCs), who are senior Public Service leaders that represent all-of-government in each region and employed by different agencies (additional information in **Appendix 2**).
  - Regional Leadership Groups (RLGs) or other regional governance groups, which include the public service, local government and iwi representatives.
  - The System Leader for Regional Public Services (Debbie Power, Chief Executive for the Ministry of Social Development).
  - A Regional Chief Executive group that provides oversight and sector representation.
6. The Regional System Leadership Framework has gained significant traction following the response to COVID-19, Cyclone Gabrielle, other severe weather events, youth crime and more recently mental health.
7. The strength of this approach is the single point of connection and escalation for regions through the RPSC to the System Leader for Regional Public Service and other chief executives. Northland is an example of this, and there is an opportunity

to build on this momentum and continue to deliver better outcomes and services for all regions and communities.

### *Regional Public Service Commissioners*

8. RPSCs work closely with their community partners and are a catalyst to improve the quality of the public service's work in the regions. Recent examples in Northland include efforts to improve youth engagement and address drivers of youth crime; in the East Coast the focus has been to strengthen recovery from Cyclone Gabrielle; and in Southland the focus has been working with iwi to build a regenerative economy, and action to keep lifeline utilities operating on Chatham Island.
9. The Ministry of Health employs one of the RPSCs, Ezra Schuster, who is one of our Partnership Directors based in the Bay of Plenty. Ezra has a lead role to strengthen the link between health and regional public service leaders.

### **Northland Te Tai Tokerau Regional Leadership Group**

10. The RLG was established in 2009 and was previously referred to as the Northland Intersectoral Forum (NIF). Its original purpose was to promote social, economic, cultural and environment wellbeing for Northland communities. It also provided a mechanism for central government and other organisations to work closely with local government to identify and achieve community outcomes.
11. With the establishment of the COVID-19 Protection Framework (CPF) in 2021, the NIF was reconfigured to become the Northland Te Tai Tokerau Regional Leadership Group (RLG). This formalised connections, with a stronger mandate for local decision making and a direct link through to the RPSC to convene other central government agencies and leaders to work together on agreed outcomes. In May 2023 the RLG was gifted the name Te Kahui Hononga which refers to connections and a group united in purpose to achieve a common set of goals.
12. The RLG is chaired by Graham MacPherson who is the RPSC for the region as well as the Regional Commissioner for the Ministry of Social Development. The RLG has extensive membership and includes senior officials from central government, local government, iwi and other key regional organisations like NorthTec Te Pūkenga. As with other RLGs from across the country, only the most senior officials with decision making authority are invited to attend the RLG (**Appendix 3**).
13. The RLG is well organised with a sophisticated structure to ensure stronger iwi representation and leadership is embedded across all levels of the RLG. The RLG also draws on the work of other regional groups, within their regional 'eco-systems'; giving voice to other expertise and offering the ability to accelerate solutions for the region (**Appendix 4**).
14. The RLG meets monthly, or as required by the RPSC in the event of an emergency. The RLG is supported by the RPSC and his team who act as the secretariat for this group, providing important administrative and coordination support. The RPSC sent you a letter of introduction on Monday 12 December requesting a meeting early next year (**Appendix 5**). This might provide you as the local Member of Parliament

and as Minister of Health the opportunity to better understand the framework and hear from regional leaders directly.

15. As is the case with other RLGs, one of the key strengths of this RLG is its ability to escalate issues to senior decision makers such as the Social Wellbeing Board and or the Caring for Community Chief Executives' groups.
16. An example of this is their Whai Kāinga project that enables Māori home ownership and affordability. It is an innovative housing plan that includes MSD, Te Puni Kōkiri, Housing and Urban Development, and Kāinga Ora collaborating to deliver 410 homes and approximately 30 retrofits, which are now planned or completed.

#### *Health engagement with RLGs*

17. There is a well-established all-of-government framework and structure with the Regional System Leadership Framework and there are good examples of how RPSCs are enabling this across the country (**Appendix 6**).
18. The Northland RLG is a well-established group with mandated representation from across all of government, local government and iwi. There are strong connections with iwi, and significant progress has been made on priority issues for Northland communities.
19. Health is well represented on the Northland RLG through Health New Zealand and Māori Health Authority officials. The RLG has several priorities that fall within scope of 'social wellbeing'. These include youth crime, community safety, elimination of family violence and sexual violence (Te Puna Aonui), housing, and supporting the establishment of health localities. Whilst the establishment of localities has been the main area of focus for health at the RLG, this work is in its infancy and so there is an excellent opportunity to reset this relationship.
20. While the health sector is part of the all-of-government system, engagement and commitment across the country has been variable. Other government agencies have noted confusion and frustration about who and how to best to engage with the health sector locally and regionally. This concern has been voiced by the Te Tai Tokerau RPSC and others across the country.
21. With the health reforms and the priorities of the new government, there is an opportunity to develop an approach in the health sector that builds on, aligns, or integrates with the established all-of-government framework. This could be grounded in the future direction of primary and community care, iwi-Māori partnership boards, and the population health approach to determinants through cross-sectoral collaboration.

## Next steps

22. There is an opportunity for the Ministry of Health in its capacity as system steward for health to work with the Ministry of Social Development, who are leading the work on the all-of-government framework (Regional Systems Leadership Framework), as well as with other agencies and the leadership of Health New Zealand to develop the approach.
23. This could dovetail with advice the Ministry of Health is preparing about localities and the work that the Partnership Directors have begun to strengthen the relationship between the Regional Integration Teams and the RPSC.
24. Following the letter of introduction from the RPSC to you on Monday 12 December (see **Appendix 5**), I would recommend a meeting with the RLG early next year. This might provide you with the opportunity, both as the local Member of Parliament and as Minister of Health, to better understand the framework and hear from regional leaders directly.
25. If agreed, the Ministry's Partnership Director and RPSC will work with your office to organise this meeting, and we will provide a further briefing before the meeting.



Simon Medcalf

Deputy Director-General

**Regulation and Monitoring | Te Pou Whakamaru**

21 December 2023

# Appendix 1: Regional System Leadership Framework

## REGIONAL SYSTEM LEADERSHIP FRAMEWORK – GOVERNANCE AND ROLES

The framework is implemented by Public Service Leadership in regional and central government across agencies and domains.

### Regional Leadership Groups

Iwi, local and central government, and community leaders have regular hui to understand community aspirations and collaborate on solutions.

RPSCs have the mandate to convene the Regional Public Service (RPS) Groups to work collectively with Regional Leadership Groups.

### Regional Chief Executives Group

Regional System Leader convenes a Regional CE group consisting of public service Chief Executives representing each of the four sectors (social, economic, skills & workforce and environmental), iwi/Māori and local government.

The Regional Chief Executives Group oversees and provides sector representation for the framework.

### Regional Public Service Commissioners

Senior public servants appointed to represent the Public Service Commissioner as Head of Public Service in the regions.

They work across each region with a mandate to convene central and regional decision makers, resolve issues at the regional level, and escalate issues to the relevant national decision makers. Each RPSC is supported by a Director and Advisors.

### National Support Functions

Regional + national support

Hosted by MSD but with a cross-governmental mandate, provide system support to implement the framework to succeed both nationally and regionally.

Supporting RPSCs in their role and providing policy and systems advice to the Regional CE Group and Ministers.

### Regional System Leader

Secretary for Social Development

Appointed under s56 of the Public Service Act 2020.

Works with CE groups on behalf of the Public Service Leadership Team. The System Lead oversees public service activity at the regional level and is responsible to the Minister for the Public Service.



## Appendix 2: Regional Public Service Commissioners

RPSCs boundaries are based on Council boundaries.



Te Kāwanatanga o Aotearoa  
New Zealand Government

### Regional Public Service Commissioner Regions and Contacts

#### Te Tai Tokerau



**Graham MacPherson**

MSD Regional Commissioner Northland  
Regional Public Service Commissioner

s 9(2)(a)

#### Tāmaki Makaurau



**Jules Lynch**

MSD Regional Commissioner Auckland  
South

Regional Public Service Commissioner

s 9(2)(a)

#### Waikato



**Michelle Paki**

Director Māori, Kānoa MBIE  
Regional Public Service Commissioner

s 9(2)(a)

#### Bay of Plenty, Waiariki



**Ezra Schuster**

MoH Group Manager Cross-  
Government

Regional Public Service Commissioner

s 9(2)(a)

#### Te Tairāwhiti



**Naomi Whitewood**

Kāinga Ora Regional Director  
Deputy Regional Public Service  
Commissioner

s 9(2)(a)

#### Te Tairāwhiti, Hawkes Bay



**Karen Bartlett**

MSD Regional Commissioner  
Regional Public Service Commissioner

s 9(2)(a)

#### Taranaki



**Gloria Campbell**

MSD Regional Commissioner  
Regional Public Service Commissioner

s 9(2)(a)

#### Manawatu-Whanganui



**Darlene Rastrick**

MSD Regional Commissioner Central  
Regional Public Service Commissioner

s 9(2)(a)

#### Greater Wellington



**Roy Sye**

MoE Regional Director  
Regional Public Service Commissioner

s 9(2)(a)

#### Marlborough, Nelson/ Tasman, West Coast



**Craig Churchill**

MSD Regional Commissioner  
Regional Public Service Commissioner

s 9(2)(a)

#### Canterbury, Chatham Islands



**Ben Clark**

Corrections Regional Director  
Regional Public Service Commissioner

s 9(2)(a)

#### Southland, Otago



**Steph Voight**

MSD Regional Commissioner  
Regional Public Service Commissioner

s 9(2)(a)



## Appendix 3 Northland Te Tai Tokerau RLG membership

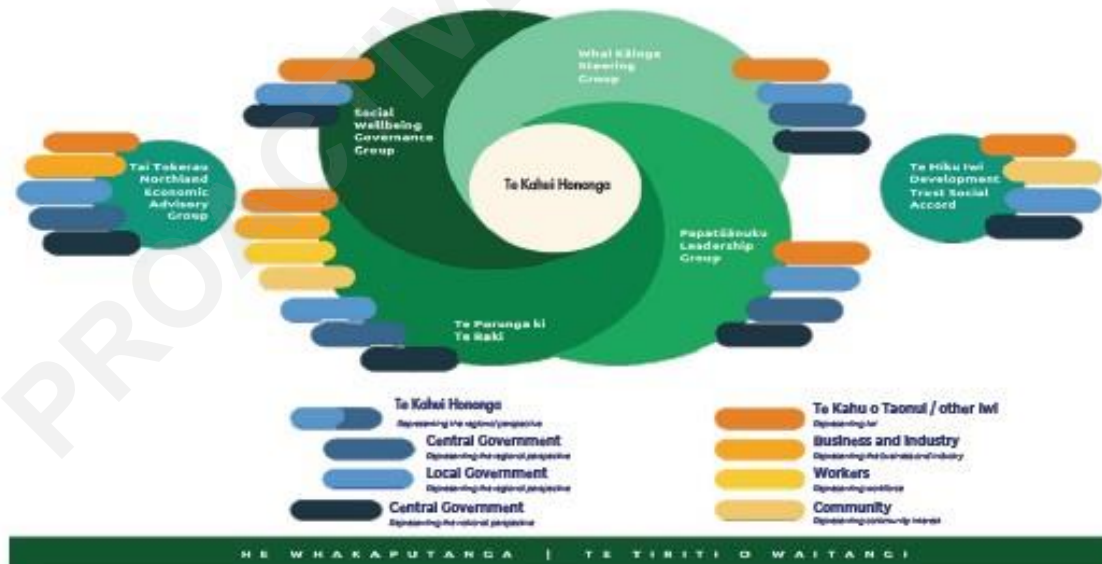
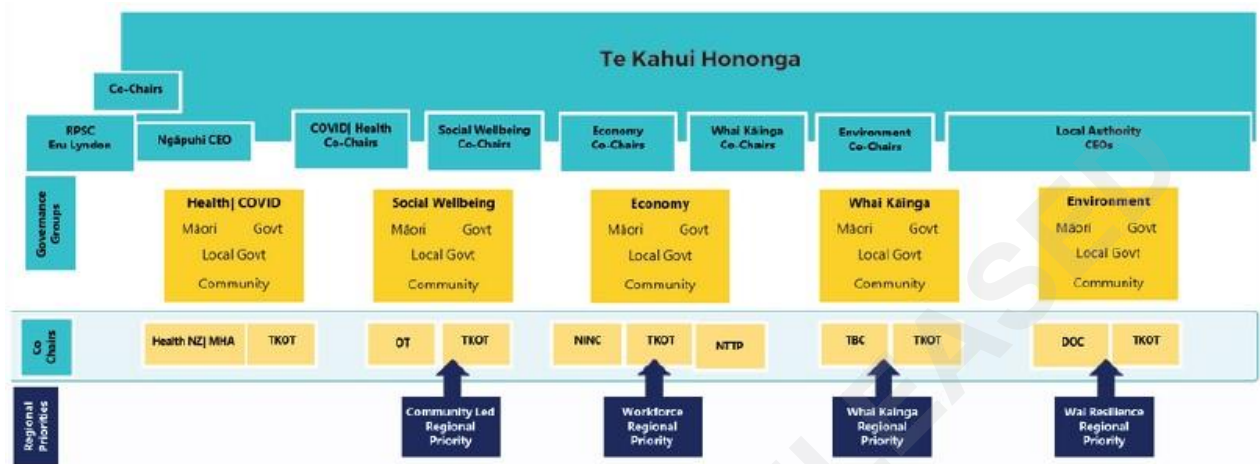
AGENCY/ORGANISATION	OFFICIAL OR LEAD AND ROLE
REGIONAL PUBLIC SERVICE COMMISSIONER	Graham MacPherson
ŌRANGA TAMARIKI	Nicole Devereux, Regional Manager -Partnering for Outcomes
MINISTRY OF SOCIAL DEVELOPMENT	Graham MacPherson and Annika Taylor, Regional Commissioner Advisor
KĀINGA ORA	Jeff Murray, Regional Director
MINISTRY OF EDUCATION	Hira Gage, Director of Education
POLICE	Tony Hill, District Commander
DEPARTMENT OF CONSERVATION	Sue Reed-Thomas, Director and Rolien Elliot, Regional Issues Manager
HOUSING AND URBAN DEVELOPMENT	Justine Smith, Partnerships Director
TE PUNI KŌKIRI	Te Rōpu Poa, Regional Director
TE WHATU ORA	Jeanette Wedding, General Manager and Tracey Shiebli, Interim District Director
TE AKA WHAI ORA	Peter Thomas, Director Northland, Te Poutokomanawa
KANOA (MBIE)	Jo Littin
DEPARTMENT OF CORRECTIONS	Pauline Hopa, Project Director and Sean Mason, Regional Commissioner
MINISTRY FOR ETHNIC COMMUNITIES	Fungai Mhlanga, Senior Diversity and Engagement Advisor
DEPARTMENT OF INTERNAL AFFAIRS	Ruth Tamihana-Milne, Manager Regional Services and Mere Paul Kaitohutohu Hapori /Community Advisor
WHANGĀREI DISTRICT COUNCIL	Simon Weston, Chief Executive and Victoria Harwood, General Manager Community
FAR NORTHDISTRICT COUNCIL	Jill Coyle, Acting Chief Executive



## IN-CONFIDENCE

KAIPARA DISTRICT COUNCIL	Jason Marris, Chief Executive
NORTHLAND REGIONAL COUNCIL	Jono Gibbard, Chief Executive
NORTHLAND INC	Paul Linton, Chief Executive
NORTHTEC TE PŪKENGĀ	Toa Faneva, Tumu Whenua ā-Rohe
MAHITAHĪ HAUORA	Jensen Webber, Chief Executive
TE KAHU O TAONUI	Sam Napia, Chief Executive Officer TeRūnanga Ā Iwi ONgāpuhi Harry Burkhardt, Chairman Ngāti Kuri and Te Kahu O Taonui Mariameno Kapa-Kingi, Chief Executive Officer TeAūpouri Kiri Sloane-Hobson, Operations Manager Tia Ashby, Chief Executive Officer Te Hau Ora Ō Ngāpuhi Hūhana Lyndon, Chief Executive Officer Ngātiwai Trust Board

## Appendix 4 Northland Te Tai Tokerau RLG structure



## Appendix 5 Letter of introduction from RPSC to Minister

IN-CONFIDENCE



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



**Te Kawa Mataaho**  
Public Service Commission

Hon. Dr. Shane Reti

s 9(2)(a)

Tēnā koe Dr. Reti,

As the Regional Commissioner for Social Development and the Regional Public Service Commissioner for Taitokerau / Northland, I am writing to extend my congratulations on your re-election to Parliament.

As you will be aware, the **Ministry of Social Development** (MSD) provides income support to our people, connects jobseekers with training and employment opportunities, creates industry partnerships, and funds community providers. I have enclosed a summary of these services for your information.

The mandate for the **Regional Public Service Commission** is embedded in the Public Service Act 2020, which aims to ensure New Zealand's public service is modern, joined-up and citizen-focussed.

This involves working collectively across agencies, Iwi/Māori, Local Government and other partners to support our communities, utilising local solutions and escalating barriers nationally.

This approach is being taken to address critical wellbeing issues for Northland including (but not limited to) housing, workforce development, water resilience and youth crime and engagement. Collaboration across agencies alongside central government will support our Taitokerau communities to thrive and prosper.

I would welcome the opportunity to talk directly with you about the work of MSD and the Regional Public Service. Likewise, if you have a key point of contact in your office, please let me know.

I look forward to working with you to support our Taitokerau communities.

Ngā mihi nui,

Graham MacPherson

**Regional Commissioner for Social Development – Taitokerau / Northland**

**Regional Public Service Commissioner – Taitokerau / Northland**

## Appendix 6: Examples of RPSCs enabling cross-agency progress across key themes

RPSCs' formal mandate covers the **environmental, social, skills and workforce, and economic sectors**. We highlight key areas below where RPSCs are catalysing cross-agency activity. They build relationships with local government and iwi and encourage regional economic development.

		Issue	Approach and actions taken
Socioeconomic	<b>Southland</b> <i>Joining iwi and agencies to build a regenerative Southland economy</i>	The future of the Southland economy is uncertain given the potential closure of Tiwai Point Aluminium Smelter. Hokonui Rūnanga began Murihiku Regeneration to build a regenerative economy in Southland.	The RPS office catalyses joint work between agencies and iwi, incorporating themes from Just Transitions, including planning Southland's future workforce and setting up rangatahi for success through education and job search supports.
	<b>Auckland</b> <i>Coordinating agency responses to youth crime</i>	Youth crime in Tamaki Makaurau spiked following COVID-19, notably with high-profile ram raids. Agency responses occurred in isolation with little oversight or coordination.	The RPSC set up a cross-government steering group, improving accountability and results. The RPS office continues to support agencies under the steering group to deliver targeted and coordinated interventions to address youth crime.
	<b>Bay of Plenty</b> <i>Supporting youth and reducing youth offending</i>	Youth crime prevention is a priority for agencies in the Bay of Plenty. The RPS convenes the AOG response to address youth offending in the region.	The RPSC has convened a cross-agency forum to provide a sustainable approach across agencies working with high-risk youth. This group has set up contracts for youth engagement projects supported by Proceeds of Crime funding.
	<b>Greater Wellington</b> <i>Establishing a Rangatahi Initiative Board</i>	At-risk rangatahi face challenges across education, training, employment, housing, mental health and youth offending that often cannot be met by one agency alone. This makes securing access to the right supports and services an ongoing challenge for rangatahi to navigate.	RPSC has convened key agencies and iwi to establish a Rangatahi Initiative Board to provide strategic oversight and ensure more joined up delivery of community-based initiatives. This has increased the effectiveness of interventions and improved access to the right supports for rangatahi.
	<b>Te Tai Tokerau</b> <i>Addressing drivers of youth crime and low school attendance</i>	Youth crime, youth engagement and school attendance are key priorities for improvement in Te Tai Tokerau. Previously, services and funding to support youth and tamariki were split across many agencies with no overarching direction, and interventions were designed in siloes.	The RPSC brings together agencies, iwi and community to join up existing youth initiatives under a collective strategy to address long-term drivers of youth crime and low school attendance, enabling effective targeting of interventions and funding and integrated programme design. For example, MSD, Police, OT, MoJ and MoE collaborate on Project Awhi, where youth arrested for minor offences are referred to a social services provider.
Emergency management	<b>East Coast</b> <i>Strengthening recovery from Cyclone Gabrielle</i>	Cyclone Gabrielle placed significant pressure on Hawke's Bay and Te Tairāwhiti, which were still recovering from the COVID-19 pandemic. RPSCs in both regions quickly convened agencies and connected local and national emergency responses.	Region-specific measures included a Pacific recovery plan in Tairāwhiti and a psychosocial plan in Hawke's Bay. In Te Tairāwhiti, the RPS office has captured lessons learned to improve preparedness for future emergencies. In Hawke's Bay, Te Whatu Ora has placed an advisor in the RPS team to help coordinate the psychosocial plan.
	<b>Taranaki</b> <i>Partnering for emergency preparedness</i>	Recent research indicates the probability of an eruption from Mt Taranaki in the next 50 years is higher than previously believed and would likely isolate the community.	The RPS team is working with the Taranaki Emergency Management Office to prepare the wider Public Service for a volcanic event through training and clarifying roles and responsibilities. The team is also preparing a database of agencies and resources to be accessed and deployed by TEMO during an emergency, and plans to train more staff for emergency management.
	<b>Waikato</b> <i>A collaborative approach to recovery in Coromandel</i>	Significant weather-related damage to roads around the Coromandel Peninsula has had negative social and economic impacts on communities. Thames-Coromandel District Council (TCDC) needed to develop extensive recovery plans.	The RPS team supported TCDC to work closely with central government on a recovery plan. By convening key decisionmakers the RPSC accelerated the pace and scale of the recovery. A key outcome was successfully bringing forward the reopening of State Highway 25A by several months.
Rural/isolated communities	<b>West Coast</b> <i>Enabling positive transformation at Gloriavale</i>	Agencies are working on a wide range of complex workplace, safety and human rights issues with the Gloriavale community, which requires support to achieve key outcomes.	The RPSC coordinates the agency response in Gloriavale. As a result, the community's leadership is more willing to engage with agencies and wider society and accept the need to make changes. Progress is being made on agreed key outcomes, including improved processes for people who want to leave and a focus on the rights of children and women.
	<b>Chatham Islands</b> <i>Taking urgent action to support lifeline utilities</i> <i>Aide Mémoire: H202303400</i>	In August 2023, public diesel supply on Chatham Island was depleted, with potential for shortages and significant welfare and economic impacts.	The RPSC convened agencies and key local organisations within 24 hours, providing access to government support and setting up an incident management team. NEMA has asked the RPS office to facilitate a workshop with agencies on how to respond to future events. The RPSC continues to work with the community on fuel security plans.
	<b>Manawatu-Wanganui</b> <i>Partnering to source local solutions</i>	Cyclone Gabrielle caused damage to isolated rural and coastal communities in Tararua District, negatively affecting farmers and other residents.	The RPSC leveraged its networks to rapidly convene with agencies and other stakeholders and coordinate recovery activity, such as sourcing and allocating funding to restore farm boundaries. Planning for the wider infrastructure recovery has progressed through this platform of RPSC relationships.