

Wellington Regional Settlement Strategy

Future Governance Arrangements

D R A F T F O R C O M M E N T

Purpose

1. This paper proposes governance arrangements for the implementation of the *Wellington Regional Settlement Strategy*.

Introduction

2. The opportunities to improve settlement outcomes identified through the *Wellington Regional Settlement Strategy* and *Plan of Action for Wellington Regional Settlement* require implementation by a range of organisations in different sectors.
3. The proposed governance arrangements are intended to address the following principles and recognise both the implications for individual organisational accountability as well as the need for inter-sectoral collaboration and co-ordination. The principles are adapted from the principles of public sector governance¹ - these are generally regarded as the key attributes of good governance in the New Zealand context, both in the public sector and more broadly in non-government organisations.
 - a) **Accountability** - all parties have a clear understanding of their responsibilities and a clearly defined role through a robust structure;
 - b) **Transparency** - there will be transparent decision-making processes and reporting;
 - c) **Integrity** - all dealings will be conducted professionally, in good faith and recognise the collective interest as well as the interests and responsibilities of individual organisations and their stakeholders;
 - d) **Stewardship** - there will be prudent use of public resources (both ratepayers' and taxpayers') to advance settlement outcomes and decisions will recognise the public interest and build on the stakeholder trust invested to date;
 - e) **Leadership** - strong leadership will provide the organisational and regional commitment to achieve the strategic goals through actions which deliver results;
 - f) **Efficiency** - adequate resources and capabilities will support the governance arrangements and be applied to best effect in advancing the implementation of the Strategy; and

¹ Public Sector Governance Volume 1: Better Practice Guide, Framework, Processes and Practices, Australian National Audit Office, Commonwealth of Australia, 2003.

- g) **Responsiveness** – decision-making will be informed by meaningful engagement with community stakeholders where appropriate and particularly as the Strategy is reviewed and updated.

Outline of Proposed Governance Structure

4. The proposed governance structure comprises four key elements:
 - A high level decision-making group which sets the strategic direction and monitors overall progress (the Settlement Strategic Leadership Group);
 - A working group promoting collaborative regional efforts (the Regional Settlement Working Group);
 - Teams based on the goal areas in the Strategy and established annually to make a one-off planning contribution to the ongoing development of the Plan of Action for Wellington Regional Settlement (Workstrand Development Teams); and
 - A co-ordinator funded by the Department of Labour to support multi-agency participation through the agreed governance structure (the Regional Settlement Strategy Co-ordinator).

5. The governance arrangements outlined in this paper are illustrated on page 9.

6. It is proposed to maintain engagement with Māori on the progress of the Strategy through regular updates to Ara Tahi.

Settlement Strategic Leadership Group

Role

7. A Settlement Strategic Leadership Group will lead the implementation of the *Wellington Regional Settlement Strategy*. Its role will be to:
 - a) Ensure that the Strategy remains up-to-date and relevant through an ongoing cycle of review, informed by consultation with newcomer communities;
 - b) Set the direction for regional settlement efforts through deciding settlement priorities (as appropriate) for the Wellington region;
 - c) Endorse a *Plan of Action for Wellington Regional Settlement* which gives effect to any regional settlement priorities;
 - d) Promote collaborative working relationships amongst those providing settlement services in the Wellington region;
 - e) Ensure that the implementation of the *Wellington Regional Settlement Strategy* is integrated with other key regional strategies such as the Wellington Regional Strategy and the Wellington Regional Labour Market Strategy;
 - f) Ensure that appropriate linkages are created and maintained between the *Plan of Action for Wellington Regional Settlement* and the Wellington Regional Action Plan for Refugee Health and Wellbeing;
 - g) Maintain a focus on the collective interest and agree operating protocols (as appropriate);

- h) Oversee the implementation of the *Plan of Action for Wellington Regional Settlement* and monitor progress;
- i) Agree an evaluation framework;
- j) Receive and respond to strategic operational issues; and
- k) Sponsor multi-agency funding packages from time-to-time.

Frequency of meetings

8. It is proposed that the Settlement Strategic Leadership Group meet four times a year around May, August, November and February. The timing of these meetings is intended to:
- fit with business cycle reporting at the conclusion of the March, June, September and December quarters to facilitate monitoring of progress on the Plan of Action;
 - provide for a review of achievements annually as well the identification of priorities for the forthcoming financial year to inform regional work planning and to link with agency business planning and budget cycle processes (August); and
 - ensure that the plan of action is signed off regionally prior to the commencement of the new financial year and in sufficient time for agreed actions to be incorporated into agency work programmes (February).
9. While the duration of the meetings will depend on the business for that meeting, and also reflect the stage in the business cycle, it is estimated that most meetings are unlikely to involve more than two hours on average.

Joint Leadership

10. The development of the Settlement Strategy and Plan of Action involved joint leadership between local and central government. It is proposed that this partnership continue during implementation through the joint chairing of the Settlement Strategic Leadership Group.
11. The Department of Labour will continue as the central government leader through its agency responsibility to facilitate and co-ordinate a whole-of-government approach to settlement. The Department of Labour's leadership role will be undertaken by the Director of the Settlement Division.
12. Both the Wellington City Council through its lead agency role and the Porirua City Council through its project sponsorship have played significant roles on behalf of the local government sector through the development phase. It is proposed that local government Chief Executives determine which Council will take the lead on behalf of local government for the implementation phase. Rotational leadership amongst the Territorial Local Authorities may be one option. If this is desired, it is proposed that there should be a minimum leadership term of three years because of the importance of developing a strategic leadership approach and specialist knowledge in the co-chairs.

Membership

13. Representation on the Settlement Strategic Leadership Group should be at the senior management level to provide both the organisational commitment and strategic leadership regionally for the implementation phase. Part of the role of individuals on this group will be to "champion" proposals in their own organisations or sector to ensure that the collective assessment of this Group will be agreed and implemented.
14. The Settlement Strategic Leadership Group should involve organisations with a key role in settlement and/or providing services to all newcomers, and comprise representatives of:
- The five territorial local authorities (Hutt, Kapiti District, Porirua, Wellington and Upper Hutt Councils);
 - The following central government agencies: (Department of Labour, Career Services, Housing New Zealand Corporation, Ministry of Education, Ministry of Pacific Island Affairs, Ministry of Social Development, Office of Ethnic Affairs, Tertiary Education Commission and New Zealand Police);
 - Two representatives of the health sector (with appropriate representation determined by the Ministry of Health, Capital Coast District Health Board, Hutt Valley District Health Board and Regional Public Health);
 - Five representatives of the non-government sector determined by this sector; and
 - Three representatives of the business sector determined by this sector.
15. Paragraph 30 suggests that having a number of common members across the governance structures for a range of regional initiatives will be one means of facilitating cross-strategy connection and communication.

Newcomer representation

16. Newcomer membership of the Settlement Strategic Leadership Group is not considered appropriate or practicable. This is because:
- The Group's key accountability relationships are between representatives and their organisations rather than with client groups;
 - The diversity of newcomer communities suggests that a range of representatives would be required adding considerably to the size of an already large governance group;
 - There is no process for selecting representatives and also issues about mandate to speak on behalf of other newcomers in this context; and
 - There are a range of established mechanisms to consult with different newcomer communities and to report back to them. These include the Ministry of Pacific Island Affairs Community Reference Group; the Strengthening Refugee Voices initiative; and specific newcomer consultations on particular projects.

Regional Settlement Working Group**Role**

17. A Regional Settlement Working Group will be established to:
- a) Facilitate ongoing collaborative working throughout the region on settlement-related issues;
 - b) Identify key contributors for the Workstrand Development Teams to support the annual work planning process;
 - c) Contribute to the development of an annual Plan of Action with priority actions, lead and contributing agencies, and key milestones for endorsement by the Settlement Strategic Leadership Group;
 - d) Contribute to the development and maintenance of a monitoring framework;
 - e) Contribute to the development of evaluation guidelines;
 - f) Contribute to the development of new investment packages from time to time at the direction of the Strategic Leadership Group;
 - g) Contribute to the development of, and apply standard processes and templates to work planning and reporting;
 - h) Contribute to quarterly reports on implementation progress to the Settlement Strategic Leadership Group; and
 - i) Contribute to the development of the process for reviewing and updating the *Wellington Regional Settlement Strategy*.

Frequency of meetings

18. The Regional Settlement Working Group will meet up to six times a year. The timing of these meetings will coincide with and support preparations for and follow-up from the meetings of the Settlement Strategic Leadership Group. It is estimated that each meeting will involve up to two hours.

Membership

19. The Regional Settlement Working Group will comprise the Regional Settlement Strategy Co-ordinator (see paragraphs 24-25), and inter-sectoral representation comprising the project leaders for the lead agencies, and representatives of the contributing agencies (the latter if they wish to be involved) for each of the actions in the *Plan of Action for Wellington Regional Settlement*. The membership and representation on this working group may therefore change from year to year.

20. The Regional Settlement Strategy Co-ordinator will chair the Working Group.

Workstrand Development Teams**Role**

21. Workstrand Development Teams based on the goal areas of the Settlement Strategy will be established annually to support the work planning process and address the key priorities identified by the Settlement Strategic Leadership Group. Their role will be to:
- a) Scope the work opportunities for regional implementation and identify proposals which would give effect to them;

- b) Provide a view about the prioritisation of regional proposals for inclusion in a regional work programme (short-term and longer-term);
- c) Identify agency responsibility for implementation and evaluation of each proposal;
- d) Identify what can be done through existing initiatives and within existing resources by reprioritisation and new ways of working;
- e) Identify what future new investment may be required.

Frequency of meetings

22. The teams will be convened on an annual basis generally around October/November each year. A maximum of two four-hour workshops per team are expected to be involved.

Membership

23. The membership of the teams will vary according to the Strategy goal. Membership is expected to be widely drawn from central government, local government, non-government organisations, community, business, academics and others with specialist knowledge.

Regional Settlement Strategy Co-ordinator

Role

24. The key link between implementation leadership and strategic decision-making will be provided by the Regional Settlement Strategy Co-ordinator who will:

- a) Support the general operation of the Settlement Strategic Leadership Group by providing decision papers and by co-ordinating the administrative servicing of the Group;
- b) Produce a *Plan of Action for Wellington Regional Settlement* for endorsement by the Settlement Strategic Leadership Group;
- c) Propose a monitoring framework and evaluation arrangements;
- d) Implement a cycle of review of the *Wellington Regional Settlement Strategy* involving consultation with newcomer groups;
- e) Develop new investment packages from time to time at the direction of the Settlement Strategic Leadership Group and with the support of the Regional Settlement Working Group;
- f) Provide ongoing reports on progress in implementing the *Plan of Action for Wellington Regional Settlement* to the Settlement Strategic Leadership Group;
- g) Maintain relationships with key agencies and stakeholders and facilitate ongoing collaboration;
- h) Facilitate the integration of settlement-related activities during the Strategy's implementation phase with other key regional strategies such as the Wellington Regional Strategy and the Wellington Regional Labour Market Strategy;

- i) Co-ordinate multi-agency planning processes for input into planning for the Strategy's regional implementation through Workstrand Development Teams;
- j) Ensure appropriate linkages are created and maintained between the *Plan of Action for Wellington Regional Settlement* and the Wellington Regional Action Plan for Refugee Health and Wellbeing, particularly around work planning;
- k) Work closely with the joint chairs of the Settlement Strategic Leadership Group and lead the development of regional support mechanisms (such as communication plans);
- l) Ensure that information, data and systems are established to support the activities of the Settlement Strategic Leadership Group and manage the co-ordination budget;
- m) Chair the Regional Settlement Working Group; and
- n) Undertake regional settlement projects on behalf of the Department of Labour.

25. The Regional Settlement Strategy Co-ordinator will be responsible to the Settlement Strategic Leadership Group for the delivery of outputs related to the co-ordination of the Settlement Strategy and Plan of Action. The Co-ordinator will be accountable and report to the Department of Labour in the performance of this role.

Funding

Department of Labour

26. The Department of Labour will support multi-agency participation in the Strategy's implementation by funding the role of Regional Settlement Strategy Co-ordinator, and meeting the administrative servicing costs for meetings of the Settlement Strategic Leadership Group, the Regional Settlement Working Group and the Workstrand Development Teams.

Participating Agencies

27. Participating agencies:

- a. are expected to meet the cost of their staff's time for participation in the Strategic Leadership Group, Regional Settlement Working Group and Workstrand Development Teams; and
- b. may be invited to consider contributing to cost-sharing for the implementation of programmes and projects to implement the Strategy, and their evaluation, by lead agencies where this is appropriate.

Lead agencies

28. Lead agencies are expected to meet the cost of developing and implementing identified actions in the Plan of Action for Wellington Regional Settlement and associated activities (such as stakeholder consultation and evaluation) either:

- a. as part of their core business activities where this can be achieved by new ways of working or reprioritisation of existing activities; or

- b. through brokering cost-sharing arrangements with participating agencies, where this is appropriate; or
- c. through new investment by linking into appropriate local government and central government budget cycles.

Alignment of Related Activities

29. The governance arrangements identify the importance of integrating the *Wellington Regional Settlement Strategy* with other key regional strategies such as the Wellington Regional Strategy and the Wellington Regional Labour Market Strategy, and of maintaining appropriate linkages between the *Plan of Action for Wellington Regional Settlement* and the Wellington Regional Action Plan for Refugee Health and Wellbeing.
30. There are a range of opportunities to facilitate these linkages which can be considered and addressed as the governance structure is agreed and finalised. They include:
- a. Facilitating cross-strategy connection and communication through common representation across governance structures. For instance, the relevant sector representatives on the Settlement Strategic Leadership Group could be drawn from: the Senior Officers' Resource Team (local government); the Wellington Regional Social Development Forum (central government); and the Wellington Regional Labour Market Strategy Advisory Group (business sector).
 - b. Facilitating cross-strategy communication through periodic presentations and information sharing with the full governance groups of these regional initiatives;
 - c. Co-ordinating the timing of work planning processes for the *Plan of Action for Wellington Regional Settlement* with those of the Wellington Regional Action Plan for Refugee Health and Wellbeing and exchanging/sharing the draft work plans ;
 - d. Co-locating the Regional Settlement Strategy Co-ordinator position with the co-ordinator roles for the Wellington Regional Strategy and Wellington Regional Labour Market Strategy.

