

Terms of Reference

Provincial Growth Fund - Senior Regional Officials (SRO)

August 2018

Overview

1. These Terms of Reference set out the parameters of the Senior Regional Official Model that will support the delivery of the Provincial Growth Fund (PGF) through a collaborative delivery model with the Provincial Development Unit (PDU) and other relevant agencies. These TOR build on the Senior Regional Officials (SRO) model that operated previously under the Regional Growth Programme.

Background

2. New Zealand's economy is made up of diverse regions, each specialising in different activities depending on its natural resources, infrastructure, people and industries operating within it. While they differ, each region has the potential to attract further investment, raise incomes and increase employment opportunities.
3. Some regions lag behind on a number of key economic indicators, such as employment and household income. Government has committed to a significant investment in regional economic development through the establishment of the Provincial Growth Fund (the PGF) – a \$1 billion per annum investment for 3 years.
4. An initial focus of the PGF is on ensuring that priority regions are "investment ready". This involves investing in remedial infrastructure projects, strengthening work and employment readiness and capabilities, accelerating existing projects, and identifying a robust pipeline of projects. Following this initial focus, the bulk of investment decisions are expected to occur between 2018 and early 2019 and the bulk of delivery is expected to take place from late 2018 through to 2020.
5. The Provincial Development Unit (PDU) within MBIE is responsible for leading and coordinating government's overall work programme in and with regions. This includes ensuring government agencies are coordinated in their activities that support effective delivery of the PGF, supporting applicants to develop their application's, and in making the navigation of the relevant parts of government as straightforward as possible.
6. The PDU has lead responsibility for ensuring good regional engagement and co-ordination across stakeholders and relevant government agencies, including deploying the SRO model as set out in these terms of reference. The PDU has identified that scaling up to meet the demands and probity requirements is a priority for the Unit and a new operating model for the SROs must be implemented to handle the scale, pace and complexity inherent in administering the PGF.
7. To achieve this, the PDU works closely with government agencies that have teams located in the regions, including Te Puni Kokiri (TPK), Ministry for Primary Industries (MPI), New Zealand Trade and Enterprise (NZTE), Ministry of Transport (MoT), New Zealand Transport Agency (NZTA) Department of Conservation (DoC) and Ministry for Social Development (MSD). To support the implementation of the Fund Cabinet agreed to establish – a Regional Economic Development Unit in the Ministry of Business, Innovation and Employment and an Independent Advisory Panel (IAP).

The role of SROs

8. SROs work with PDU staff and other agency staff to ensure alignment across agencies to achieve the outcomes sought by Government and the regions through the PGF and other funding streams as appropriate. As required, they will engage with their colleagues in other agencies to seek support for regional proposals. Where appropriate this includes working with IAP members on specific projects.
9. SROs will identify those issues which have national policy implications, and as required, ensure that a national perspective is taken account of in any regional activities undertaken by Government. To facilitate this, they will participate in SRO meetings, meetings with PDU staff and Ministers as required

10. SROs will convene in a regular basis including a meeting in Wellington of all SROs and PDU staff, normally on a monthly basis.
11. The PDU will support SROs and delegated Ministers by monitoring and evaluating the progress of the Fund, regularly reporting progress, and where necessary, making recommendations to Ministers on any required changes to Fund parameters. This will allow Ministers to make adjustments to the Fund as and when required.
12. Agencies will continue to have responsibilities alongside the PDU for driving the broader regional economic development programme and identifying and developing investment initiatives within their areas of responsibility. The PDU will need to connect with agencies that manage investment funds, including drawing down on the investment pipeline developed and maintained by NZTE.

Accountabilities and Responsibilities

13. SRO's will have a number of accountabilities and responsibilities. These include:
 - a. Be the Government's central point of contact for the specific region to which they are assigned.
 - b. Support the development of proposals for funding from regions or agencies that meet the objectives of the Provincial Growth Fund.
 - c. Lead their assigned Region, and the team including the Regional Lead and relevant PDU staff assigned to the region or working on relevant projects, feasibility studies, governance, etc to ensure the right outcomes are achieved for the region in terms of the aspirations of the PGF.
 - d. Bring to bear appropriate government resources to support the region's economic aspirations.
 - e. Ensure government agencies are coordinated in their presentation to each region.
 - f. Ensure there are incentives and/or opportunities for coordination among the regions.
 - g. Provide commentary and feedback to the PDU, the SRO Group, Ministers, IAP members and across government as required.
 - h. Provide updates to the PDU and Ministers on progress, issues and opportunities from their respective regions.

SRO Operating Approach and Reporting Arrangements

14. The Provincial Development unit convenes SROs as a Group who lead the Government's partnership with the regions to deliver enduring outcomes through their Regional leadership and co-ordination activities..
15. SRO's are expected to attend monthly decision making meetings in Wellington to collectively progress proposals. If at any stage additional meetings are required a minimum of 5 working days' notice will be given and teleconference will be the preferred medium for practical reasons.
16. The SROs will work as a team to ensure alignment across agencies to achieve the outcomes sought by Government and the regions. As required, they will engage with their colleagues in other agencies to seek support for regional aspirations. SROs are expected to be able to cover each other's Regions as needed.
17. All material provided to the governance group will be treated as confidential and no member will use, or allow the use of, confidential information other than for the purpose for which it was disclosed.
18. SROs will report to the PDU Head of Regional Development on their work.

Delegations

19. SRO as a collective group will hold the following delegation
 - a. Approval (or decline) of investment proposals for funds sought from the PGF up to \$1 million.
 - b. Decisions made by SROs in exercising their delegations will be recorded by the PDU in accordance with their normal procedures and policies.

Secretariat and Operation of Meetings

20. SROs have officials from the PDU available to support them in their roles and their work with the regions. It is expected they will have close relationships with the line managers of PDU staff to outline resourcing requirements and to provide feedback on performance.
21. Secretariat support for the monthly SRO meeting is provided through the PDU.
22. A quorum of SROs for decision making at meetings is required and should be a minimum of 7 of the ten SRO members. Alternatively, in agreement with the Head of Regional Development, decisions can be made by circulation of papers and electronic approval through the secretariat. No decisions will be made without a quorum.
23. In the event of an evenly split vote the Head of Regional Development will make the final decision.
24. SRO meetings are held monthly (or more frequently as required) and are ideally scheduled to align with any Ministers' meetings to ensure SROs are joined up in their approach and have the right information to shape conversations with Ministers' as needed.
25. Where SROs are unable to attend meetings, papers will be circulated for their information, but no substitute representative is able to attend meetings for an SRO.
26. PDU staff may attend these meetings at the request of their SRO and for items relating to their region.

Conflicts of Interest and Code of Conduct

27. SROs will be required to declare any conflict of interest or perceived conflict of interest on at least an annual basis. The obligation to declare a conflict or perceived conflict is an enduring one requiring SROs to declare an interest as it arises and to advise how they propose to deal with the conflict
28. SROs remain covered by the Code of Conduct for State Services.
http://www.ssc.govt.nz/upload/downloadable_files/Code-of-conduct-StateServices.pdf
29. In addition SROs will be covered by their "home" agency code of conduct and any complaint about an SROs conduct will be dealt with in accordance with the MOU between the PDU and the home agency.

Appendix 1

Current SROs (as at August 2018)

Region	SRO and agency	Full-time
Northland/Tai Tokerau	Ben Dalton, Provincial Development Unit	No
Waikato	Kathy Mansell, Land Information New Zealand	No
Bay of Plenty	Kay Read, Ministry of Social Development	No
Hawkes Bay	Carl Crafer, Ministry of Justice	No
Gisborne/Tairāwhiti	Te Rau Kupenga, Provincial Development Unit	Yes
Manawatū-Whanganui	Di Grennell, Te Puni Kōkiri	No
Taranaki	Al Morrison, Provincial Development Unit	Yes – with West Coast
Chatham Islands	To be advised	No
Kapiti/Wairarapa	Karen Adair, Ministry of Culture and Heritage	No
Top of the South	To be advised	TBA
Canterbury	Helen Wyn, Department of Internal Affairs	No
West Coast	Al Morrison, Provincial Development Unit	Yes – with Taranaki
Otago - Southland	Karl Cummins, New Zealand Defence Force	No