



13 August 2025

Tēnā koe

Official Information Act request

Thank you for your email of 20 July 2025, requesting information about Public Sector Board and Committees.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on your request set out below.

As per the stocktake, there are currently 5 boards with a total of 34 ministerial appointed members. Could you please provide the following information:

- 1. The name of each board.*
- 2. Are there any boards where member terms have expired this year?*
- 3. If so, please provide the name of the board(s) and the number of members whose terms have expired.*

The 2024 stocktake of gender and ethnic diversity on public sector boards and committees' notes: "The current stocktake is dated 31 December 2024", and: "Boards which normally have one or more Ministerial appointments, but where these roles were vacant in 2024, are not included in total Board numbers".

Within the Social Development and Employment Ministerial Portfolio there were two single-member boards that were vacant at the time of the stocktake and are therefore not included in the reported figures.

As of 20 July 2025, the Social Development and Employment Ministerial Portfolio includes a total of 37 appointees across seven Boards.

Since some appointments have been made since the stocktake, this response is based on data from the 2025 calendar year to date, to ensure the most up-to-date information is provided.

Below is a summary of the name of each board, member terms expired between 1 January and 20 July 2025:

Boards and other appointed roles	Member terms expired between 1 January and 20 July 2025	Comment
Children and Young Peoples Commission	0	Under the Oversight of Oranga Tamariki System Legislation Amendment Act 2025, the Children and Young People's Commission was disestablished on 31 July 2025 and replaced by the establishment of the Children's Commissioner.
New Zealand Artificial Limb Service	1	For the New Zealand Artificial Limb Service, an appointments process is currently underway. Under section 32(3) of the Crown Entities Act 2004, the member continues in office despite the expiry of their term until reappointed, a successor is appointed, or they are advised in writing that they are not be reappointed and no successor is to be appointed at that time.
South Auckland Social Wellbeing Board	0	
Social Security Appeals Authority	5	For the Social Security Appeals Authority, an appointments process is also underway. Under schedule 8, clause 2(2) of the Social Security Act 2018, these members will continue in their positions until they are reappointed, successors are appointed, or they are advised a replacement will not be appointed.
Social Workers Disciplinary Tribunal	0	
Social Workers Registration Board	0	
Student Allowance Appeal Authority	0	

4. The terms of reference for each board.

The South Auckland Social Wellbeing Board (SASWB) is the only Board within the Social Development and Employment Ministerial Portfolio that has a Terms of Reference (TOR), attached as **Appendix**.

The SASWB TOR was approved by Cabinet in May 2018 and has not been updated since.

We note the Minister for Social Development and Employment has been the lead minister since December 2018, following a Cabinet decision to transfer this responsibility from the Minister of State Services (now the Minister for the Public Service). As this change occurred after the TOR was finalised, it is not reflected in the current wording.

No other Board in the portfolio has a TOR. Their functions, powers and responsibilities are set out in their establishing legislation. Where a board is a Crown entity, the Crown Entities Act 2004 generally applies except where the establishing legislation provides otherwise. Other legislation, such as the Public Service Act 2020, may also be relevant in some cases.

The table below outlines the relevant establishing legislation for each board, along with an indication of whether the Crown Entities Act 2004 applies:

Board	Establishing legislation	Application of Crown Entities Act 2004
Children and Young Peoples Commission	Children and Young People's Act 2022	Applies
New Zealand Artificial Limb Service	Artificial Limb Service Act 2018	Applies
Social Security Appeals Authority	Social Security Act 2018	Does not apply
Social Workers Disciplinary Tribunal	Social Workers Registration Act 2003	Does not apply
Social Workers Registration Board	Social Workers Registration Act 2003	Applies
Student Allowance Appeal Authority	Education and Training Act 2020	Does not apply

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp.



Anna Graham

General Manager

Ministerial and Executive Services

South Auckland Social Wellbeing Board: Terms of Reference May 2018

Context

South Auckland has a young, diverse and growing population, strong community networks and is part of a growing economy both locally and in wider Auckland. However, despite these factors, South Auckland also has social and economic issues that are often entrenched, inter-generational, and highly complex, including a higher number of at-risk 0-24 year olds than any other region in New Zealand. These at-risk children and young people have multiple and complex needs that cannot be met by one agency alone.

Improving outcomes for at-risk children and young people in South Auckland requires decision-makers who are best placed to match investments to local needs and circumstances. A social wellbeing approach will put at-risk children and their families at the heart of service provision, using evidence, outcomes and collective working among agencies to deliver better services.

Purpose

The South Auckland SWB is established by Cabinet mandate to deliver better results to at-risk children and young people by bringing key South Auckland government decision-makers together in an cross-agency governance structure to take collective responsibility for outcomes.

Objectives

The objectives of the SOUTH AUCKLAND SWB are:

- to improve economic, health, safety and education outcomes for those children and young people aged 0-24 most at-risk in the South Auckland area (with a particular focus on the Local Board areas of Māngere-Ōtahuhu, Ōtara-Papatoetoe, Manurewa and Papakura)
- to optimise the effectiveness of social services expenditure for children and young people aged 0-24
- to prioritise investment based on the expected impact for long term outcomes, using a social wellbeing approach
- for members to share responsibility and accountability for achieving results for at-risk children based on their respective roles, their agencies' roles and the expectation that their agencies will work together and contribute resources for common outcomes. The SOUTH AUCKLAND SWB will play an important facilitative role in driving strong social sector collaboration.

Member agencies

The initial member agencies of the SOUTH AUCKLAND SWB are the Ministry of Social Development, the Ministry of Health, Counties Manukau District Health Board, the Ministry of Education, the Ministry of Justice, Corrections, New Zealand Police, Te Puni Kōiri, Housing New Zealand, Oranga Tamariki, Auckland Council and the Ministry for Pacific Peoples.

Roles

The SOUTH AUCKLAND SWB will have an independent Chair who is appointed by and reports directly to the Minister of State Services, the lead Minister designated by

Cabinet. The SOUTH AUCKLAND SWB will be collectively accountable through the Chair to the lead Minister for achieving priority outcomes.

The South Auckland SWB is a decision-making body. It allows senior officials from the member agencies to make collective decisions to invest resources and target interventions to deliver results (see below for a description of the resources involved). It is expected that South Auckland SWB decision-making will operate by consensus, with decisions based on a unanimous vote of members.

The Chair has an advisory role only (non-voting). His or her primary role is to facilitate high quality and challenging discussion between members and other attendees at South Auckland SWB meetings. The overarching aim of the Chair's role is to lead sound consensus decision making and ensure members are held to account for their agencies' contributions to the South Auckland SWB's objectives. The Chair has lead responsibility for representing Board advice to Ministers, Cabinet and Parliament where appropriate.

Membership

The members of the South Auckland SWB are an independent Chair (a non-State servant) and senior Auckland-based officials from the member agencies.

The independent Chair will be appointed by the lead Minister following consultation with the Cabinet Appointment and Honours Committee. The lead Minister may remove the Chair at any time, for any reason.

The State Services Commissioner will appoint (and may remove) the other members of the South Auckland SWB in consultation with the member agencies and the Chair. These members must be at an appropriate level of seniority to be able to exercise delegated authority and to influence the programmes, services and/or contracts that will not be under the direct control of the South Auckland SWB.

Quorum

The South Auckland SWB quorum will be half the members plus one. The Quorum must include the Chair or a delegated representative/deputy who will act as Chair. If the quorum is not achieved, the meeting will be cancelled and held on the next scheduled meeting date.

Except with the permission of the Chair, members of the South Auckland SWB cannot delegate their attendance at meetings to any other individual.

Key responsibilities

The South Auckland SWB will use a results based accountability framework to propose local-level outcomes, and associated measures for the South Auckland SWB, along with reporting and evaluation requirements

Resources: The South Auckland SWB will primarily rely on existing resources and delegations – initially those targeted to at-risk 0-5 year olds and their families in South Auckland. Resourcing for the South Auckland SWB will involve a combination of:

- Current services, contracts and programmes targeted to at-risk 0-5 year olds where agency decision-rights are delegated to senior officials who are South Auckland SWB members. These will be subject to collective decision making by the South Auckland SWB, which will be conducted in a manner that recognises the autonomy individual members exercise over agency delegations they hold, especially with respect to the performance of statutorily independent functions. Appropriations and their related reporting responsibilities will continue to be held by each agency. It is expected that agencies will review existing delegations to senior officials who are South Auckland SWB members to determine if any further delegations are

appropriate. The South Auckland SWB will monitor whether existing appropriation scopes are a constraint to its operations.

- An Investing in Outcomes Fund – a pool of discretionary funding which the South Auckland SWB can collectively allocate. This will be part of a South Auckland appropriation. Decisions on allocating this funding will be based on an agreed intervention logic supported by data, evidence and local knowledge. Funding decisions will only be made once the evaluation framework and outcomes have been agreed with the Minister on the recommendation of the Chair and the Board.
- Funding for South Auckland SWB support costs. This will be part of a South Auckland appropriation.
- Ability to influence the design and/or prioritisation of other services that are not directly within the collective decision-making remit of the South Auckland SWB.

The consensus and unanimous nature of South Auckland SWB decision making preserves existing agency decision rights and delegations. The difference the South Auckland SWB can make compared to the status quo comes from South Auckland SWB members using local knowledge and collective working to deliver services that better meet the needs of at-risk children and families. The additional resources from the Investing in Outcomes fund will contribute to this.

Reporting: The South Auckland SWB will account to the lead Minister for its performance. The South Auckland SWB will also report quarterly to the National Social Wellbeing Board. Performance reporting and evaluation will recognise that it will take time to achieve results and for evidence of them to be measured.

The South Auckland SWB will agree common messages that can be used by member agencies to keep their respective Ministers informed, reflecting those Ministers' interests in the South Auckland SWB. Member agencies will continue to report for accountability and other purposes on the services and programmes within their appropriations.

Information sharing: Sharing personal information held by agencies about individuals will be an important enabler for the South Auckland SWB in providing better services. Information sharing will include:

- Anonymised and linked data, analysed at a national level by specialised data and analytics teams to determine risk factors and profiles, used to inform policy settings and service planning. Such information sharing is already undertaken by government agencies and is supported by stringent arrangements to safeguard privacy
- Information about individuals and their families, shared between frontline service professionals for operational purposes.
- Information about individuals and their families that is used for evaluation and analysis purposes, and outputted in an anonymised way to understand how the SWB intervention areas/prototypes are working for whānau and families, and improving outcomes.

The South Auckland SWB will seek to put in place information sharing arrangements for operational purposes that:

- are cost effective
- put clients at the centre, and foster trust between clients and service providers
- deliver information to frontline service professionals when they need it

- are compliant with the Privacy Act 1993 and Health Information Privacy Code 1994.
Dispute resolution:

The South Auckland SWB is intended to allow local agency officials to exercise delegated authority and use local knowledge to deliver better and more coordinated services. South Auckland SWB consensus decision making means existing agency delegations are unchanged. Accordingly the input and cooperation of agencies and officials is not seen as a likely barrier to the success of the South Auckland SWB . However in the event of a dispute the Chair will refer the issue to the State Services Commissioner to assist its resolution.

Amendment of the Terms of Reference: These Terms of Reference cover the establishment and initial operating period of the South Auckland SWB . It is expected that these Terms of Reference will be updated by agreement between the lead Minister and the South Auckland SWB , as the South Auckland SWB 's operations develop and are evaluated.

ATTACHMENT ONE

Whāngaia Ngā Pā Harakeke (WNPH): Governance of the WNPH initiative is held by the SOUTH AUCKLAND SWB. The Board holds ultimate accountability for the successful delivery of the initiative. It:

- Provides strategic guidance and oversight of WNPH
- Controls changes to the scope
- Holds each other's agencies accountable for delivery of agreed actions
- Leads agreed communication and consultation as required

The SWB will receive quarterly reporting of the initiative including risks and issues.

Day to day operations and administration of WNPH is managed by Police with escalation up through the [Operational Management Group](#) and Family Harm [Strategic Leadership Group](#) as required.