

Terms of Reference for the Social Investment Board

Purpose

1. The Social Investment Board is a ministerial advisory committee established by Cabinet to provide independent advice and assurance to the Minister for Social Investment, and guidance to the Social Investment Agency, on the implementation of social investment [CAB-24-MIN-0140 refers]. They are expected to provide challenge to and oversight of the social investment work programme, and to bring a range of experience, including a connection to communities who require additional support.

Context

2. The Minister for Social Investment has set out a direction to accelerate the social investment approach by taking a series of actions, including:
 - Establishing a Social Investment Ministers Group to govern the social investment work programme
 - Replacing the Social Wellbeing Agency with a new central agency – the Social Investment Agency
 - Establishing a Social Investment Board
 - Setting up a Social Investment Fund.
3. Social investment involves:
 - Addressing the drivers of the pervading social issues New Zealanders face through a focus on outcomes
 - Understanding the unique needs of the persons and/or families and whānau affected by these issues
 - Using data and evidence to support decision-making across the social system
 - Encouraging new thinking and approaches, innovation, co-investment and shared responsibility to address New Zealanders' hardest issues
 - Driving consistency of data and evidence standards
 - Empowering communities to deliver for their people.
4. A social investment approach is intended to help understand where investment is needed, what works, and how progress towards achieving better social outcomes should be measured. It seeks better outcomes from existing spend and by seeking to work in new ways. Where necessary this may include reconsidering regulatory settings to support more effective service delivery.

Role of the Board

5. The Social Investment Board will provide advice and assurance to the Minister for Social Investment, and guidance to the Social Investment Agency on the development and implementation of social investment.
6. Advice provided by the Board may include advice on:
 - The Social Investment Work Programme and priorities
 - A practical perspective on how social investment initiatives might be implemented across the social sector
 - Strengths, weaknesses, opportunities, and gaps in the systems required to support social investment
 - The design and implementation of initiatives intended to embed a social investment approach across the social sector, including the Social Investment Fund
 - How (well) proposed or planned social sector initiatives may align with a social investment approach
 - The data and evidence infrastructure required
 - Progress towards the implementation of social investment across the social sector
 - Risks and/or barriers that may threaten Social Investment Work Programme goals.
7. The Social Investment Board is an advisory group and is, therefore, not responsible for the development of policy or for implementing any initiative, and it has no formal decision-making powers or accountabilities. It does not have powers to direct any agency, although it may provide feedback on any draft proposals or anything else that the Social Investment Agency seeks feedback on. It can expect its advice to be given appropriate consideration.
8. Where the Board provides advice to the Minister for Social Investment, or to other Ministers through the Minister for Social Investment, or feedback to the Social Investment Agency, it is preferred that advice is unanimous, but alternative viewpoints may also be provided.

Publishing advice and release of information

9. Board members' names will be published by the Minister for Social Investment on the Social Investment Agency website.
10. Any written advice provided by the Board may also be published on the Social Investment Agency website, subject to agreement by the Minister for Social Investment. In any case, advice provided by the Board to the Minister and/or the Social Investment Agency will be available under the Official Information Act 1982 and may therefore be released on request, subject to the provisions of that Act.

Composition of the Board

11. The Board will be appointed by the Minister for Social Investment and will comprise 6 to 8 members who collectively demonstrate:

- a strong understanding of social investment, public finance and/or commissioning models
- a strong understanding of how to contract for social outcomes – this would include contracting that provides returns for potential private sector investment
- connection to, and experience with, vulnerable communities and community organisations delivering social services
- a strong understanding of the social sciences (especially economics, sociology, psychology and/or behavioural science)
- commitment to the use of data and evidence to inform service design, delivery and evaluation in the social sector, including expertise in government administrative data
- understanding of Te Tiriti o Waitangi and knowledge of mātauranga Māori and how it contributes to understanding social outcomes.

12. In appointing members to the Board, consideration will be given to ensuring some diversity of experience and perspective.

13. Members will be appointed for a period of up to two years and may be reappointed for a further term following expiry of their term of appointment.

14. The Minister for Social Investment will also appoint one member as the Chair of the Board. The Chair will:

- Chair meetings of the Board, as required
- Be responsible for representing the Board to the Minister for Social Investment and other Ministers, as required
- Represent the collective interests of Board members
- Be the principal point of contact with the Minister for Social Investment and Social Investment Agency to ensure requested advice is delivered in the prescribed timeframe and format
- Be responsible for keeping Board members informed of relevant discussions with the Minister for Social Investment and Social Investment Agency.

Remuneration and hours of work

15. In line with the Cabinet Fees Framework, payment for the Chair has been set at between \$429-\$974 per day¹. Payment for Board members has been set at between \$319-\$616 per day². Hourly pro-rata rates based on a standard eight-hour day will be calculated to apply when hours worked differ from a standard day.
16. Actual and reasonable travel, accommodation and other expenses involved in members attending face to face meetings will be paid for by the Secretariat, which will make the necessary bookings and arrangements. Where members incur legitimate expenses directly out of pocket for attending face to face meetings, they will submit a claim for reimbursement to the Secretariat. All claims must be supported by appropriate documentation. Members seeking guidance on what legitimate expenses are should ask the Secretariat for advice.
17. Board members may spend up to approximately 5 days (40 hours) per month on Board activities. The Chair of the Board may spend up to 8 days (64 hours) per month on Board activities.
18. For clarity, members are not employees of the Social Investment Agency.

Expectations of Board members

19. Board members are expected to act with a high degree of professionalism, including:
 - Working in an inclusive manner where diverse voices are listened to in an environment of trust and respect
 - Acting in accordance with processes and protocols agreed by the Minister for Social Investment and the Chair
 - Attending scheduled meetings and undertaking any required pre-meeting reading to ensure they can engage fully at each meeting
 - Working transparently, consistent with all privacy and legal requirements
 - Disclosing any real, potential or perceived conflicts of interest as they arise and agreeing to the appropriate management of these conflicts, as determined by the Chair
 - Only claiming for legitimate expenses they may incur.

Responses to media queries

20. Where a journalist or media outlet seeks the views of an individual Board member, the member will make clear that any views presented by them represent their

¹ Fees have been calculated using the Cabinet Office *Revised Fees Framework for members appointed to bodies in which the Crown has an interest* [CO(22)2]. The Board has been classified as a 'Group 4' body.

² *Ibid.*

personal views, or those of another group they may represent, and not those of the Board, the Social Investment Agency, Ministers or any other part of Government.

Dealing with conduct issues

21. If there is any question about the conduct of a Board member it should be reported to the Chair who will determine an appropriate response.

Termination of membership

22. If a Board member is unable to continue their membership of the Board, they should advise the Chair and Social Investment Agency secretariat of the same. A decision about whether and how to replace that Board member will be made by the Minister for Social Investment.

Operation of the Board

23. The Board will work closely with the Social Investment Agency to support the Minister for Social Investment to implement the Social Investment Work Programme.

24. The Minister for Social Investment will, through the Chair of the Board, direct its work (for example, by seeking advice on particular topics). The Board (through the Chair) may raise additional topics it considers important for the Minister for Social Investment to consider. However, the Board should not commence additional work unless this is agreed by the Minister.

25. It is expected that the Board may meet with Social Investment Ministers Group. The Board is also expected to meet between Ministerial meetings, at the direction of the Chair. The Board will also engage with other agencies who are responsible for delivering social investment initiatives.

26. Board members will also be expected to undertake work (for example, preparation for meetings, additional reading and research) outside of meeting times. Time spent on these activities should not, however, mean that the total amount of time members spend on Board work exceeds the time indicated at paragraph .

27. The Board, through the Chair, may invite a subject matter expert in a particular field to sit with the Board to bring their expertise for a period of time agreed with the Chair. A person invited to sit with the Board to provide expertise in a particular area is not a member of the Board. However, they will be entitled to remuneration on the same basis as a Board member and will be expected to satisfy the same expectations as a Board member, as set out in these Terms of Reference. Prior to making any such invitation, the Chair will confirm with the secretariat to the Board that sufficient funding for the expert is available. The Chair will also inform the Minister for Social Investment of any such invitation.

Support for the Board

28. The Board will be supported by a secretariat based at the Social Investment Agency.

29. The role of the Secretariat includes:

- Providing regular and timely updates on the Social Investment Work Programme and any additional matters of relevance to Board members
- Organising Board meetings and Board members' travel for these meetings (as appropriate)
- Assisting the Chair with drafting meeting agenda and recording minutes, as appropriate
- Arranging payment of Board members' fees
- Assisting Board members' liaison with Ministers and government officials, as necessary
- With the Chair of the Board, the induction of new Board members
- Maintaining a page on the Social Investment Agency's website about the Board's membership and advice, as appropriate.

Review of Board

30. A review of the operation of the Board will be completed by July 2026. After the review, the Minister for Social Investment may seek agreement from Cabinet to:

- Reappoint the Board, with or without changes to its membership and/or its Terms of Reference, or
- Disestablish the Board.

31. The scope of the review will be agreed by the Minister for Social Investment.

Agreed by:

Hon Nicola Willis

Minister for Social Investment

Date
