



LEADING SOCIAL DEVELOPMENT//
MINISTRY OF SOCIAL DEVELOPMENT STATEMENT OF INTENT 2005/06

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MINISTER'S FOREWORD



The Government's vision is of an inclusive New Zealand where all people have the opportunity to participate, to contribute, and to achieve economic independence for themselves and their families.

Since it established the Ministry of Social Development in October 2001, the Government has been implementing a programme of social development that is sustainable, works in concert with economic development, and makes a long-term, positive difference for New Zealanders of all ages, and in all families and communities. The Ministry's implementation of the *Working for Families* package will make it easier to work and raise a family, while work towards introduction of a Single Core Benefit will pave the way for a much simpler benefit system with a clear focus on sustainable employment for working-age New Zealanders.

Improving the social wellbeing of children, young people and their families will involve the Ministry strengthening the range of social services available, with a particular focus on early intervention services, building the capacity of the non-government care and protection sector, and improving families' access to quality, affordable early childhood education.

As part of its work to foster a whole-of-government approach to improving social wellbeing, the Ministry publishes an annual Social Report, and last year developed *Opportunity for All New Zealanders*, a "big picture" summary of what the government is doing across the social sector to improve the quality of New Zealanders' lives.

I look forward to working with the Ministry of Social Development on the wide-ranging initiatives described in this Statement of Intent, and I confirm that the information in this document is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink that reads "Steve Maharey".

Steve Maharey

Minister for Social Development and Employment



CHIEF EXECUTIVE'S OVERVIEW

The Ministry is now much more than an organisation focused on the payment of benefits. While this will always be one of our functions, we are increasingly showing what can happen when we focus on outcomes. Unemployment is the lowest in the OECD. Other benefit numbers are dropping as we have focused on outcomes for these clients.

Improving social development outcomes is the uniting focus right across the Ministry – whether we are delivering services to New Zealanders through Work and Income, Studylink, or Family and Community Services, we are now looking at how those services can make a real difference to the social outcomes for our clients and the families and communities we serve.

The way we develop policy has changed too. Our policy is now developed in partnership with our service delivery groups. Each policy group is driven by the outcomes that result from getting a client into work, study or training or connecting them to the services that help them lead rich and rewarding lives.

We recognise that improving social outcomes for New Zealanders is not something the Ministry can do on its own. We need to network our services with other agencies. Our goal is accessible social services that are co-ordinated and focused on getting clients where they need to be to have a better future. People won't have to know the right door to get help or assistance, we will guide clients through.

There is now a real opportunity to utilise the Ministry's 'reach' into the more than 170 communities where we have a presence, to better connect New Zealanders to the services of this Ministry and those of our social sector and non-governmental partners. We have started this by asking the Ministry's eleven Regional Commissioners to take a leadership role across the Ministry at the regional level.

This will be another significant year where our focus on outcomes, connections to other agencies and innovation will make an even greater difference to the lives of the New Zealanders we serve.



Peter Hughes
Chief Executive



MINISTRY OF SOCIAL DEVELOPMENT AT A GLANCE

The Ministry of Social Development is one of New Zealand's largest government agencies. Our work to achieve better social outcomes for all New Zealanders affects almost every New Zealander, now or in the future.

Our policy advice and service delivery are underpinned by research and evaluation, building the evidence base that enables us to develop practical solutions to the issues facing New Zealanders today. Research and evaluation also enables us to monitor the wellbeing of different population groups, and identify issues that change and develop over time.

Much of our work is based on collaboration with other government agencies, with business and employers, and with community and voluntary organisations.

This collaboration enables us to achieve positive results in:

- helping those people who are able to work to move into sustainable employment
- providing income security for those who are unable to work
- building strong families and communities
- ensuring that students can access their loans and entitlements, and minimising the amount of debt they incur
- improving the wellbeing of senior citizens and people with disabilities, and strengthening the government's relationship with the community and voluntary sector
- ensuring individuals and families are able to access affordable healthcare
- preventing and reducing child abuse and neglect, and domestic violence
- preventing and minimising debt and benefit fraud.



OUR RESPONSIBILITIES

The Ministry of Social Development has over 6,000 staff and a presence in many locations, with more than 170 local offices.

We manage a departmental budget of over \$720 million and administer approximately \$14 billion in payments to New Zealanders, including New Zealand Superannuation (\$6.3 billion), social security benefits (\$5.7 billion) and Student Loans, Allowances and related payments (\$1.434 billion).

Our service delivery, policy advice, research and evaluation improves the lives of New Zealanders by:

- helping people move into sustainable employment
- providing services for families
- improving the wellbeing of young people, senior citizens, people with disabilities
- strengthening the relationship between government and the community and voluntary sector
- providing income support and other services to almost 1.2 million New Zealanders
- leading social development
- advising the Government on social policy
- leading social research to produce evidence on what delivers best results
- working collaboratively with other government agencies and community organisations to achieve better social outcomes for all New Zealanders.

The Ministry provides services to the following Ministers:

- Minister for Social Development and Employment and Associate Ministers for Social Development and Employment
- Minister of Veterans' Affairs

- Minister for Senior Citizens
- Minister for Disability Issues
- Minister for the Community and Voluntary Sector
- Minister of Youth Affairs.

We also administer the following Votes:

- Vote: Social Development
- Vote: Veterans' Affairs – Social Development
- Vote: Senior Citizens
- Vote: Youth Development.

Crown Entity responsibilities

We provide advice and support on appointments, outputs, accountabilities, and performance for five Crown Entities:

- Children's Commissioner
- Families Commission
- New Zealand Artificial Limb Board
- Retirement Commissioner
- Social Workers Registration Board.

Legislative responsibilities

The key pieces of legislation we manage and administer include the:

- Social Security Act 1964
- New Zealand Superannuation and Retirement Income Act 2001, Parts 1 and 4
- Department of Child, Youth and Family Services Act 1999
- Children's Commissioner Act 2003
- Families Commission Act 2003
- Disabled Persons Community Welfare Act 1975 (except Parts 2 and 2A)
- Social Workers Registration Act 2003.
- Social Welfare (Transitional Provisions) Act 1990

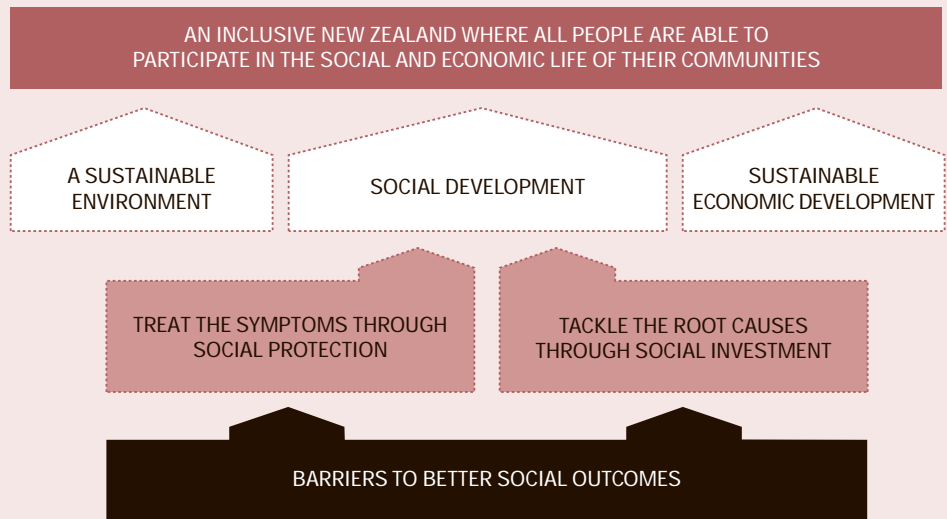
EXECUTIVE SUMMARY

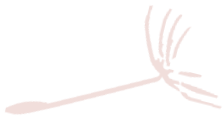
This 2005 Statement of Intent sets out the Ministry of Social Development's priorities for the next three years, as we work towards improved social outcomes for all New Zealanders. It describes our strategic aim and our high-level outcomes, along with the contributing outcomes that will inform the basis of our work programme.

WHAT IS SOCIAL DEVELOPMENT?

Social development is a process of co-ordinated social change that promotes the wellbeing of the population as a whole and of disadvantaged groups within it. It aims to improve wellbeing across a range of areas such as social assistance, health, education, employment and safety, and it takes a whole-of-life approach to improving outcomes.

OUR SOCIAL DEVELOPMENT MODEL





Social protection and investment are the key elements of social development. Social protection is about providing a safety net for people facing difficulties, while social investment provides the foundation for positive outcomes in the future.

The priorities and strategies outlined recognise that successful social development involves:

- ensuring that social and economic interventions support each other and are sustainable
- supporting individuals, families and communities to develop and deliver their own solutions
- focusing on the whole package of needs, strengths, and issues for individuals, families, and communities
- taking a whole-of-life perspective
- government working in partnership with local authorities, with the community and voluntary sector, and with the private sector to develop 'joined-up' local services
- developing solid evidence about what works and regularly monitoring New Zealanders' wellbeing
- ensuring there is flexibility to respond to regional and local needs.



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OUR OUTCOMES FRAMEWORK

Our outcomes framework describes the outcomes we seek to achieve for all New Zealanders. We have five high-level outcomes for the key population groups and institutions we work with and one high-level strategic aim of leading social development. Our framework supports our whole-of-government, whole-of-life approach to social development.





MINISTRY OF SOCIAL DEVELOPMENT OUTCOME FRAMEWORK

OUR VISION

AN INCLUSIVE NEW ZEALAND WHERE ALL PEOPLE ARE ABLE TO PARTICIPATE IN THE SOCIAL AND ECONOMIC LIFE OF THEIR COMMUNITIES

OUR HIGH LEVEL OUTCOMES

Leading Social Development

A whole-of-government approach to achieving the Government's social vision

Children and Young People

All children thrive in childhood, are respected and valued, have the opportunity to reach their full potential and participate positively in society now and in the future

Working Age People

People achieve economic independence throughout their working lives. They are able to participate in and contribute to society and have a sense of belonging

OUR CONTRIBUTING OUTCOMES

Provide a well-developed evidence base that leads to:

- improved understanding of complex social issues
- high quality advice on social development
- innovative, creative and flexible solutions to social development issues

Identify, analyse and provide sound policy advice on cross-sectoral policy issues

Co-ordinate policy development across the social sector, including the alignment of social outcomes

Facilitate and promote collaboration among social sector service delivery agencies at the regional and local level

Monitor and understand the impacts of social, economic and cultural change and report on social wellbeing

Children and young people enjoy a secure attachment to family and whānau and other nurturing relationships where they are valued, respected and supported to explore and develop

Children and young people enjoy a secure standard of living that means that they can participate in society

Children and young people enjoy good physical and mental health with access to appropriate health care services

Children and young people obtain the knowledge and skills to enable them to participate in society, feel secure with their identity, develop socially constructive behaviour and the capacity for economic independence

Children and young people enjoy personal safety, and are free from abuse, victimisation, violence and avoidable injury and death

Children and young people are given the opportunity to participate in decisions that affect them now and in the future and their views are considered

Working age people are able to work and achieve economic independence through sustainable employment

Encourage and enable participation in tertiary education that leads to successful educational outcomes and sustainable employment, while minimising debt

Working age people unable to achieve economic independence have adequate income, the opportunity to engage in paid work, and are able to participate in the life of their communities

People are supported to access health services for themselves and their families where barriers arising from cost, income and other circumstances are high

Working age people are prepared for a successful transition to retirement

The opportunities for fraud and abuse of the benefit system are minimised

The amount of debt incurred by clients while on benefits is minimised. Debt balances are recovered at a rate that is acceptable to the Crown while not limiting client participation in society



AN INCLUSIVE NEW ZEALAND WHERE ALL PEOPLE ARE ABLE TO PARTICIPATE IN THE SOCIAL AND ECONOMIC LIFE OF THEIR COMMUNITIES

Older People
Older people are valued as important members of society and have the right to dignity and security in their senior years. They have opportunities to use their skills, knowledge and experience to contribute to society

Families, Whānau
Families and whānau are strong and richly interconnected with their communities. They are able to support their members' wellbeing, identity participation in society and interdependence

Communities, Hapū, Iwi
Communities, hapū and iwi are able to determine and achieve their vital and unique social, economic and cultural goals for the betterment of New Zealand

Older people enjoy secure and adequate incomes and standards of living

Older people are able to participate in the community in ways that they choose

The impact of an ageing population on social wellbeing is anticipated and understood

Families and whānau have a strong voice in decision making and are valued and supported as a key institution in both current society and as trustees for future generations

Families and whānau are active participants in working and community life, and obtain the resources to play a full functional role in supporting their members and their communities

Families and whānau have the knowledge, capabilities and commitment to support development pathways of their members, and contribute to good outcomes for them

Families and whānau are resilient; they can adjust, adapt and recover from challenges and adversity

Families and whānau are a safe and secure environment, where all members live free from violence

The capacity and self-reliance of communities, iwi and hapū and their organisations are enhanced

Community organisations, hapū and iwi have a strong voice in decision-making about policies and services that impact on their wellbeing

Access to and the effectiveness of government services in communities is improved

OUR VISION

OUR HIGH LEVEL OUTCOMES

OUR CONTRIBUTING OUTCOMES



The information we gather through our research and evaluation will continue to identify how our work is making a difference to social outcomes, and what changes we need to make.

OUR FOCUS FOR THE NEXT THREE YEARS

For our strategic aim and each of our outcome areas we have identified a series of priorities that we will focus on for the next three years. These priorities are:

- *Leading Social Development* – co-ordinating and monitoring progress against *Opportunity for All New Zealanders* – a high-level summary that shows how government agencies will continue to work together to promote social wellbeing, strengthening our ability to lead social development at both the national and regional level and continuing to monitor social wellbeing.
- *Children and Young People* – implementing an early intervention programme for vulnerable children and their families, and strengthening care and protection services for children and young people.
- *Working Age People* – reducing the number of working-age benefit recipients; implementing the Working for Families package that aims to make it easier for people to work and raise a family; continuing the preparatory work for the launch of the Single Core Benefit in 2007; and enabling clients who are ill, have disabilities or are caring for children to plan for eventual participation in work as their circumstances allow.
- *Older People* – promoting and monitoring the *New Zealand Positive Ageing Strategy*; reducing barriers to employment for older people; improving the way in which we provide services to older people including the development of an internet portal to improve access to services; co-ordinating a cross-government programme of research to identify ways to respond to the opportunities and challenges of an ageing population; and managing and expanding the national network of Elder Abuse and Neglect Prevention Services.
- *Families and Whānau* – strengthening early intervention for vulnerable children, strengthening care and protection services and strengthening family violence prevention, intervention and post-support services.
- *Communities, Hapū and Iwi* – enhancing government agencies' relationships with the community and voluntary sector, helping the community and voluntary sector to build its capability and ensuring community-based services are consistent, effective and accessible.





STRENGTHENING OUR CAPABILITIES

Over the last year the Ministry has made changes to support its strategic outcomes approach at the policy, service delivery and corporate levels. Over the next three years our work to build our capability will focus on:

- taking a strategic approach to recruitment to ensure we can address skill shortages and attract the people we need for the future
- further strengthening our strategic leadership capability by identifying and developing our future leaders
- building structures, frameworks and programmes to further develop staff capability and organisational performance.



RISK AND EVALUATION

The Ministry's evaluation, audit and risk management programmes will ensure that we remain fully accountable to our clients, the Government, our stakeholders, and the public of New Zealand.

- The information we gather through our research and evaluation will continue to identify how our work is making a difference to social outcomes, and what changes we can make if needed.
- Our audits are designed to provide assurance over:
 - the reliability and integrity of information
 - compliance with policies, procedures, plans and regulations
 - the safeguarding of assets and property
 - the economical and efficient use of resources
 - the achievement of objectives and deliverables.
- Our *risk management programme* will ensure that, as part of standard management practice, we identify, evaluate, address, and monitor all risks.

PURPOSE AND SCOPE

This Statement of Intent has two key components:

- *Strategic Directions – this part describes the social development outcomes we want to achieve for all New Zealanders. It also describes our outputs, or the work we will do to contribute to these outcomes.*
- *Financial Forecasts, Forecast Output Performance Statements and Statement of Responsibility – this part provides an overview of our finances for the year and specifies the measures and standards against which our performance will be assessed.*

AN EVOLVING PROCESS

Each *Statement of Intent* reflects the fact that Managing for Outcomes is an evolving process. Our 2003 *Statement of Intent* described the five high-level outcomes we seek to achieve for different population groups: children and young people, working age people, older people, families and whānau, and communities, hapū and iwi.

For our 2004 *Statement of Intent*, we added a strategic aim to our outcome framework to reflect our social development leadership work. We also added a series of contributing outcomes for our strategic aim and each high-level outcome.



This year we have made some adjustments to our outcome framework to better align our outcomes with the work that we do. The key changes have been to:

- align our outcomes for children and young people with the outcomes in the Government's *Sustainable Development for New Zealand Programme of Action: Investing in Child and Youth Development*
- revise our contributing outcomes for Families and Whānau to align them with the Family and Community Services National Advisory Council's outcomes.

We have also conducted a thorough review of our outcome indicators. Where possible, we have made changes so that the indicators we use are consistent with OECD standards and other recognised indicator reports such as *The Social Report*.

Over the coming year, we will work on redesigning our output expense structure to better align our outputs and outcomes. This work will also involve reviewing our current performance measures and developing appropriate measures that provide a strong indication of the results we are achieving.

For our 2004 *Statement of Intent*, we added a strategic aim to our outcome framework to reflect our social development leadership work.

