

MINISTRY OF SOCIAL DEVELOPMENT

Statement of Intent 2008–2011



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Te Manatū Whakahiato Ora

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Minister's Foreword

The Ministry of Social Development's work is essential to the Government's vision for a sustainable and prosperous New Zealand. The Ministry's policies and programmes support the Government's priority theme Families – Young and Old.

This Statement of Intent 2008–2011 spells out the major deliverables the Ministry will be held to account for over the next three years. These include, care and protection of children and young people at risk, helping working age people into sustainable employment, assisting older people to live independently, and strengthening families.

These interventions, delivered to a high standard, set the foundation for the Ministry to work with individuals, families and their communities to achieve improved social outcomes.

This Statement of Intent is consistent with the policies and performance expectations of the Government.



Hon Ruth Dyson
Minister for Social Development and Employment
Minister for Senior Citizens
Minister for Disability Issues
Minister for the Community and Voluntary Sector

Chief Executive's Introduction

The Ministry's programme of activity for the medium-term is outlined in this Statement of Intent. The Government's priorities, as set out under Strategic Direction, are supported through the programmes and initiatives which have been designed to contribute to the achievement of the five outcome areas.

Over the next three years the Ministry will continue to consolidate bottom line delivery across all our business groups. This will allow us to work together on initiatives that will improve outcomes for our clients.

Major initiatives that will impact on individuals, families and the wider community to be implemented over the next three years include: the delivery of a broader range of services through Working New Zealand to help people into sustainable employment; a new model for working with community organisations, Pathway to Partnership; and initiatives to address the issue of family violence.



Peter Hughes
Chief Executive

Nature and scope of functions

The Ministry provides services to its responsible Minister, the Minister for Social Development and Employment; to the Associate Ministers for Social Development and Employment; to the Minister and Associate Minister for Senior Citizens; to the Ministers for Disability Issues, and the Community and Voluntary Sector; and to the Ministers of Youth Affairs and Veterans' Affairs.

At some point in their lives, most New Zealanders will have contact with the Ministry of Social Development. Throughout the country we have around 200 frontline sites that serve more than 1,000,000 clients.

The Ministry provides whole-of-social sector second opinion advice to government.

The Ministry leads the Families – Young and Old budget process and co-ordinates cross-sector collaboration in the social sector. The Ministry chairs the Social Sector Forum of Chief Executives and participates in the Justice Sector Chief Executives forum.

The Ministry has responsibility for progressing and monitoring strategies, including:

- the New Zealand Positive Ageing Strategy, the responsibility of the Office for Senior Citizens
- the New Zealand Disability Strategy, the responsibility of the Office for Disability Issues
- the Statement of Government Intentions for an Improved Community-Government Relationship, the responsibility of the Office for the Community and Voluntary Sector.

We are responsible for:

- the statutory care and protection of children and young people, youth justice services, adoption services and funding to community service providers
- the delivery of employment and income support services and New Zealand Superannuation
- the administration of New Zealand's international welfare portability arrangements
- the provision of student allowances and student loans
- the access to affordable health care for older people, families and lower income New Zealanders
- a benefit system that has integrity and that minimises the debt levels of our clients
- accessible services to rural clients
- the leadership and co-ordination of social and support services, and funding to community service providers
- access to a range of concessions and discounts.

We are structured into the following clusters:

- Work and Income, Specialist Services, Child, Youth and Family, and, Family and Community Services
- Social Services Policy, Social Development Policy and Knowledge (incorporating the Offices for Disability Issues, Community and Voluntary Sector, and Senior Citizens)
- People, Capability and Resources, Risk and Assurance, and, Corporate and Governance.

We will be administering the following Votes in 2008/2009:

- Vote Senior Citizens
- Vote Social Development¹
- Vote Veterans' Affairs – Social Development
- Vote Youth Development.

¹ Vote Child, Youth and Family Services has been merged with Vote Social Development from 2008/2009.

We provide purchase, governance and ownership advice for the following Crown entities:

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

We provide advice on appointments to the following statutory tribunals:

- Social Security Appeal Authority
- Social Workers' Complaints and Disciplinary Tribunal
- Student Allowance Appeal Authority.

The key pieces of legislation we manage and administer are:

- Adoption Act 1955 (operational administration)
- Adoptions (Intercountry) Act 1997 (operational administration)
- Adult Adoption Information Act 1985 (operational administration)
- Children, Young Persons, and Their Families Act 1989
- Children's Commissioner Act 2003
- Department of Child, Youth and Family Services Act 1999
- Department of Social Welfare Act 1971
- Disabled Persons Community Welfare Act 1975 (except Part 2A)
- Education Act 1989 (Part 25)
- Employment Services and Income Support Integrated Administration Act 1998
- Families Commission Act 2003
- Family Benefits (Home Ownership) Act 1964
- New Zealand Superannuation and Retirement Income Act 2001 (Parts 1 and 4 and Schedules 1 and 6)
- New Zealand Sign Language Act 2006
- Social Security Act 1964
- Social Welfare (Transitional Provisions) Act 1990
- Social Workers Registration Act 2003.

2008 Legislation Programme which impacts on the Ministry of Social Development

- Children, Young Persons, and Their Families Amendment Bill (No 6) 2007
- Education (Student Allowances) Amendment Bill
- Social Assistance (Treatment of Overseas Pensions and Payment Overseas) Amendment Bill
- Social Reporting Bill
- Social Security (Miscellaneous Provisions) Amendment Bill.

Details of appropriations for Vote Social Development 2008/2009

The Department administers a wide range of outputs as shown in the table below. Departmental output expenses for 2008/2009 will be approximately \$1.156 billion and programme expenses will total approximately \$17 billion.

Details of the outputs can be found in the Supporting Information to the Estimates of Appropriation

Details of annual and permanent appropriations

Title and scope of appropriations by appropriation type

Departmental output expenses

Adoption Services (M63)

The management of services, incorporating education, assessment, reporting, counselling, and mediation, to all people who are party to adoption-related matters, past or present.

Care and Protection Services (M63)

Social work services, both statutory and informal, that protect and assist children and young people who are in need of care and protection.

Collection of Balances Owed by Former Clients and Non-beneficiaries (M63)

Services to manage the collection of overpayments and recoverable assistance loans from former clients and other balances owed comprising of Student Allowance overpayments, Liable Parent Contributions, and court ordered Maintenance.

Development and Funding of Community Services (M63)

Management of Government funding of community-based social and welfare services.

Family and Community Services (M63)

Provision of leadership and co-ordination services to support and strengthen families and whānau; including providing information and advice that assists families, young people and communities and managing preventative social services programmes.

Title and scope of appropriations by appropriation type

Income Support and Assistance to Seniors (M63)

This appropriation is limited to paying New Zealand Superannuation and social security entitlements (including administering related international social security agreements) and providing advice and brokering services to help older people maintain independence and social participation; and administering international social security agreements relating to non-superannuitants

Management of Service Cards (MCOA) (M63)

Administration of Community Services Card Output Class

This output class is limited to assessing entitlement, issuing cards, and promoting and distributing information about the Community Services Card.

Management of SuperGold Card Output Class

This output class is limited to management of the SuperGold Card and the Veteran SuperGold Card comprising assessing entitlement for, and issuing cards, distributing information about the Card, enlisting business partners to provide discounts to cardholders, and promoting use of the Card.

Management of Student Support (M63)

This appropriation is limited to managing financial support to students involving assessing and paying student allowances to eligible secondary and tertiary students, student loans to tertiary students, and Government scholarships and awards for tertiary students, and, as part of managing this support, providing related guidance to students making financial and study decisions.

Policy Advice and Support to Ministers (MCOA) (M63)

Social Policy Advice Output Class

This output class is limited to policy advice and servicing support comprising advice on cross-sectoral and long-term social policy matters; advice on the design and operation of social development programmes and initiatives; the provision of information to, and discussion fora for, the public and other agencies on social policy issues; and ministerial servicing.

Crown Entity Monitoring Output Class

This output class is limited to the purchase, appointment and monitoring advice for social development and employment Crown entities, and appointment advice for social development and employment statutory tribunals.

Title and scope of appropriations by appropriation type

Prevention Services (M63)

Education and advice services for the prevention of child abuse and neglect, and the promotion of the wellbeing of children, young people and their families.

Services to Protect the Integrity of the Benefit System (M63)

Services to minimise errors, fraud and abuse of the benefit system.

Tailored Sets of Services to Help People into Work or Achieve Independence (M63)

This appropriation is limited to delivering tailored sets of services to individuals to help them into sustainable employment, participate more fully in their community or achieve a greater level of social independence; and the management of related non-departmental output contracts. The composition of each set of services is determined by the individual's needs and selected from a mix of employment readiness training and support, employment placement, social support services, payment of income support and training support benefits, and referrals to other employment or social support providers.

Youth Justice Services (M63)

Social work and other services to manage and resolve offending behaviour by children and young people, by providing assessment, support, programmes, containment and care of young offenders.

Vocational Skills Training (M63)

This appropriation is limited to vocationally based skills training for working-age people through the Training Opportunities Programme.

Other Votes administered

Vote Senior Citizens

Senior Citizens Services (M61)

Provision of policy advice on matters concerning legislation to protect the rights and interests of older people, their wellbeing and related issues. It also includes ministerial services and support local community involvement in senior citizens' issues.

Vote Veterans' Affairs – Social Development

Processing and Payment of Pensions (M75)

The purchase of processing and payment of War Disablement Pensions and related allowances, veterans'-related pensions and concessions and payments under the Rehabilitation Loan Programme.

Vote Youth Development

Youth Development (M77)

Leadership and provision of policy advice and service delivery to improve outcomes for young people.

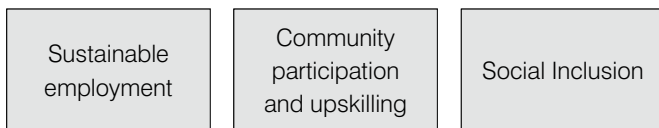
Review of measures

With the change to the Ministry’s appropriation structure from 2008/2009 onwards, a commitment has been made to further develop a performance management framework over the coming three years that relates the Ministry’s outcomes to its outputs. The thinking on how this framework may look has already begun with the creation of the new appropriation ‘Tailored Sets of Services to Help People into Work or Achieve Independence’. The following diagram provides an outline of the approach being adopted:

Cost effectiveness measures

Last year, for the first time, comments were provided on our approach to measuring the cost effectiveness of the interventions that we deliver. Our approach to measuring cost effectiveness will be progressive as we find ways to cost our interventions and assess, through evaluation, the effectiveness of the spend.

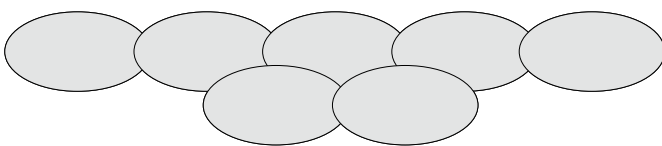
Contributing outcomes



New measures in place for each contributing outcome.

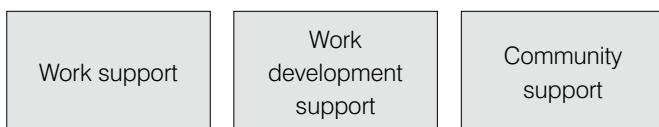
Intermediate impacts

(Identification of the intermediate impacts is still to be confirmed.)



All intermediate impacts will ultimately be measured.

Indicative outputs



Quantity, quality and timeliness measures to be developed for each set of outputs.

Strategic direction

The Government's priority themes are: Families – Young and Old, Economic Transformation, and National Identity.

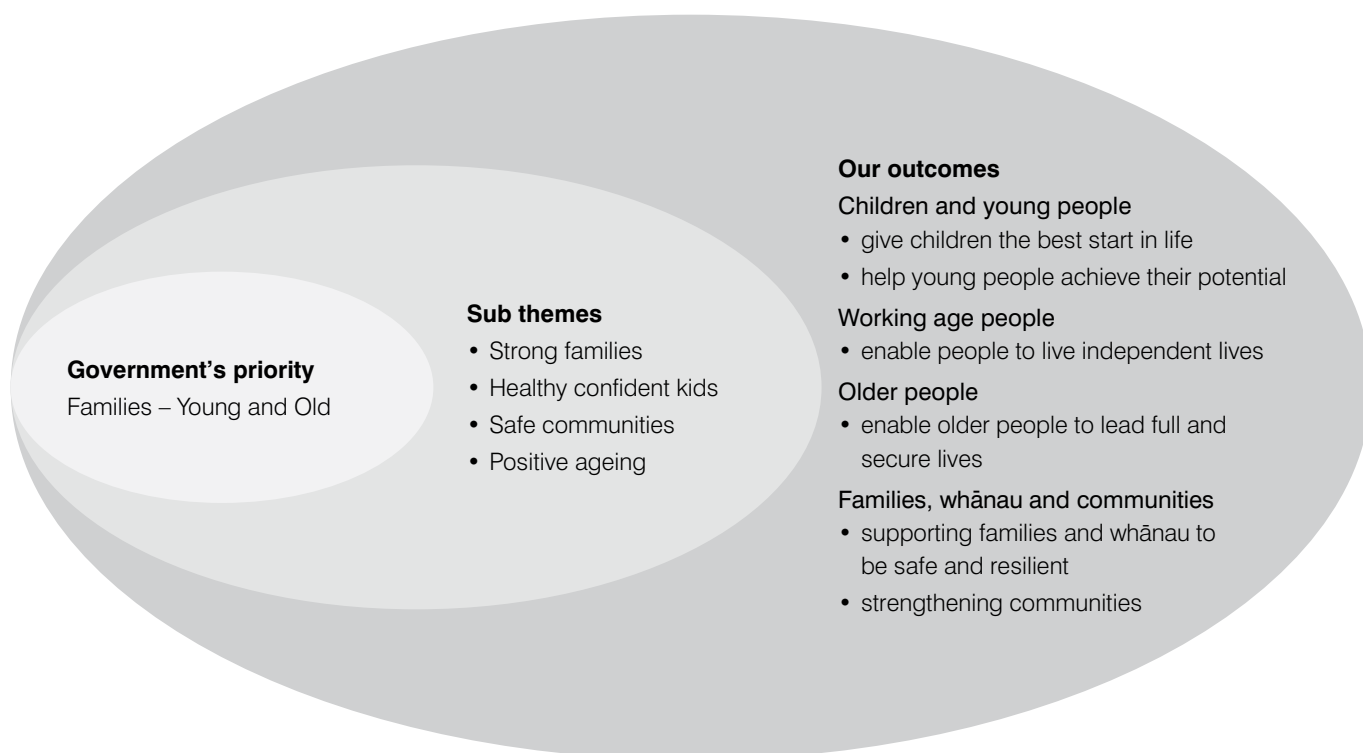
Families – Young and Old is about supporting families to look after their family members and support them to thrive and succeed. The Ministry's work supports the sub-themes of strong families, healthy confident kids, safe communities and positive ageing.

This year, specific Government priorities relating to families in need were announced by the Prime Minister in February. These include:

- building a stronger relationship with the community social support sector non-government organisations (NGOs) through increased funding to support their community activities
- enabling NGOs in the social services sector to build workforce capability

- prevention of family violence
- raising the age for participation in school or other forms of education to 18 through the programme of Schools Plus to support young people to have better education and skill development
- addressing violent offending among young people through programmes to counter youth gang activity and extending the time young offenders spend in residential facilities.

The emphasis on supporting a sustainable NGO social services sector, through Pathway to Partnership, over the next four years was announced in February 2008. This involves funding essential contracted services to 100 per cent of their service costs; making automatic annual cost adjustment payments; addressing forecast volume increases; building workforce and capability; and supporting NGOs to work more closely together to reduce duplication and get more resources into services. The focus will be on NGOs achieving outcomes.



Operating intentions

The Ministry of Social Development is responsible for assisting people in need throughout their lives. The Ministry's outcomes are:

High level outcomes

Children and young people

- **Give children the best start in life**

Children are New Zealand's future. All children grow up in a safe and happy environment.

- **Help young people achieve their potential**

Young people are supported to overcome barriers, and develop their understanding and ability to make good decisions about the range of issues and opportunities they may face.

Working age people

- **Enable people to live independent lives**

All New Zealanders have access to services and the ability to obtain skills that will allow them to live healthy and productive lives and to achieve independence throughout their working lives.

Older people

- **Enable older people to lead full and secure lives**

Older people have access to their full entitlements and are able to live independently.

Families and whānau

- **Supporting families and whānau to be safe and resilient**

Families and whānau are able to support their members' wellbeing, identity, participation in society and interdependence.

Communities, hapū and iwi

- **Strengthening communities**

Build our relationships with, and the capability of, the community and voluntary sector to ensure that New Zealand families and communities are strong and resilient.

The outcome areas are strongly linked and interdependent.

Our outcomes describe what we want to achieve for children and young people, working age and older people, families and communities. We recognise that some groups in New Zealand are more likely to experience disadvantage and have fewer opportunities. These include Māori, Pacific Peoples, recent migrants and refugees, disabled people, and families with low incomes. Each group is different and each with their own strengths. Our priority is to help these groups realise their potential, which is essential to improve the overall wellbeing of New Zealanders.

Our research and experience has led us to identify deliverables that we consider will make the most significant contribution to our outcomes and to the Government's priorities. For each outcome area, indicators and measures assess the contribution of our interventions.

OUTCOME ONE

Children and young people

Give children the best start in life. Children are New Zealand's future. All children grow up in a safe and happy environment.

Help young people achieve their potential. Young people are supported to overcome barriers, and develop their understanding and ability to make good decisions about the range of issues and opportunities they may face.

What we are seeking to achieve

- children and young people live free from abuse, neglect and offending
- children and young people have permanent and stable care
- children and young people are in education, training and other activities
- children and young people have healthy social relationships

What we will do to achieve this outcome

- we will strengthen care and protection
- we will intervene early
- we will support the building of primary relationships
- we will help young people transition to adult life
- we will seek solutions for troubled youth

Departmental output expenses that contribute

Vote Social Development

- Adoption services
- Care and Protection Services
- Management of Student Support
- Policy Advice and Support to Ministers (MCOA)
 - Social Policy Advice Output Class
 - Crown Entity Monitoring Output Class
- Prevention Services
- Youth Justice Services

Vote Youth Development

- Youth Development

What we will do to achieve this outcome

Over the next three years...

We will strengthen care and protection

- deliver care and protection services for children and young people at risk from abuse, neglect and insecurity of care
- provide information and fund programmes to support parents and to prevent, or mitigate, the impact of violence within families.

Programmes and initiatives to be delivered in the medium-term include:

- progress the amendments to update the Children, Young Persons, and Their Families Act 1989
- implement the amendments to the Children, Young Persons, and Their Families Act 1989.

We will intervene early

- deliver Kia Puāwai, a suite of early intervention initiatives which builds on the existing foundation of universal, targeted, intensive and statutory services
- provide Working for Families assistance to families with dependent children.

Programmes and initiatives to be delivered in the medium-term include:

- support social workers in 300 schools.

We will support the building of primary relationships

- deliver adoption services
- co-ordinate the Government's work programme to implement the United Nations Convention on the Rights of the Child
- promote permanency for children in care.

Programmes and initiatives to be delivered in the medium-term include:

- implement the Permanency Policy for the placement of children in care to ensure they receive stable care
- develop and deliver a Health and Education Needs Assessment Framework for children with high and complex needs
- continue to promote Strengthening Families – co-ordinated services, particularly in the Health, Education and Welfare sectors, to achieve better delivery of services to vulnerable children, young people and their families.

We will help young people transition to adult life

- provide employment placement, employment readiness training and development opportunities, and financial support
- provide access to student loans, student allowances and scholarships for young people entering tertiary education
- co-ordinate the Government's Youth Transition Services which draw together resources to support 15-17-year-olds
- purchase programmes and services to support the implementation of the Youth Development Strategy Aotearoa – with an increased focus on outcomes for young people.

Programmes and initiatives to be delivered in the medium-term include:

- provide advice to young people through the On Course Programme to assist them to make decisions about their transition to tertiary education
- contract services for at risk young people such as Conservation Corps, Specialist Youth Services Corps
- administer the Youth Development Partnership Fund.

We will seek solutions for troubled youth

- deliver youth justice services for young people who have offended
- provide programmes to reduce the rate and severity of youth reoffending.

Programmes and initiatives to be delivered in the medium-term include:

- continue the development of multi-disciplinary youth justice teams to enhance the family group process for youth justice
- deliver youth justice residential services
- co-ordinate the Action on Youth Gangs programme of work.

Policy advice

- provide advice on child and youth policy, including the care and protection of children and young people and youth justice issues
- co-ordinate policy across government sectors such as health, education, care and protection, youth justice and adoptions.

How we will demonstrate success in achieving this outcome

Indicators and measures to assess the contribution our interventions make to the outcome are under development. In view of the wide range of activities, programmes and initiatives delivered, a sequential approach has been adopted with initial emphasis on care and protection services and youth justice.

Outcome indicators – safety and wellbeing standards of children and young people

Indicator	Current	Trend
Cases of abuse and neglect substantiated		
The number of children assessed as abused or neglected following a notification to Child, Youth and Family, per 1,000 children in New Zealand aged 0-16 years per population		New indicator that is being tested in the 2008/2009 year
Rate of re-substantiated abuse/neglect		
Rate of substantiated abuse/neglect within six months of a previous abuse/neglect finding per population		New indicator that is being tested in the 2008/2009 year

Outcome indicators – young people in transition to adulthood

Indicator	Current	Trend
The 14-16-year-old youth justice apprehension rates per 10,000 population	1,636 (2005)	Steady

Source: Ministry of Justice, Conviction and Sentencing of New Zealanders, 1996-2005, Table 7.1b.

Re-referral of youth justice clients

Indicator	Current	Trend
The rate of re-referral to youth justice of 14-16-year-olds by the Police or Courts within 12 months of the initial referral.		New indicator that is being tested in the 2008/2009 year

Outcome indicators – early childhood education participation

Indicator	Current	Trend
Percentage of young children participating in early childhood education	94.5% (2006)	Increasing

Source: Social Report 2007, page 35.

How we will measure cost effectiveness of the interventions

Safe from abuse and neglect

We are committed to the prevention of instances of abuse and neglect and when they do occur, providing quality services to minimise the likelihood of recurrence. The focus on youth offending is designed to provide quality interventions to rehabilitate the young person and minimise the likelihood of recurrence.

Priority is being given to the development of measures related to the recurrence of child abuse and neglect and the recurrence of youth offending. Systems are in place to test these measures during the 2008/2009 year.

Early interventions

Well designed early intervention programmes have been shown to produce substantial return on their investment. Evaluations of Early Start and the subsequent enhancements of Family Start programmes have demonstrated the effectiveness of the programmes.

Improvements in early intervention service delivery are being measured through an Early Years' Research and Evaluation Strategy. The strategy is being used to examine the progress of Kia Puāwai: Giving children the best start in life, a cross-agency initiative. The Research and Evaluation Strategy will measure progress towards establishing a continuum of services that together contribute to improved outcomes for young children. The Ministry, together with the Ministries of Education and Health, will also develop a measure of positive adjustment to school to assess the effectiveness of early years' services on vulnerable children.

OUTCOME TWO

Working age people

Enable people to live independent lives. All New Zealanders have access to services and the ability to obtain skills that will allow them to live healthy and productive lives and to achieve independence throughout their working lives.

What we are seeking to achieve

- working age people are in sustainable employment
- working age people participate more fully in their community
- working age people achieve a greater level of social independence
- people receive the right assistance at the right time
- people make informed study choices
- disabled people have opportunities and choices

What we will do to achieve this outcome

- we will support more New Zealanders to get into or stay in work and, for those not ready for finding work, advance their employment prospects and provide enhanced job search support
- we will enhance our case management to provide work development and community support for those unable to work in the foreseeable future
- we will improve education and training support
- we will support students to succeed in tertiary education

Departmental output expenses that contribute

Vote Social Development

- Collection of Balances Owed by Former Clients and Non-beneficiaries
- Management of Student Support
- Policy Advice and Support to Ministers (MCOA)
 - Social Policy Advice Output Class
 - Crown Entity Monitoring Output Class
- Services to Protect the Integrity of the Benefit System
- Tailored Sets of Services to Help People into Work or Achieve Independence
- Vocational Skills Training

Vote Veterans' Affairs - Social Development

- Processing and Payment of Pensions

Vote Youth Development

- Youth Development

What we will do to achieve this outcome Over the next three years...

We will support more New Zealanders to get into or stay in work and, for those not ready for finding work, advance their employment prospects and provide enhanced job search support

- provide employment placement, employment readiness training and development opportunities, and financial support
- research and evaluate significant social assistance and employment initiatives
- promote and report on progress in achieving the goals of the New Zealand Disability Strategy.

Programmes and initiatives to be delivered in the medium-term include:

- deliver Working New Zealand: Job Search Service – including work-related seminars
- develop new Industry Partnerships and maintain existing partnerships to better address employer labour needs and skills shortages
- provide Redundancy Support to employers and employees in a time of business change
- contract to deliver Youth Development programmes such as New Zealand Conservation Corps – through the Services for Young People Fund.

We will enhance our case management to provide work development for those able to work and community support for those unable to work in the foreseeable future

- enhance case management so that clients receive their full and correct entitlements
- protect the integrity of the benefit system by preventing and reducing benefit fraud and debt.

Programmes and initiatives to be delivered in the medium-term include:

- introduce of specialist roles to help provide the right services for people with ill health or a disability – regional health and disability co-ordinators, regional health and regional disability advisors and employment co-ordinators
- Settling In – Refugee and Migrant Social Services
- develop a joint approach to rehabilitation with ACC.

We will improve education and training support

- introduce improvements to a number of employment and training programmes with focus on the Training Incentive Allowance.

Programmes and initiatives to be delivered in the medium-term include:

- deliver the Skills Investment subsidy
- provide financial assistance to people moving into work through the Transition to Work Grant
- deliver support funds for disabled people – eg for supported employment and interpreters.

We will support students in tertiary education

- administer student loans, student allowances and scholarships
- assist current and prospective students to make informed study choices.

Programmes and initiatives to be delivered in the medium-term include:

- deliver student services
- help young people make wise decisions about their transition to tertiary education through On Course
- assist tertiary students in making informed choices about their study through StudyWise
- administer Step-up Scholarships
- amend Part 25 of the Education Act 1989 to improve administration of student loans and allowances
- implement the amendments to Part 25 of the Education Act 1989 to improve administration of student loans and allowances.

Policy Advice

- provide policy advice on social assistance, labour market participation, skills, training and student support.

How we will demonstrate success in achieving this outcome

Indicators include employment rates, and the new measures, which are under development, that focus on sustainable employment.

Outcome indicators – working age people – employment		
Indicator	Current	Trend
Percentage of population aged 15-64 employed (all ethnic groups)	75.4% (2007)	Steady
Percentage of population aged 15-64 employed (Maori)	69.0% (2007)	Increasing
Percentage of population aged 15-64 employed (Pacific)	64.2% (2007)	Increasing
Percentage of unemployed people who had been unemployed for six months or longer	20.1% (2006)	Declining

Source: Statistics New Zealand, Household Labour Force Survey, annual average for year ended December.

2008/2009 performance information

Work is proceeding on the development of high-level performance measures to support the contributing outcome – working age people are in sustainable employment. The standards in the table below will be reviewed in 2008/2009.

Performance measure	Standard 2008/2009
Getting clients into work	
The proportion of job-seeking clients in receipt of a main benefit who exit into employment will be	35%
The proportion of job-seeking clients in receipt of a main benefit with a duration of six months or more, who exit into employment will be	35%
Clients remaining in work longer	
The average cumulative time that job-seeking clients, who exit into work, spend in employment over the course of a year will be	37 weeks
The proportion of job-seeking clients who exited into employment and achieved six months continuous employment will be	59%

Measures are currently under discussion for the high-level outcomes of Employment, Community participation and upskilling, and Social inclusion.

Support for students

We will complete 20,000 StudyWise interviews either by phone or in person in 2008/2009. StudyWise and On Course programmes target information and advice at student loan applicants and secondary school students to help them make wise decisions about their study and borrowing.

How we will measure cost effectiveness of the interventions

Sustainable employment

Employment assistance is offered through Work and Income case management and employment and training programmes to assist clients into work. Work is continuing to monitor sustainable employment outcomes. While it is difficult to assess the cost effectiveness of case management on employment in isolation from other services and support provided, assessing the cost effectiveness on individual employment programmes has been explored. The cost effectiveness measure is the cost to increase the time participants are off benefit as well as the cost of employment assistance – the higher the value the less cost effective the programme.

In 2008/2009 further work will be undertaken to measure our efforts to achieve sustainable employment outcomes in relation to wider labour market conditions. The new measures will reflect the entirety of our activities to improve outcomes for working age clients.

Because employment assistance has traditionally focused on helping clients on unemployment related benefits, we know most about its effectiveness for this group. The table below summarises the evidence on what works for clients on unemployment related benefits, based on New Zealand and international evidence.

Programme type	Evidence for programme effectiveness
Activation	
Mutual obligations (initiatives to maintain and increase activities by clients to find employment)	Effective at increasing the time unemployed people spend off benefit. Makes the most difference for people who can easily move into employment
Preparation	
Careers advice (referral to specialist career advisors)	Effective at increasing job-seekers' knowledge of career options. It is difficult to establish a link between information services and subsequent employment outcomes

Programme type	Evidence for programme effectiveness
Preparation	
Training programmes	Mixed evidence on increasing time in further education and training Addressing the low skills of job seekers continues to be a challenge
Subsidised work experience (now Task Force Green)	Effective at increasing the time participants spend off benefit
Acquisition	
Job search assistance (seminar and group based programmes to teach job search skills and provide peer support)	Effective at increasing exits from benefit for unemployed people referred to the programme. International research suggests it is the requirement to participate in job search programmes that makes these programmes effective
Placement service	Effective at increasing the time participants spend off benefit. International consensus is that vacancy placement services play an important role in assisting job-seekers into employment
Hiring wage subsidies (Skill Investment subsidy)	Effective at increasing the time participants spend off benefit
Self-employment assistance	Effective at increasing the time participants spend off benefit

Students

We have a significant role in ensuring that students make good decisions about their financial investment in their study. We have recently developed a joint outcomes approach with Student Support partner agencies – the Ministry of Education and Inland Revenue. The three agencies are now working to define the key indicators and measures which will tell us how well we are achieving these outcomes.

OUTCOME THREE

Older people

Enable older people to lead full and secure lives. Older people have access to their full entitlements and are able to live independently.

What we are seeking to achieve

- older people have full entitlements
- older people live free from abuse and neglect
- older people are supported to live independently

What we will do to achieve this outcome

- we will build the financial stability of older New Zealanders
- we will build responsive services
- we will encourage contribution and participation
- we will improve protection for older people

Departmental output expenses that contribute

Vote Social Development

- Family and Community Services
- Income Support and Assistance to Seniors
- Management of Service Cards (MCOA)
 - Administration of Community Services Card Output Class
 - Management of SuperGold Card Output Class
- Policy Advice and Support to Ministers (MCOA)
 - Social Policy Advice Output Class
 - Crown Entity Monitoring Output Class

Vote Senior Citizens

- Senior Citizens Services

Vote Veterans' Affairs – Social Development

- Processing and Payment of Pensions

What we will do to achieve this outcome Over the next three years...

We will build the financial stability of older New Zealanders

- provide income security for our superannuitants and veterans in and outside of New Zealand.

Programmes and initiatives to be delivered in the medium-term include:

- provide a code of practice for Home Equity Conversion Schemes
- administer New Zealand Superannuation and supplementary additional assistance to help older people meet extra costs eg the Disability Allowance to assist with the costs of disability
- amend the New Zealand Superannuation and Retirement Income Act 2001, the Social Security Act 1964, and the War Pensions Act 1954, to make the changes in pension arrangements
- implement amendments to the New Zealand Superannuation and Retirement Income Act 2001, the Social Security Act 1964, and the War Pensions Act 1954.

We will build responsive services

- administer the SuperGold Card and the Residential Care Subsidy
- provide policy advice and research on retirement income and other issues affecting older people.

Programmes and initiatives to be delivered in the medium-term include:

- increase the number of providers to build on those discounts already available through the SuperGold Card
- develop an integrated approach to the needs of seniors.

We will encourage contribution and participation

- promote positive ageing, promote and report progress on achieving the New Zealand Positive Ageing Strategy objectives.

Programmes and initiatives to be delivered in the medium-term include:

- review and report on Positive Ageing Strategy Action Plans
- contract providers to deliver SAGES – Older People as Mentors programme
- work with the network of Volunteer Community Co-ordinators for the Office for Senior Citizens.

We will improve protection for older people

- fund services to reduce the incidence and impact of abuse and neglect of older people
- implement changes to the Enduring Powers of Attorney provisions in the Protection of Personal and Property Rights Amendment Act 2007.

Programmes and initiatives to be delivered in the medium-term include:

- contract providers to deliver Elder Abuse and Neglect Prevention Services.

Policy Advice

- provide policy advice on social assistance, labour market participation, community involvement, for older people.

How we will demonstrate success in achieving this outcome

The range of indicators, used to assess the contribution to this outcome, is drawn from the statistical information assembled for the Social Report. Performance quality information is monitored regularly throughout the year, with final results in the Annual Report of the Ministry of Social Development.

Outcome indicators – older people standard of living		
Indicator	Current	Trend
Proportion of older people (65+) with net-of-housing-cost incomes below 60% of median	6% (2004)	Steady

Source: Perry, B. (2007) Household incomes in New Zealand: trends in indicators of inequality and hardship 1982 to 2004 Ministry of Social Development, Wellington

Indicators – older people participation		
Indicator	Current	Trend
Percentage of older people (65+) regularly active for at least 30 minutes daily on five or more days over the past week	41.3% (2002/03)	Unknown

Source: Positive Ageing Indicators Report 2007, from Ministry of Health (2007). Unpublished analysis from the New Zealand Health Survey 2002/2003.

Percentage of older people aged 65 and over who undertake unpaid work outside the home	38% (2006)	Increasing
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Source: Statistics New Zealand Census Of Population and Dwellings, unpublished analysis.

Proportion of older people (65+) in the labour force	12.5% (2006)	Increasing
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Source: Statistics New Zealand Household Labour Force Survey, annual average for the year ended December.

Performance measure	Standard 2008/2009
Accuracy	
The percentage of entitlement assessments completed accurately will be no less than	92%
Timeliness	
The percentage of entitlement assessments completed within five working days will be no less than	85%

How we will measure cost effectiveness of the interventions

Living standards for older people

The 2004 Living Standards Survey (published 2006) showed that, given the private provision for retirement that the current cohort of older people have made, the New Zealand Superannuation and other social assistance are sufficient to enable the majority of older New Zealanders to avoid hardship and maintain their relativity with other New Zealanders.

We are commissioning a 2008 Living Standards Survey which will allow us to continue to monitor the relative material wellbeing of older New Zealanders. Reporting on the key findings is scheduled for later in 2009.

OUTCOME FOUR

Families and whānau

Supporting families and whānau to be safe and resilient. Families and whānau are able to support their members' wellbeing, identity, participation in society and interdependence.

What we are seeking to achieve

- families and whānau have the knowledge, capabilities, skills and resources to support their members to play a fully functional role
- families and whānau provide a safe and secure environment, where all members live free from violence
- families and whānau are strong and resilient

What we will do to achieve this outcome

- we will provide early support
- we will provide intensive support to high need and at risk families
- we will help families participate in their communities
- we will focus considerable resources on eliminating family violence

Departmental output expenses that contribute

Vote Social Development

- Care and Protection Services
- Development and Funding of Community Services
- Family and Community Services
- Management of Service Cards (MCOA)
Administration of Community Services Card Output Class
- Policy Advice and Support to Ministers (MCOA)
Social Policy Advice Output Class
Crown Entity Monitoring Output Class

What we will do to achieve this outcome Over the next three years...

We will provide early support

- provide employment and social assistance services to help families provide for their members.

Programmes and initiatives to be delivered in the medium-term include:

- contract providers to deliver Parent Support and Development Programmes (transferred from the Ministry of Education) including: Parents as First Teachers (PAFT) and HIPPY
- Strengthening Families
- Early Years Service Hubs
- develop and implement the Carers' Strategy
- provide an Integrated Service Response to families in need.

We will help families participate in their communities

- research the wellbeing of families and the issues they face today and in the future
- provide resources and services that enable families and whānau to take an active part in their communities
- provide adoption services to people who wish to adopt children, and to adopted people and birth parents who wish to exchange identifying information.

Programmes and initiatives to be delivered in the medium-term include:

- provide teenage parents with better access to support services for themselves and their children through Teen Parent Co-ordinators
- contract providers to deliver SAGES – Older People as Mentors programme.

We will focus resources on eliminating family violence

- run a Family Violence Intervention Programme
- support communities to undertake family violence prevention initiatives
- provide funding and support for community-based services that support parents and other family members and work to prevent violence within families.

Programmes and initiatives to be delivered in the medium-term include:

- co-ordinate the Taskforce for Action on Violence within Families
- contract advocates to assist and support children and young people who witness family violence
- work with the Families Commission to deliver the Campaign for Action on Family Violence (including campaign website and 0800 family violence intervention line)
- administer the Family Violence Community Action Fund.

Policy advice

- provide policy advice on programmes and services that encourage the development of well functioning, supportive families
- provide research and analysis to inform policy and service development.

How we will demonstrate success in achieving this outcome

Measures used to assess the contribution of programmes and initiatives reflect a mix of social situation indicators and performance monitoring of specific programmes and campaigns.

Outcome indicators – social situation of families		
Indicator	Current	Trend
Percentage of families with dependent children with net-of-housing cost incomes below 60% of median	20% (2004)	Declining

Source: Perry, B. (2007) Household incomes in New Zealand: trends in indicators of inequality and hardship 1982 to 2004 Ministry of Social Development, Wellington.

Percentage of households with dependent children with no adult employed	15% (2004)	Declining
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Source: Statistics New Zealand, Household Labour Force Survey, derived by Ministry of Social Development. Excludes households where all members are outside the ages of 18-64 years. (This is a measure of parental employment. Have to exclude households with both dependent and adult children because adult child could be employed.)

Performance measure	Standard 2008/2009
Family Start	
The number of current active clients receiving Family and Early Start services will be between:	5,500 – 6,000
The number of Family Start sites will be no less than	32
Changing attitudes and behaviours to family violence	
Level of public awareness of the key messages of the Changing Attitudes and Behaviours Campaign	60%
The number of visits to the campaign website	4,000 – 5,000
The number of community projects funded through the Changing Attitudes and Behaviours Community Action Fund will be	45 – 65

How we will measure cost effectiveness of the interventions

Secure standard of living

Measuring the effects of the Working for Families programme is a key focus for the Ministry and Inland Revenue Department. A range of resources has been committed to the evaluation. Working together we will estimate the effects of the Working for Families programme on employment, incomes and poverty. In order to explore the impact of the programme, administrative data from the Ministry and Inland Revenue have been linked and survey data have been added. We will be able to compare families before and after the implementation of the programme.

Family violence

Two national surveys will be undertaken to assess the effectiveness of the mass media campaign in reducing family violence. Ongoing reports will be provided throughout the campaign.

The first survey will measure the level of awareness of the family violence prevention campaign, who it's reaching, and what messages people are retaining. The second survey will measure awareness of, and attitudes to, family violence, including the willingness to act if family violence is witnessed.

In the coming year work will commence on the cost of family violence which will update the study which was undertaken in the 1990s.

OUTCOME FIVE

Communities, hapū and iwi

Strengthening communities. Build our relationships with, and the capability of, the community and voluntary sector to ensure that New Zealand families and communities are strong and resilient.

What we are seeking to achieve

- communities (hapū and iwi) are able to provide for their members
- communities (hapū and iwi) get the services they need
- build the capacity of communities (support communities and community organisations)

What we will do to achieve this outcome

- we will support communities and community organisations
- we will build the capacity of communities

Departmental output expenses that contribute

Vote Social Development

- Family and Community Services
- Policy Advice and Support to Ministers (MCOA)
Social Policy Advice Output Class
Crown Entity Monitoring Output Class

Vote Youth Development

- Youth Development

What we will do to achieve this outcome

Over the next three years...

We will support communities and community organisations

- create new and strengthen existing partnerships with local government and community-based organisations to meet local needs
- help communities and community organisations access the information and support they need to thrive.

Programmes and initiatives to be delivered in the medium-term include:

- provide a one-stop-shop, through Heartland Services, for people in rural or provincial communities who need to access government services
- co-ordinate Local Services Mapping with local authorities to identify gaps in community services
- deliver Good Practice in Action seminars
- lead the Building Better Government Engagement project
- contribute to the International Comparative Study of the Non-Profit Sector (with Johns Hopkins University).

We will build the capacity of communities

- deliver Pathway to Partnership, supporting a sustainable social services NGO sector funding for community organisations to deliver services through:
 - NGO Social Work and Family Start Study Awards
 - NGO Capacity Building which includes: the Community Resource Kit, Managing Well Directory, Management Training for Community Organisations, Keeping it Legal E Ai Ki Te Ture.

Programmes and initiatives to be delivered in the medium-term include:

- administer the Community Initiatives Fund
- manage Settling In – Refugee and Migrant social services in communities
- administer Enterprising Communities assistance
- co-ordinate the Leadership Development Fund to disability advocacy organisations
- work with the Office of Ethnic Affairs to deliver Connecting Diverse Communities
- support engagement in local government's Community Outcomes Process.

Policy advice

- provide policy advice on strengthening communities.
- research and analysis to inform policy and service development.

How we will demonstrate success in achieving this outcome

Currently available indicators include Census information and monitoring of specific programmes.

Outcome indicators – community organisations and participation		
Indicator	Current	Trend
Percentage of New Zealanders aged 15 and over who spent some time doing unpaid work for people or organisations outside their homes	41% (2006)	Increasing

Source: Census of Population and Dwellings, unpublished analysis.

Performance measure	Standard 2008/2009
Local Services Mapping	
The percentage of community profiles developed through Local Services Mapping that result in an action plan within 12 months of publication will be no less than	90%
NGO Study Awards – Social Work and Family Start	
The number of current study awards, Social Work and Family Start combined	280 – 315
The number of students who have completed their study and graduated since the inception of Study Awards	105 – 130
Heartland Services Centres	
The average number of clients using Heartland Services Centres on a monthly basis will be no less than	7,000

How we will measure cost effectiveness of the interventions

Our outcomes focus is on supporting communities (hapū and iwi) to build capacity to be able to provide for their members.

Support for community providers

As part of Pathway to Partnership, the Ministry is carrying out work to develop mechanisms for ensuring that the increased NGO funding results in improved outcomes consistent with government priorities.

At the same time, the Ministry is developing new web-based tools to support Ministry-funded providers record what services they have provided, to whom and the results achieved. This tool relates specifically to Enterprising Communities funding at this stage and is being rolled-out across all regions. The web-based platform allows greater interagency collaboration, as over time data on common clients can be shared when privacy and informed consents have been met.

The introduction of this system means there are changes in the way providers report on their contracts/funding agreements with the Ministry. Enhancements to reporting for providers are expected from the system, while also allowing the Ministry to monitor and report on the allocation of funding and by type of industry, provider, location, target group, activities undertaken and outcomes achieved.

It is envisaged that the information entered into this web-based tool will also help the Ministry build an evidence base of what works to inform future investment decisions while also improving the capability of the Ministry to monitor the funding programme as a whole.

Managing in a changing environment

Opportunities and risks

Responding to the needs of children, working age people, families and communities involves managing significant financial, physical and people resources. This inherently carries risk as well as opportunities.

Risk management is continuous. Whether the decisions involved are about everyday operations or major policies and strategies, the effective application of risk management is essential.

All managers and staff are expected to manage risk and reduce the likelihood of failure, error or disruption. This involves identifying, analysing and treating risks within our workplace and escalating these where necessary so that business objectives and potential opportunities are realised.

Primarily, our risk management approach provides staff with the tools to be more effective in risk management activities, and to take it beyond a compliance exercise.

Our risk management tools, in the form of a Risk Management Handbook, are available to all staff both in hard copy and online.

How we manage risk

Seven principles guide our approach to risk management. They support a flexible process while ensuring consistency and transparency across the Ministry:

- the Chief Executive and Leadership Team lead and promote risk management across the Ministry
- we are risk-aware and take responsibility for managing risk
- staff are encouraged and supported to escalate risks as required
- we openly and constructively engage in risk discussions at all levels
- we integrate risk management into all decision-making and planning processes
- we proactively manage risk to reduce the consequence and likelihood of adverse events occurring
- we maintain flexible risk management processes while ensuring that key elements are consistent throughout the Ministry.

Each business unit takes responsibility for managing its own risks. All staff are building a clear understanding of the risks involved in their business activities and the practices in place to manage them. We are actively improving the flow of risk information across the Ministry to ensure we manage risk collaboratively.

We have moved from a compliance-and-control-based risk management approach, to a risk-smart culture where we expect to see business units evidencing that they have:

- a clear understanding of the key business objectives they are managing and the controls that support them
- robust identification, assessment and management of the risks to those objectives
- integrated risk principles into all business strategies, projects, activities and management systems
- a flexible approach to risk management that effectively monitors and manages the changing risk environment
- identification and management of risk throughout the development and implementation of any business plan, policy, programme or project.

How we manage fraud

It is extremely important that New Zealanders have trust and confidence in the way the Ministry operates.

The occurrence of internal and external fraud is a key risk for the Ministry. When it happens, stakeholder confidence in the integrity of our stewardship and operations is undermined.

We will continue to future proof, strengthen and enhance our practices and procedures to build a risk-smart culture that maintains public trust and confidence in our ability to professionally manage the operations for which the Ministry is responsible.

Environmental scanning and keeping abreast of the operating environment

The Ministry, and its Leadership Team, has governance mechanisms in place that assist in the identification of future and current risks. These mechanisms include:

- an Audit Committee that operates independently of the Chief Executive and has a mandate to look across all our activities. This committee meets four times a year. Membership comprises three external members with extensive experience in public and private sector financial and risk management, one of whom is the chair and internal senior management covering delivery, policy and corporate functions
- the Leadership Team receives quarterly updates on potential and identified strategic and environmental risks.

Organisational health and capability

The Ministry's success depends on having people with the right skills, abilities and commitment. This success also depends on us supporting people with the right strategies, structures, policies, systems and resources. Only once all these factors are in place can we consistently deliver the desired outcomes for clients and government.

We support the State Services Development Goals to be an employer of choice and to attract staff who are committed to service and the achievement of results. We want our work to be accessible and responsive to improve New Zealanders' experience of State services, and to have in place the elements essential to support State servants' trustworthy behaviour.

Attracting and retaining competent, talented people

To help attract and retain talented people the Ministry works to provide staff with challenging and meaningful work, set clear expectations, provide opportunities to apply skills, provide feedback on performance, and opportunities for ongoing learning and development.

In a tight and competitive labour market we are able to recruit high calibre people for roles throughout the Ministry. Our graduate recruitment, internships and cadetships continue to provide useful channels to capture talented people for entry-level positions. We have recruited graduates into a range of roles across policy, research, finance, human resources, and information technology. We are reviewing our graduate programme for 2008 and are likely to take a more targeted approach to meet internal business demand and vacancies.

The Ministry turnover rate continues to be stable, at between 12 and 14 per cent annual turnover over the last five years. This is consistent with the Public service turnover rates over the same period. The average tenure of permanent employees who left over the last year was about four years, while the average tenure of current permanent employees was around eight years.

Engaging with staff and key stakeholders, and providing attractive, competitive and equitable pay and employment conditions, are also important cornerstones in our ability to attract and retain quality people.

Partnership for Quality

We have a positive relationship with the New Zealand Public Service Association (PSA). In late 2007 the Ministry and the Public Service Association renewed its Partnership for Quality agreement.

The agreement identifies a programme of work including Ministry-wide working parties and collective bargaining activity. The agreement is supported by processes and forums in which the Ministry's management and the PSA can constructively engage and work together. This includes the Strategic Partnership Forum – a meeting of senior PSA and Ministry leaders to discuss strategic objectives. The Partnership for Quality is also supported by the engagement with PSA delegates at a national, regional and local level.

Investing in and developing our people

Our staff need to be able to learn, to respond effectively to change, and maintain a clear focus on our outcomes. We are building a strong learning culture where staff develop through 'on the job' experience and get to 'learn by doing'.

The Ministry uses secondments to build the leadership and management capability of staff, fill skill gaps, and enhance relationships. Secondments provide excellent opportunities for staff to develop their skills and gain experiences while providing opportunities for transferring skills and knowledge across the Ministry and the Public service. Around 9 per cent of staff are currently on secondments across the Ministry.

We also continue to support our people across the Ministry to access opportunities to achieve a range of service and leadership qualifications. The qualifications programme provides a broad base of Public service knowledge, understanding and skill which engenders a culture of community service, fairness, good judgment and respect for clients and communities.

These values and concepts reinforce and strengthen the specific skill and knowledge, training and development relevant to the work we do with our clients. The qualifications programme is increasingly important to developing our workforce as we work with more complex situations with clients and their families.

The qualifications available have been and continue to be reviewed and new qualifications added, to better align to business needs and provide more opportunities for staff to progress through the Ministry and into first line management roles.

Work and Income has recently augmented its capability with the appointment of regional health advisors, regional disability advisors, health and disability co-ordinators and employment co-ordinators. The new Principal Health Advisor and Principal Disability Advisor work with regional managers and contribute to community networks. Work and Income staff have a range of new training and qualifications opportunities to build on their skills and their effectiveness with our clients. Two new NZQA based qualifications programmes are now being offered to front line staff. The National Certificate in Public Sector Services and the National Certificate in Employment Support recognise and support the way in which our staff engage, and work with, clients who have ill health or are disabled.

As at the end of January 2008, over 71 per cent of Child, Youth and Family social work staff employed in field social work held a Level 6 or greater social work qualification, an increase from 62 per cent the previous year. We also have over 800 Child, Youth and Family staff who are registered social workers (up from 620 at the same time last year). A further 250 staff are currently working towards social worker registration. Staff continue to be supported to obtain qualifications and at present 104 social work staff are being supported in their study for a social work qualification. Social work and non-social work staff who wish to progress into management roles, can attend the first line management programme which is delivered by UNITEC and is aligned to the National Qualifications Framework. Child, Youth and Family continues to work with Learning State, the State sector's industry training organisation, on the development of new Public sector leadership qualifications, and is investigating the possibility of offering the new National Diploma in Public Sector Services (Leadership Development) Level 6 qualification as part of its management development programme.

Developing and supporting our leaders

Strong leadership, and depth in our leadership reserves, remains vital for strong Ministry performance. To strengthen the pipeline of leaders ready to take on increased responsibility, an Emerging Leaders Programme was developed in 2007. Three groups of 12 emerging leaders have been identified and are working through a 9-12 month programme of workshops and change projects that will test their skills, raise their profile and improve the business. The workshops are part of a wider programme of ongoing engagement between Ministry senior managers and the Leadership Team. Business group leadership forums and a National Leaders' Summit will be held this year.

Technology

Technology offers the opportunity to remove the barriers to our services and improve our responsiveness to clients and stakeholders. We are not seeking to reduce our personal contact with clients. Specifically, we use technology to build:

- connections across the Ministry
- connections with our social sector colleagues and partner agencies
- our clients' access to other government and community services.

We are developing our infrastructure and application architecture roadmaps so that they guide the evolution of our overall enterprise architecture. The goal is to direct our information technology strategy in support of the Ministry's outcomes for clients and government.

Client Management System

We are developing our Client Management System (CMS) to reflect the Ministry's move away from a transactions-based business approach. CMS Phase 1A supports staff assessing clients for services as well as assisting staff to automatically create and manage client service plans. CMS:

- allows our staff to more easily and consistently assess clients for eligibility to services
- assists staff to create and manage client service plans
- provides workflow to lead staff through a series of dynamically structured questions based on clients' circumstances.

We will roll out additional CMS functionality (employment and training programmes) to all Work and Income staff as part of our 1B implementation from September 2008, and continue to extend CMS to support key policy and service delivery developments. Over time the system will draw together all information about clients' overall situation, needs and skills streamlining administration time and supporting best practice case management.

We are planning our CMS Phase 2 implementation which will focus on consolidating core client information from a range of current Ministry systems. Phase 2 will also explore the development of enhanced case management functionality to better support our staff in providing wraparound services to clients.

Modernisation

We wish to capitalise on the investment already made and be able to respond to the challenges of changing business needs. This year we are implementing our debt management and benefit control system (TRACE). Following a successful TRACE implementation we expect to convert our primary benefit processing system (SWIFTT).

We have developed a work programme for 2008/2009 to continue to enhance Te Pakoro – The Storehouse for Child, Youth and Family, which will centralise and consolidate all Child, Youth and Family information and management reporting to support better decision making.

Upgrades to the Child, Youth and Family case management system (CYRAS) are being undertaken to bring CYRAS into line with key business initiatives. The system upgrades are designed to better align the system with social work and business practice and to support social workers in their day-to-day activities. These significant changes will improve the quality of information about the children and young people who interact with our care system; enable social workers to spend more and better quality time with children and young people in the front line; and assist in achieving better outcomes for children and young people. Nine CYRAS system changes have been confirmed and a range of further enhancements are under investigation and analysis. This programme represents the most significant CYRAS system changes in five years.

We are developing a Social Work Portal to further support our goal of increased responsiveness. Initially the portal will contain our social work practice frameworks, policies and procedures, as well as practice philosophy, research, and case studies. Future phases will look at adding capability such as video delivery and message boards.

Our infrastructure is also being modernised to ensure it supports the Ministry's evolving services over the next five years and beyond.

Service channels

We continue to extend our service channels so that clients have greater access to our services – longer hours and greater flexibility. Last year we introduced 'MyStudyLink' an online tool that allows students to view and update their details online. This year we will continue to explore more self service options for our clients.

Managing technology

We comply with the State Services Commission's eGIF framework for eGovernment interoperability, and meet regularly with fellow eGIF participants.

Identity Verification Service

Currently, governments and businesses globally have some constraints in their ability to offer online services that require an individual's identity to be verified. Cost effective online authentication will make it possible to provide a wider range of innovative and useful services online.

Identity Verification Service (IVS) will provide government agencies with a high level of confidence regarding the identity of the online user, while placing people in control of the transaction and protecting their privacy. People who use more than one government service requiring verification of their identity will be able to avoid the costs and inconvenience of repeatedly verifying their identity in-person with multiple agencies.

IVS is being built and operated by the Department of Internal Affairs with the support of the Department of Labour as part of the All-of-government Authentication Programme led by the State Services Commission. We see this as an important initiative and are actively supporting the development of IVS with representation on the both the projects steering and working groups.

Finances

We maintain a three-year rolling costed plan of our activities, and a finance strategy that identifies our financial position and management strategies in out-years. This enables us to plan our use of resources over time and to be flexible in response to changing conditions. This is crucial to supporting an outcomes approach.

The Ministry monitors Departmental and Crown operating and capital expenditure on a monthly basis. The Ministry reports budget, actual and forecast performance to all budget managers. Detailed analysis of variances, movements and extrapolations of current and year-end positions are provided to the Ministry's Finance Committee to ensure oversight of our total financial position and refinement of our management strategies.

We will continue to actively manage our finances to ensure that we maximise value from the Ministry's departmental baseline.

- Like many large organisations we face cost pressures. The Ministry has identified ongoing costs pressures from 2009/2010 and has commenced a further departmental baseline review (Value for Money 2) to ensure our departmental baseline is being managed effectively
- The Ministry's Finance Committee will ensure we maintain constant oversight of our total financial position and continually refine our management strategies to respond to changing conditions
- We will continue to conduct re-forecasting exercises throughout the year to ensure we maintain a current and accurate picture of all forecast expenditure
- We continue to build financial management tools and skills within the Ministry
- We continue to develop our procurement capability, including the development of new sustainable procurement guidelines and extending the benefits of our procurement capability to other government agencies.

Equal Employment Opportunities

Our capability is also a product of our diversity, 24 per cent of our staff identify as Māori and 12 per cent as Pacific Peoples. This diversity also flows into our management group with 20 per cent of our managers identifying as Māori and 8 per cent as Pacific Peoples. Women make up 73 per cent of all staff in the Ministry, 62 per cent of managers, and almost half (49 per cent) of our senior managers.

A key contributor to this diversity is accelerating the development of emerging Māori and Pacific leaders both at first level and middle management. Each year we aim to identify a cadre of high potential Māori and Pacific leaders to participate in the Te Aratitia programme. In November 2007 another 14 staff began the latest programme and for the first time three Child, Youth and Family participants joined the programme.

Pay and Employment Equity

The Ministry commenced an internal Pay and Employment Equity Review in 2007 in conjunction with representatives of the Public Service Association and supported by the Pay and Employment Equity Unit of the Department of Labour.

The review is being conducted by a Review Committee from across the Ministry. The Review Committee is guiding the Ministry in determining if and why any gender equity gaps exist and agreeing potential responses that might ensure equitable outcomes for present and future employees. The review report will be completed during 2008 and will provide the basis for the development of a formal response plan which will propose strategies and initiatives to address any issues and deliver sustainable change across the Ministry.

Departmental capital intentions

Capital forecast expenditure

	Forecast	Forecast	Forecast	Forecast
	2007/2008	2008/2009	2009/2010	2010/2011
Leasehold improvements	16,542,143	18,059,664	21,442,954	9,955,000
PPE under construction	12,466,903	47,270,082	25,413,000	2,720,000
Motor vehicles	9,732,250	13,810,500	10,000,000	10,000,000
Furniture and office equipment	1,850,000	1,760,000	1,760,000	1,760,000
IT equipment	7,349,299	160,000	160,000	160,000
Software and licences purchased	–	–	–	–
Software developed	–	–	–	–
Software under construction	30,707,465	38,041,907	23,399,000	23,974,000
Total	78,648,060	119,102,153	82,174,954	48,569,000

Assets

Each year we conduct a capital expenditure planning process to ensure that:

- capital investment is targeted to meet business needs
- assets are appropriately replenished.

This process is supported by robust asset management systems, which include ongoing assessments and stocktakes of capital assets.

We have programmes in place to manage the replacement of assets. Motor vehicles are replaced every three years or 60,000 kms, photocopiers every five years and computers and other information technology peripherals every three to five years. We also maintain appropriate warranty and support provisions on all key assets.

Value for money

Like many large organisations we face cost pressures.

The Ministry has a history of finding efficiencies to live within baseline. In 2005/2006 the Ministry undertook a departmental baseline review (Value for Money) to meet anticipated cost pressures from 2006/2007–2009/2010.

The Ministry has identified ongoing cost pressures (primarily future wage increases and increasing rental costs) from 2009/2010 and has commenced a further departmental baseline review (Value for Money 2) to ensure our departmental baseline is being managed effectively. This review will also consider our asset base and how we may make capital investment to add business value and increase efficiency. For example we are considering greater use of digitisation to enhance business workflow.

Property

The Ministry operates out of 292 locations nationwide. Our extensive network of offices means we can work one-to-one in the delivery of a broad range of social services. To support our approach in 2008/2009 we will:

- continue to ensure our property locations and environments appropriately support our strategic priorities
- continue to enhance and progressively rollout new community link sites. In February 2008 we opened a new service delivery concept site (community link) in Linwood, Christchurch. From this site we provide a range of Ministry and other government services to ensure delivery of wraparound services to meet client need
- continue to progressively establish regional offices for social development to act as the hub and support sector leadership to improve social outcomes across that region. The 2008/2009 year will see continued progress in establishing these regional hubs
- conduct a re-investment programme across a range of Child, Youth and Family office space. This is designed to ensure we are able to deliver an efficient and effective service from those sites. We expect to conduct this refresh out to the end of 2009

- consider further investment in our Child, Youth and Family residential facilities to ensure they are able to appropriately meet placement demand. An additional youth justice residence, to accommodate 30 young people, is planned for the Rotorua region

AMP Capital Properties has proposed the redevelopment of the Bowen Campus (Wellington) which accommodates the majority of our National Office staff. In February 2008 AMP Capital was granted resource consent for their proposed redevelopment. Parliamentary Services Commission has lodged an appeal against that decision in relation to concerns about the impact of the proposed redevelopment on the Parliamentary precinct. The right to lodge an appeal is an important part of the resource consent process. We will continue to consider options to ensure our future National Office arrangements support our goals to meet high standards of environmental and workplace sustainability.

New Zealand Government