

MINISTRY OF SOCIAL DEVELOPMENT

Statement of Intent 2011–2014



MINISTRY OF SOCIAL DEVELOPMENT

Te Manatū Whakahiato Ora

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989

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Minister's foreword

The *Statement of Intent 2011–2014* sets out the major priorities for which the Ministry of Social Development will be responsible in the next three years.

The Government's two main goals for 2011 are building better public services and a stronger economy. The Ministry of Social Development has a part to play in both of these.

I am extremely proud of the way that the Ministry and its staff swung into action after the devastating earthquakes in Christchurch. Within an hour of the February earthquake, the Ministry had the Government helpline up and running, providing a 24/7 telephone service. In the first 14 days after the earthquake, Ministry staff fielded 94,000 crisis line calls, staffed eight welfare centres, telephoned 23,200 elderly and vulnerable people to make sure they were okay, supported isolated communities from Work and Income vans, set up eight Recovery Assistance Centres and remained open all weekend to give assistance and advice.

The road to recovery for Christchurch has only just started. This Government is developing programmes to support the economic and social recovery in Christchurch.

The welfare system is close to the hearts of all New Zealanders. We want a system that will support those while they find work, or if they are not able to work. But we cannot abandon people on benefits when there are opportunities for them to take. In spite of the difficult economy, the Ministry has continued the unrelenting focus on work.

The Government tasked the Welfare Working Group with taking a fresh look at the problem of long-term dependency on the welfare system. We want to improve the results we are getting from the welfare system both socially and financially for New Zealand. Getting people into paid work gets them into a better life and a better life is the goal we have for all New Zealanders.

Young people were disproportionately affected by the recession. This year we will progress the Youth Guarantee scheme and implement programmes that will focus on keeping young people out of the welfare system. I expect that

government departments will work together to make sure that young people have good quality and relevant education that prepares them for the workforce.

Some youth are already trapped in the welfare system. Their outlook is bleak if they cannot get out. Employment programmes tailored to address young people's different barriers to employment will help give them the confidence and skills to get their feet in the door for a lifetime in work.

Most children and young people in New Zealand thrive and flourish, thanks to the dedication of their families, supported by strong communities. However, hundreds of children and young people are growing up unsafe and unprotected. Many are abused and neglected by the very people who should love and protect them. No child's life should begin this way. However, when it does, the harm is substantial, long lasting and devastating for them, their families and our communities.

When adults do not meet their most basic duty to protect and care for their children, the Government will step in to ensure these vulnerable children and young people are cared for and protected. Agencies need to be able to share information effectively about children and young people who are at risk and work together more closely to help the children who need it most. We will be looking at ways of really tightening up the services across government, getting better results from early intervention programmes and getting better services for children in State care.

Children and young people in State care are a priority for this Government, because we know that they are likely to have poorer outcomes than their peers. These children need to have their general health and mental health needs better met, so they can have the best opportunities in life.

However, the best thing for a child who has come into State care is a permanent home. A home where they can form strong attachments and bonds with caregivers. There are more than 5,000 children in Child, Youth and Family custody and every one of them deserves a secure home. There is now more support than ever before to help caregivers welcome children into their homes.

Young parents may need a bit more help to raise their children. The Ministry will be helping them to get parenting, budgeting and life skills, as well as make plans for their future in education or work. The idea is to ensure young parents are equipped to be independent, good parents. Some teen parents need even more support, which will be offered from supported homes. This includes extra support for teen dads to be the best parents they can be. The support also continues once they leave the home, to ensure they get off to the right start.

While the tragic events in Christchurch have been at the forefront of our minds, we must still focus on making sure that Auckland can excel as an international economic hub and be developed as a world-class city. This Government is bringing together local and central government agencies to walk beside the Auckland City Council to work on Auckland's social issues collaboratively. The Ministry will be a key agency involved with this work.

We are at an important point in our journey. This is our time to consider how we embrace different ways of thinking. There is a huge amount of transformation work that is going ahead. Doing things differently will achieve better futures for all New Zealanders.

The Ministry has outlined its programme of action in this *Statement of Intent*. Focusing across the lifespans of all New Zealanders and their communities, the Ministry makes a significant contribution to the social and economic wellbeing of our country.

Hon Paula Bennett

Minister for Social Development and Employment

Ministerial statement of responsibility

I am satisfied that the information on future operating intentions provided by my department in this *Statement of Intent* and the *Information Supporting the Estimates* is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

Hon Paula Bennett
Minister for Social Development and Employment

Chief Executive's introduction

The past year has been largely defined by the tragic events in Christchurch and on the West Coast. I am hugely proud of the work that we did in response to the September and February earthquakes in Canterbury and the support we were able to offer in Greymouth. We will keep that momentum and effort going, as we start moving to the longer-term task of recovery. We will continue to work closely with other government agencies, including the Canterbury Earthquake Recovery Authority, to support the recovery effort. This work will be a significant feature of the period covered by this *Statement of Intent*.

The focus of the three-year period covered by this *Statement of Intent* will be the transformation of our services and taking new approaches to social services.

We have been leading the way with a number of initiatives that help agencies work with each other to address family and community needs. Ultimately, we want a social sector that organises itself around the individual, not the other way around. Improving the way we join up with other agencies, both government and non-government, means that we will all be more effective. We will be looking at how we build on the work already underway in this area.

The Welfare Working Group delivered its report to the Government in February. The report looks at New Zealand's welfare system and makes recommendations for reform. The next step is for the Government to release their response to the Welfare Working Group's Report. We will be supporting the Government to implement any changes they make as a result.

This *Statement of Intent* outlines the broad range of work the Ministry will be undertaking over the next three years to achieve our outcomes. It also outlines how we organise ourselves to support the services we deliver.

This is my last *Statement of Intent* as Chief Executive of the Ministry of Social Development. It has been a huge privilege to lead this organisation over the last ten years. I want to pay tribute to all of the staff that I have worked with in our organisation over that period. Whatever has been achieved in that time is a result of their passion, commitment and caring.

Peter Hughes
Chief Executive
Ministry of Social Development

Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the *Statement of Intent* for the Ministry of Social Development. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2011/12 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Peter Hughes
Chief Executive
Ministry of Social Development

Nick Gale
Chief Financial Officer
Ministry of Social Development

Nature and scope of functions

Our purpose

The Ministry of Social Development helps to build successful individuals, strong, healthy families and thriving communities.

We have a presence in almost every town. Our staff have connections to every community and, at some point, we touch the lives of most New Zealanders.

The scope of our work

The Ministry provides services to the:

- Minister and Associate Minister for Social Development and Employment
- Minister for Senior Citizens
- Minister for Disability Issues
- Minister of Youth Affairs
- Minister of Veterans' Affairs
- Minister responsible for Whānau Ora
- Minister of Revenue
- Minister of State Services
- Minister of Health.

We administer four Votes

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

Our role

We deliver:

- the statutory care and protection of children and young people, youth justice services, adoption services and funding to community service providers
- employment and income support services, New Zealand Superannuation and the administration of New Zealand's international welfare portability arrangements
- family services, providing support, information and advice for families and communities
- campaigns that challenge antisocial attitudes and behaviour
- student allowances and student loans
- access to affordable health care for older people, families and lower-income New Zealanders
- the benefit system, and minimise the debt levels of our clients
- leadership across the social sector, and funding to community service providers
- access to concessions and discounts for senior citizens and people with low incomes.

We are structured into clusters

- Policy – the Social Sector Strategy group provides social sector-wide policy advice, policy advice on communities and community-government relationships, second opinion advice to Ministers and to the Cabinet Social Policy Committee. The group's evaluation, research and information provides a strong evidence base in support of the Ministry's advice, policy development and operational delivery. The Social Services Policy group provides advice on services for children and families, young people, working age New Zealanders and older people. This group includes the Ministry of Youth Development.
- Service Delivery – provides services to clients through four service lines: Work and Income; Students, Seniors and Integrity Services; Child, Youth and Family; and Family and Community Services.
- Corporate – supports the service delivery and policy clusters: People, Capability and Resources; Risk and Assurance; and Corporate and Governance.

The Ministry includes two offices:

- The Office for Senior Citizens – supporting the Minister for Senior Citizens to promote positive ageing and the interests of older people.
- The Office for Disability Issues – supporting the Minister for Disability Issues to oversee the Government's implementation of the New Zealand Disability Strategy and the United Nations Convention on the Rights of Persons with Disabilities addressing the challenges and advancing the interests of disabled New Zealanders, as well as supporting the Ministerial Committee on Disability Issues.

We support four Crown entities

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

We provide advice on appointments to three statutory tribunals

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

Legislation we manage and administer

We operate in a complex environment within many key pieces of legislation. These give the framework to support the decisions we make and ensure a fair system for all who use it (see Appendix A).

Strategic direction

The Ministry of Social Development touches the lives of every New Zealander in some way.

As the economic, social and natural forces that shape our lives change constantly, we will continue to lead and promote collaboration across the social sector to do better for all New Zealanders. We will evolve our policies and services to make the most of emerging opportunities and challenges.

Key opportunities and challenges

New Zealand's recovery from the global economic crisis has been slower than initially anticipated. Nonetheless, by adapting our services to get people back into work quickly, we have successfully kept ahead of projected unemployment numbers. We will continue to be innovative and agile in the way we work so that we are ready for emerging opportunities as the economy recovers.

The Christchurch earthquakes will put extra pressure on unemployment numbers in the short term. However, they will also provide opportunities. As rebuilding gets underway, we will actively work with our clients and employers to make the most of these opportunities, especially for longer-term unemployed people and youth. The Rugby World Cup along with transport, housing and other infrastructure projects also create significant employment opportunities that we are well positioned to tap into.

The earthquakes have placed considerable emotional and social stress on many people, families and communities in Christchurch. As well as providing leadership across the whole welfare response in Christchurch, we are leading the psycho-social response. This means supporting and strengthening Christchurch people and communities as they recover from the psychological and social effects of the earthquake. This is likely to be needed for some time.

We know that teaming up with other government agencies and community partners gets the best results for troubled families, at-risk children, young people and the elderly. We will continue to find better and more flexible ways of working with our partners, so that people get the right help when they need it.

The way our staff work with clients is central to the effectiveness of our services. As well as developing the next generation of leaders, we will continue to give our staff the scope to do the right thing for each individual client, to take every opportunity to help clients become independent.

We are placing a particular emphasis on ensuring social workers can be effective in their difficult decision making by focusing on the quality and consistency of our social work practice.

The way people live and manage their day-to-day lives has changed dramatically in the past decade. They do not organise their lives neatly around how government agencies are configured, and we do not think they should have to.

We are transforming the way we do business, offering seamless and easy-to-access services that fit the needs of New Zealanders. We will be offering more services online, saving people's time and money. We will be developing ways to make government services leaner, more efficient, more collaborative and more accessible to New Zealanders.

Together with our partner agencies we will create virtual organisations that tailor services for individuals and their families. We will also develop opportunities to network our service so our non-government and government partners can link up in our space or dock in the wider community setting. The goal is to help clients find services that meet their needs. In the future, people will get immediate and easy-to-access help with less double-handling.

Delivering on the Government's priorities

The Government's priorities are:

- an unrelenting focus on work
- a fair system
- protecting our children
- opportunities for youth
- older people are respected and valued
- communities – getting on with it.

We support the Government in achieving its priorities. Our six long-term outcomes describe how our work links to the Government's priorities.

- **More people get into work and stay in work.** We will focus on getting more people into work before they need benefits. We will help more people to get ready for work and ensure they are meeting their obligations to look for and prepare for work. We will work with employers so that more of them employ our clients.
- **More children are safe.** We will work to make sure fewer babies, children and young people are harmed, and more are in safe and permanent care. We will make sure that children in care are healthy and well cared for.
- **More young people stay on track.** We will give more young people opportunities to make the most out of life, and help more young people to engage in education, training, employment and positive activities. We will make sure more young people have a say in decisions that affect them.
- **Reduced reoffending by young people.** We will work with young offenders to help them understand why they offend and address that behaviour. We will make sure more young offenders are in education, training or work, and fewer are at risk of reoffending.
- **Improved quality of life for older people.** We will make it easier for older people to access their entitlements and services. We will raise awareness of elder abuse and neglect, and will work to see more older people remain active in the workforce and community.
- **Communities are better able to support themselves.** We will help communities to identify the mix of social services that meets their needs, with the best information to make those decisions. We will make sure that community providers are able to respond to those needs.

Our responses to recent economic conditions and major natural events have highlighted our ability to be agile and innovative. We have been able to think on our feet and turn policy quickly into action to help individuals, families and communities in need. Our ability to respond rapidly and effectively will be pivotal as we transform social services and their delivery in the future.

How we will measure progress

The Government expects that all State sector agencies will improve the way they deliver services and achieve better results and value for money.

We use a number of indicators to track and assess our progress and performance against our long-term outcomes so that we know whether we are delivering services well. The Ministry is committed to improving how we measure service performance so that we can better describe the impacts our services have on people.

In the past year the Ministry has made a concerted effort to develop a range of indicators that show a clear link between our services and the differences they make in the lives of those receiving them. We also regularly evaluate Ministry programmes to confirm that they meet our objectives.

We have a number of new programmes that started late in 2010. As these progress we will be able to capture the data and trends for future *Statements of Intent*.

We will measure our short-term performance against the output performance indicators in the Information Supporting the Estimates of Appropriations and Output Plans for each of our Votes. We will also report our progress on these in our Annual Report.

Cross-agency leadership

The Government has called on government agencies to organise themselves in a way that makes their services more accessible to New Zealanders. We must be leaders in our field and work collaboratively to make a bigger difference. This approach requires us to change the way we think about the public sector, including the way we deliver services. It calls for strong leadership from sector agencies and their chief executives.

This is the first time we have included the Ministry of Social Development's leadership role across the social sector in the Statement of Intent. We are developing ways of measuring our leadership effectiveness with our social sector partners. We will build on this in the next year.

Social sector leadership

When it was established in 2001, the Ministry was tasked with being the social sector leader. We assist the Government to set priorities across the social sector and track the social wellbeing of New Zealanders.

The Chief Executive of the Ministry of Social Development is mandated by Cabinet to chair and lead the Social Sector Chief Executives' Forum. The Forum meets regularly to agree on areas that need cross-agency collaboration. Its members are the Secretaries of Justice and Education, the Director General of Health and senior officials from the State Services Commission, the Department of Prime Minister and Cabinet and the Treasury. Other chief executives are invited to work on relevant issues – for example the Commissioner of Police about youth gangs. The Forum is supported by a Deputy Chief Executives' Group, which ensures a strong decision, action and advice loop.

The Ministry's Medium Term Strategy Unit supports the Forum and the Forum Deputy Chief Executives' Group to set and action medium-term strategies on the Government's priorities where social-sector agencies share the need to act. The Unit also co-ordinates the Forum and provides resources for its work. The Unit hosts cross-agency work teams where needed.

Social Sector Forum Work Programme

The Forum has a number of priority work streams and cross-agency initiatives that have been agreed to by Ministers. The Forum focuses on providing strategic policy advice,

implementing innovative cross-agency service delivery, and working to ensure robust and joined-up research, monitoring and evaluation.

In the 2008 Social Sector Briefing to the Incoming Government (BIG) we indicated that we wanted to work together to understand complex social challenges such as families caught in a cycle of benefit dependency, drivers of criminal offending and increasing social spending. We are committed to addressing these challenges through working together more effectively. We have been making strong progress against the direction presented in the 2008 Social Sector BIG. For example:

- We have developed capability (using longitudinal data) to identify factors that are likely to mean that a child or young person is susceptible to entering State care and/or the youth justice system. This allows us to target our effort.
- Progress has been made on Addressing the Drivers of Crime programme. This work aims to improve maternity and early parenting outcomes, address behaviour problems in childhood, reduce harm from alcohol and manage low-level repeat offenders.
- We now deliver assistance through the Community Link/ Integrated Service Response way of working, which helps to ensure that individuals and families get the whole of system support they need in the way they need it.
- We have developed the Trialling New Approaches to Social Service Delivery initiative (the Trials), which is an entirely new approach in social sector service delivery. These Trials aim to improve outcomes for young people, while also challenging and stretching current legislative, contracting and financial arrangements. Doing this will enable us to better understand how current arrangements can be used to their best advantage, or whether changes need to be made to allow the sector to deliver joined-up services in a

more effective way. To support this work we have also put in place a Joint Venture arrangement, a first for the New Zealand Public Service, to oversee the Trials, and monitor and evaluate their operation.

We want to continue on our path and do even more as a Forum. Our proposed direction will be outlined in the 2011 Social Sector BIG.

In addition, we will build on the work currently underway. We will:

- Develop a blueprint for an integrated and effective family support system.
- Focus on how certain key programmes for young children, for example Family Start and Well Child, operate together, and as part of a wider system to ensure children get the best start in life.
- Undertake work to understand how we address the growing problem of young people who are not in employment, education and training. As a first step we have already undertaken a “pipeline” analysis to track how young people in this situation have moved through the system.
- Extend our understanding of the risk factors for children and young people moving into State care and/or the youth justice system, to find ways to reduce long-term benefit dependency.
- Explore how we can build on cross social sector initiatives, such as Integrated Service Response/Community Link, Whānau Ora and Better, Sooner, More Convenient Primary Health Care.
- Develop a social sector outcomes framework to support consistent, comparable and practical reporting of outcomes for cross-agency initiatives.
- Develop a Social Services Mapping portal, with the aim of making this public facing, to provide a social sector view of services across New Zealand to assist in policy development and decision making.

As part of this comprehensive work programme, we will develop new and innovative governance and accountability arrangements to support and embed cross-sector collaboration. This work will be supported by the evaluation we have in place for the Trials.

We will continue to partner with communities on social issues and how best to address these. For example, using the Community Response Model and supporting the Auckland Social Policy Forum.

How we will demonstrate success

The Forum is developing a social sector outcomes framework to align cross-agency outcomes and outcome evaluations.

Measure (2011/2012)	Result
A joint work programme is in place. This demonstrates an acknowledgement from the Forum and Ministers that working across the sector and across agencies is a priority	Cabinet Social Policy Ministers have agreed to priority cross-agency initiatives by 30 June 2012
Resources are shared across agencies to design and implement programmes	Resources are being shared across all of the priority initiatives by 30 June 2012
Implementation of cross-sector programmes/pilots/initiatives	All of the priority initiatives are implemented by 30 June 2012

Service delivery across the whole of government

We are working with Inland Revenue and the Department of Internal Affairs towards ServiceLink.

ServiceLink will provide services based on how people want to use them, rather than how agencies are configured. Better shared service delivery will translate to better results for clients.

ServiceLink will transform the way services are delivered to people and is likely to change the shape of the organisations delivering them.

Leading across government

Many government agencies have a stake in, and make valid contributions to, similar issues. We provide leadership and co-ordination of public sector effort on behalf of the Government across policy and infrastructure issues.

- The Chief Executive of the Ministry of Social Development chairs the Chief Executives' Group on Disability Issues. The Group leads and co-ordinates government agencies' implementation of the Ministerial Committee's priorities on disability issues and the associated Disability Action Plan. We also take leadership in improving the employment rates of disabled people. In addition we administer the Office for Disability Issues and the Office for Senior Citizens. These Offices provide cross-sector leadership in implementing the New Zealand Disability Strategy and the New Zealand Positive Ageing Strategy.
- The Ministry of Youth Development leads input from young people into policy development across government. Through 2011 to 2014, we will provide young people with opportunities to participate and advocate in policy development by engaging with young people and seeking their viewpoints. We will also undertake an annual survey of the opinions of young people.
- We host the Government's Property Management Centre of Expertise to provide a central point for sharing best practice, including accountability, resources and facilities. One of its first tasks is to lead the co-ordination of office accommodation needs in Christchurch following the earthquake. This ensures the Government has the best response from a cross-sectoral perspective.
- The Taskforce for Action on Violence within Families provides advice to the Family Violence Ministerial Group. It also leads an ongoing programme of work towards the vision that all families and whānau have healthy, stable relationships, free from violence.

How we will demonstrate success

We will measure our leadership across government by reporting back to the Government on Positive Ageing and on Disability Issues.

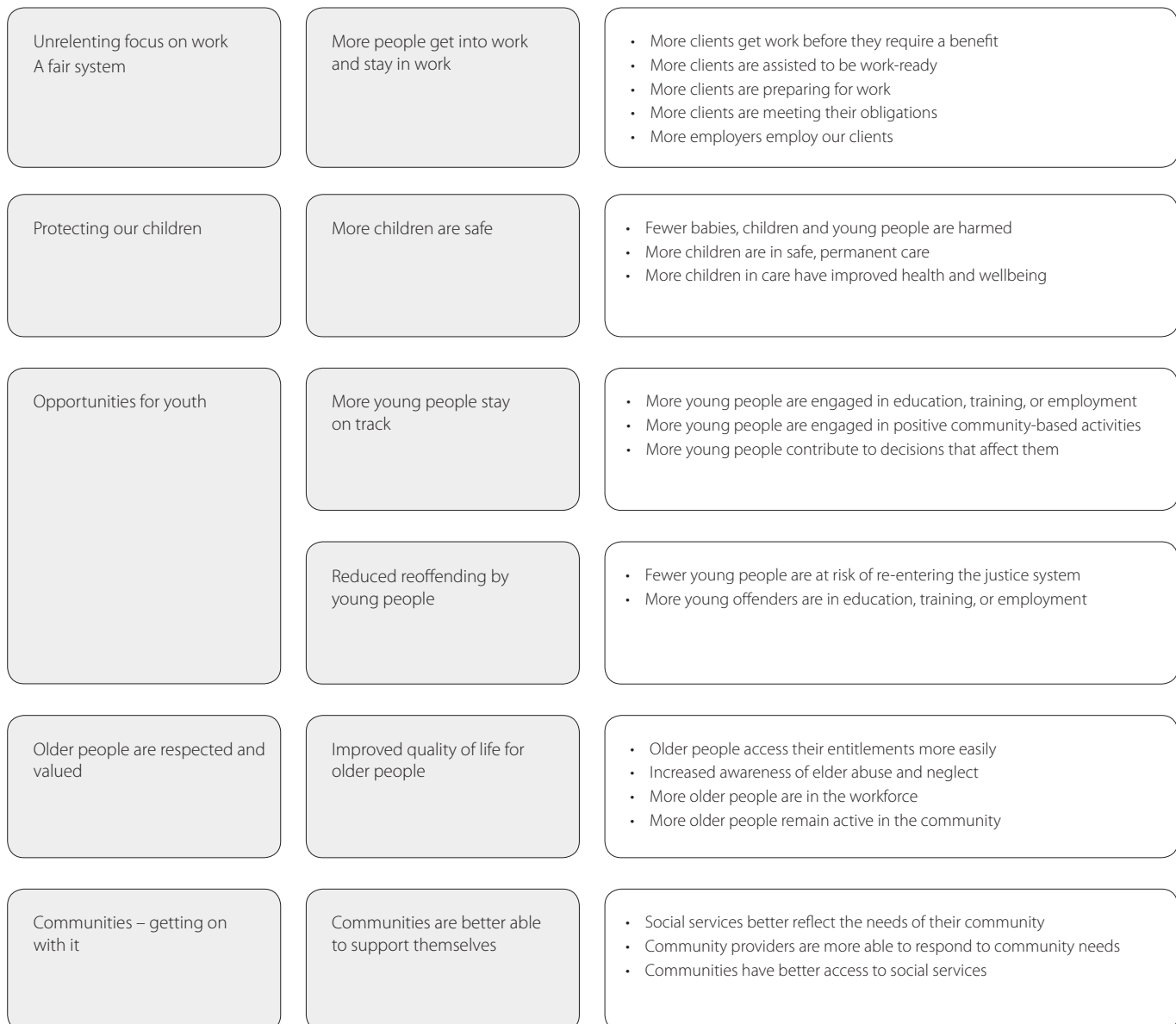
We will also engage across agencies to develop innovative solutions to reach ageing New Zealanders.

Measure (2011/2012)	Result
Regular reporting against Positive Ageing Strategy	Annual Report and planning
Regular reporting against Disability Strategy	Annual Report and planning
Youth Development engagement plan developed by 30 June 2012	In place
Property Management Centre of Expertise is established	The Government Accommodation response was well utilised in Christchurch

We have recently designated a Deputy Chief Executive to lead the Canterbury Earthquake Recovery, to provide both strategic oversight and leadership of the Ministry's earthquake recovery work. This role will also be a key co-ordination point for the development and implementation of across-government future service delivery models. The Canterbury Earthquake Community Response Fund will be extended to support the expansion of co-ordinated services between government and non-government organisations for critical social service support.

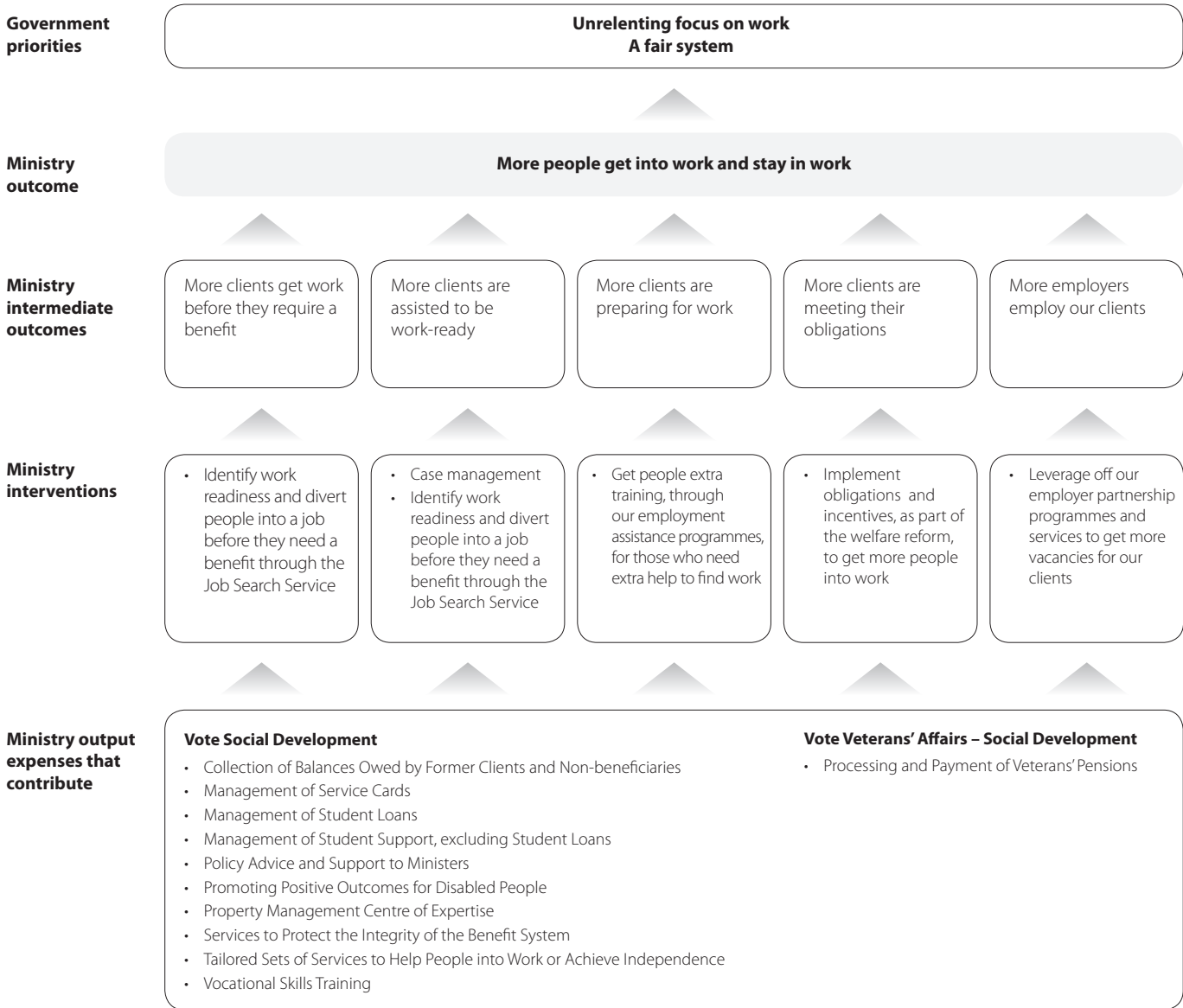
Operating intentions

Our overarching intervention logic



More people get into work and stay in work

Our intervention logic



More people get into work and stay in work

Work is at the heart of wellbeing and a better quality of life for New Zealanders. Work is not just a way to support material needs and comfort. It also provides a sense of purpose, satisfaction and self-worth.

What we want to achieve

We will contribute to the Government's priority of an *unrelenting focus on work* by helping people become independent from the State and be successful with their lives.

Specifically we will ensure that:

- more clients get work before they require a benefit
- more clients are assisted to be work-ready
- more clients are preparing for work
- more clients are meeting their obligations
- more employers employ our clients.

What we will do in the next three years

Give all New Zealanders the same opportunities to strive and succeed...

In the past, people with ill-health and disabilities and those with childcare responsibilities have not been required to work. This can lead to long-term benefit dependence and disadvantage. We need to better understand each client's capacity to undertake work so we can support them into employment that is appropriate for them.

As the second phase of the Future Focus¹ welfare reform package rolls out, we will talk to clients about work at every opportunity in order to build an understanding of their skills and aspirations and find ways for them to overcome the barriers between them and employment.

The changes we have made to our clients' medical certificates help us to better realise each person's capacity for work and what will best suit their skills and ability, as well as whether part-time work obligations should apply.

Help all clients get ready to work...

Sole parents whose youngest children are six years and over may be able to work part-time while their children are at school. Research shows that work not only improves people's financial situation, but also increases self-esteem and creates a brighter future for their children. At any one time we are proactively working with up to 4,500 sole parents whose youngest children are six and over, to find suitable opportunities for them to be in part-time work.

We will contract Foundation Focused Training Opportunities and Training for Work programmes for clients who face significant periods of unemployment and have low qualifications. This will help them get valuable skills to move into sustainable work or higher tertiary education.

Youth are disproportionately represented among our unemployed. Often the best chance for them is in continued education and training. We will deliver a range of initiatives to create job and training opportunities for youth, including Job Ops, Industry Partnerships and the Limited Services Volunteer programme.

We will create a fairer welfare system with an unrelenting focus on work...

We expect people who are capable of working to do so. People in genuine need will get the help they need, but with that help must come obligations. These obligations, introduced as part of Phase Two of Future Focus, include:

- a part-time work test for Domestic Purposes Benefit recipients whose youngest children are over six and Sickness Benefit recipients assessed as being able to work for 15 to 29 hours a week

¹ Future Focus is a comprehensive package of reforms that rebalances obligations and incentives to break the cycle of welfare dependency. The provisions came into effect on 27 September 2010.

- a requirement for Unemployment Benefit recipients to reapply for the benefit every 12 months and complete comprehensive work assessments each time
- a requirement for repeat applicants for one-off hardship payments to show how they are managing their money.

The Welfare Working Group has reported back to the Government with recommendations to change the welfare system. We will be supporting the Government's response to this report.

Get people back into the workforce faster...

Our Job Search Service reconnects people with the labour market quickly. Right from their initial contact with Work and Income, we talk to people about work. At the outset, people attend Work for You seminars, which include local job information, job-search activities and access to other services.

Clients who are more likely to be able to find employment on their own initiative are given a light touch job-search service, doing their own job searches supported by telephone contact from us. Other clients benefit more from one-on-one job-search case management.

Build on our strong relationships with industry and employers to get more jobs for our clients...

We will continue to work closely with industry associations, Business New Zealand, Chambers of Commerce and large employers to promote our recruitment services and Straight to Work programmes. Our partnerships are essential for generating employment and training opportunities for clients displaced and disadvantaged in the current economic

climate. Straight to Work programmes will continue to be developed and delivered in collaboration with our industry partners. Many Straight to Work programmes provide people with New Zealand Qualifications Authority accreditation prior to starting work with employers or while on the job.

We will enhance current programmes to provide sustainable employment opportunities for young people. For example, we will combine the best features of some of the programmes under Industry Partnerships into one programme called Skills for Growth. This programme will put more emphasis on targeting growth industries (for example services and manufacturing) and industries where there is a demand for skilled workers, such as aged care. Hospitality and construction will also be target industries in some areas where there are known skill shortages.

We will enhance the existing Job Ops programme by providing employers with subsidies to pay for wages and training for six-month placements for young people with limited skills and work experience.

We will continue to promote recruitment service delivery channels through Employers On-line, Job Connect and Work Brokers, for employers to lodge vacancies. We will also work more closely with our regional labour market teams to ensure employment opportunities are managed correctly and filled with the right candidates in a timely manner.

We will also look to roll out innovative service delivery initiatives in cross-sector employment hubs, similar to those set up in Canterbury as part of the Christchurch earthquake response. This is an opportunity to provide more efficient and effective services to employers.

How we will demonstrate success

Our success will be measured by more people getting into work and staying in work as we continue to triage people away from the benefit system.

We will expect to see more people getting into work through the programmes implemented with the Future Focus changes in September 2010. We will also see an increase in the number of people who are getting work through employer and industry partnership programmes.

We will carry out a number of monitoring and evaluation projects to inform and improve the way we work. We will be monitoring the outcomes our clients achieve after the Future Focus changes. These will include:

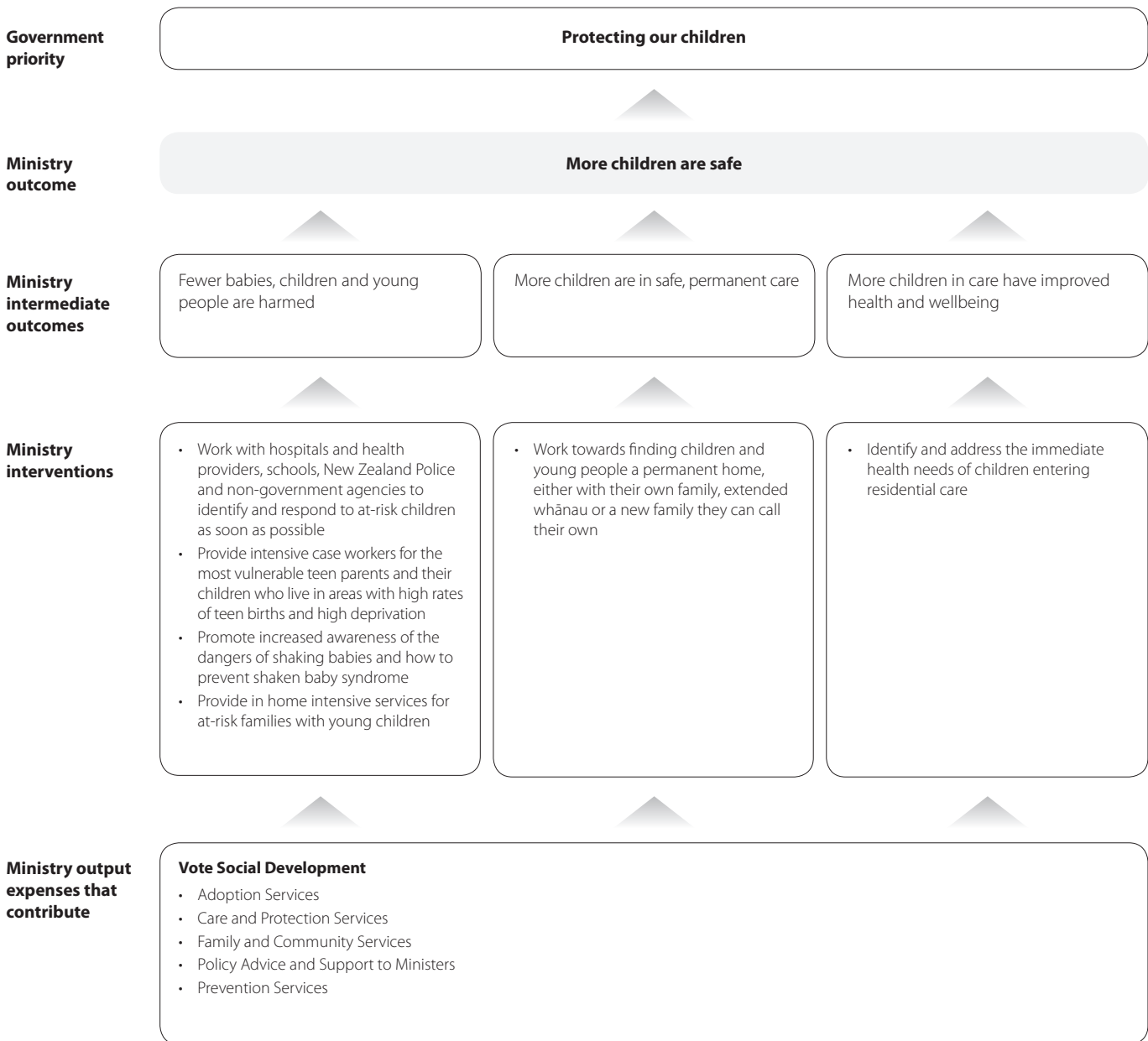
- the impacts of the changes on benefit receipt
- the impacts of active case management² of the new work test on outcomes for clients and their children
- the outcomes of Employment Related Training.

Ministry outcome – More people get into work and stay in work			
Intermediate Outcome	Measure	Current	Historic states and trends
More clients get work before they require a benefit	Proportion of people who do not require benefits within 28 days of attending a Work for You seminar:		
	<ul style="list-style-type: none"> • Youth • General 	48.5%	Increasing
More clients are assisted to be work-ready	Proportion of people who participated in the Job Search Service who do not remain on Unemployment Benefit for longer than 13 weeks	45.2%	Increasing
More clients are preparing for work	Average cumulative time spent in employment (over a 12-month period) by people who exit:		
	<ul style="list-style-type: none"> • Unemployment Benefit • Work-ready Domestic Purposes Benefit and Sickness Benefit 	38.6 weeks	Increasing
More employers employ our clients	Number of Unemployment Benefit jobseekers who get work through employer and industry partnership programmes and services and cancel their benefit	New measure for 2011/2012	New measure – no trend available

² Active case management involves proactive engagement with clients about work at every opportunity.

More children are safe

Our intervention logic



More children are safe

A child's future should start with affection and nurturing, but for many children this is not the case. We will continue to focus on protecting these vulnerable children.

What we want to achieve

We will support the Government's priority of *protecting our children* by placing the best interests of the child at the centre of our decision making. We will continue to improve the way we share information with other agencies and develop a more consistent social work practice. We will make sure that children have better opportunities to leave State care and to build strong and lasting attachments with those who care for them.

Specifically we will work to ensure that:

- fewer babies, children and young people are harmed
- more children are in safe, permanent care
- more children in care have improved health and wellbeing.

What we will do in the next three years

We will give children a good start in life...

Responsible parenting and access to co-ordinated, child-focused and evidence-based services provide the best opportunities for children to get a good start, be healthy and educated and live life to their full potential. For our most vulnerable children, intervening early, before development is compromised, improves lives and is more effective than intervening later.

We will support the work of the Government's independent expert preparing a Green Paper on Children. The Green Paper aims to find answers to difficult issues such as how far agencies can intervene in family life. Following a period of public consultation, this will lead to the development of a White Paper outlining the Children's Action Plan. The Children's Action Plan will cover children and young people aged between 0 and 18 years, with a particular focus on children under five. The Plan will help children get a good start in life by ensuring responsible parenting and access to co-ordinated, child-focused and evidence-based services.

We will provide consistent, quality social work practice...

Our social workers do a good job, but we can always improve. We will make sure that social workers deliver a consistent standard of practice through Safe, Strong Practice core competency workshops. This will create a consistent knowledge base throughout the country. Ongoing, advanced workshops will ensure that staff continue their learning.

Work together to keep children safe...

We will work with health professionals, social service providers and others working with families and children to help them recognise when families are vulnerable and how they can help. We will provide training that helps people recognise signs of abuse and know who to talk to and how to report their concerns.

We will improve how we share information with other agencies...

We will work closely with a number of other agencies, including Health, New Zealand Police and Statistics that hold information on reported child maltreatment, to identify improvements we can make in the collection and sharing of information.

Identify health and education needs...

Gateway Assessments for children and young people entering care or in care will focus on health and education needs so that we can get the right services to them from all agencies. We will purchase new mental health services for children and young people in care who need them.

Get it right for children with high and complex needs...

A small group of children and young people in care have particularly high and complex needs. We will prioritise their access to mental health and education services.

Intervene early to help children turn their lives around...

We can identify the combination of factors that create the greatest risk of children progressing from Child, Youth and Family care and protection to the youth justice system. This means we can intervene with at-risk six to nine year olds, at a time when we know we have the greatest chance of turning their lives around and reducing the likelihood of future problems.

Support parents to provide loving homes...

We will provide more parenting support services to help family and whānau carers carry out their important role in providing loving, safe and secure homes for children and their wider families. Parenting support is a good way to help ensure at-risk children receive the care they need from their parents and families.

We will be making changes so that Family Start is more effective in preventing child abuse and neglect. We will make the programme more accessible for families who need help. We will be finding ways to better align children's early years services across the social sector.

We will extend the Never, Ever Shake a Baby campaign to all district health boards and other health and social service providers.

Get all children in care into early childhood education...

Children who experience learning early in life are better prepared for future learning and education. Children in care often miss out on the benefits of early childhood education.

By providing early childhood education for children in care aged 18 months and over, we can improve the children's short- and long-term education outcomes, and potentially enable foster carers to take up employment.

Get children out of State care and into homes for life...

We are committed to ensuring that children and young people in care have homes for life. As soon as a child comes into care, we will work to find them a permanent home, with their own family, extended whānau or a new family they can call their own for life. We expect to reduce the number of children in care over the next four to five years.

How we will demonstrate success

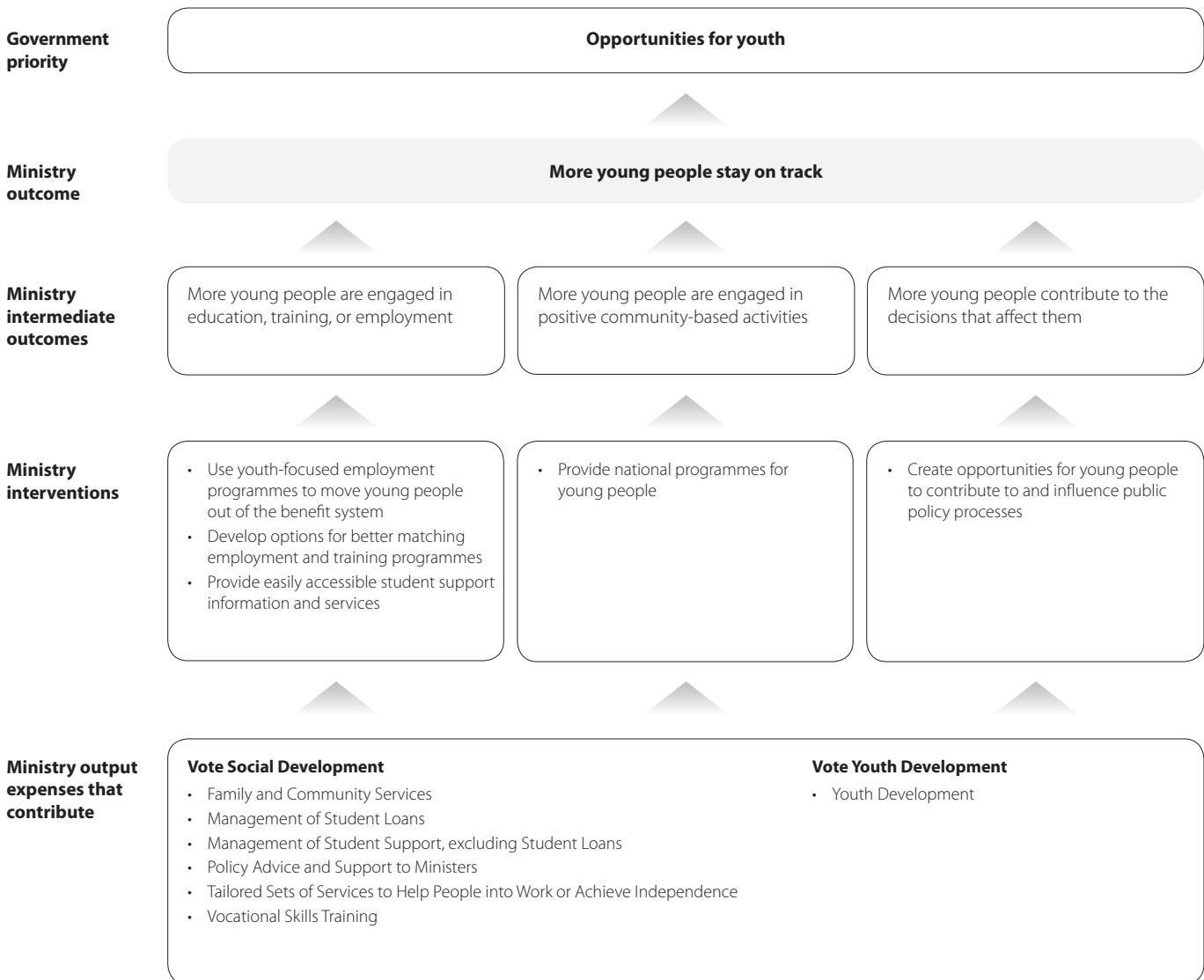
We will know that more children are safe if fewer children are reported as being abused or neglected after we have intervened. We will know that more children have stability and a sense of belonging if they have safe and secure homes they can call their own.

We will evaluate programmes focused on vulnerable children and parenting. We will also measure the performance of our home visitation programmes, including Family Start and Parents As First Teachers.

Ministry outcome – More children are safe			
Intermediate Outcome	Measure	Current	Historic states and trends
Fewer babies, children and young people are harmed	Percentage of children and young people who are abused/neglected within six months of a previous finding of abuse/neglect	13.3%	New measure – no trend available
More children are in safe, permanent care	Percentage of children aged under five years old who achieve a home for life placement within 12 months of coming into our care	New measure for 2011/2012	New measure – no trend available
More children in care have improved health and wellbeing	Percentage of children and young people leaving care and protection residences with individual transition plans for reintegration into their communities	New measure for 2011/2012	New measure – no trend available
Fewer babies, children and young people are harmed	Percentage of individuals receiving child protection training who have increased awareness and knowledge of how to respond to child abuse and neglect	New measure for 2011/2012	New measure – no trend available
More children in care have improved health and wellbeing	More children entering residential care have their immediate health needs identified and action taken to address them	New measure for 2011/2012	New measure – no trend available

More young people stay on track

Our intervention logic



More young people stay on track

Most New Zealand young people are well on track and growing in ways that will let them take responsibility for themselves, their families and their communities in the future. We want to provide opportunities for young people to get the most out of life. Giving young people opportunities to learn new skills and face challenges helps them become successful adults.

What we want to achieve

We will support the Government's priority of *opportunities for youth* by supporting a range of programmes to help all young people (including those who are disabled) achieve positive outcomes. Young people will have access to further opportunities to be challenged and learn new skills, helping them to be successful now and in the future.

Specifically we will work to ensure:

- more young people are engaged in education, training, or employment
- more young people are engaged in positive community-based activities
- more young people contribute to decisions that affect them.

What we will do in the next three years

Engage more young people in development opportunities in their communities...

We want all young people to have opportunities to succeed.

We will support more than 30,000 young people through national programmes such as the Duke of Edinburgh's Hillary Award, Stage Challenge and the Breakaway School Holiday Programme, to gain friends, skills and positive experiences.

We will also support local programmes and opportunities matched to the needs of the young people in the communities of which they are a part.

We will continue to support the organisations that make this possible.

Reward those who are turning their lives around...

We will continue to support the Prime Minister's Youth Programme to reward and foster achievement among young people aged between 14 and 17 who have overcome adversity and made a substantial attempt to make positive life changes.

Create opportunities for young people to influence public policy...

Getting young people's views in decision-making processes is beneficial for all parties. In 2011, we will increase the number of young people with whom we engage in the Ministry of Youth Development network to at least 6,000. Our connections with youth leaders in secondary schools and local youth councils will help young people from all walks of life to have a say in decisions that affect them.

We will also support and train young people who want to contribute effectively to government and community funding panels, and promote their example to other young people.

Provide easily accessible student information and services...

We will help current and prospective students make informed study choices by providing systems and online tools that offer them as much information as possible.

Most students expect to be able to easily access student support information and services online, in one place. A small number of students need a greater level of support through personal interaction.

Move more young people out of the benefit system...

We will use youth-focused employment programmes to move young people out of the benefit system. With some help to train or upskill, most young people are ready to move directly into employment. Others need more intensive support to overcome barriers and grow their skills to prepare them to enter the labour market. This includes building confidence and motivation, upskilling and gaining work experience to secure sustainable employment.

How we will demonstrate success

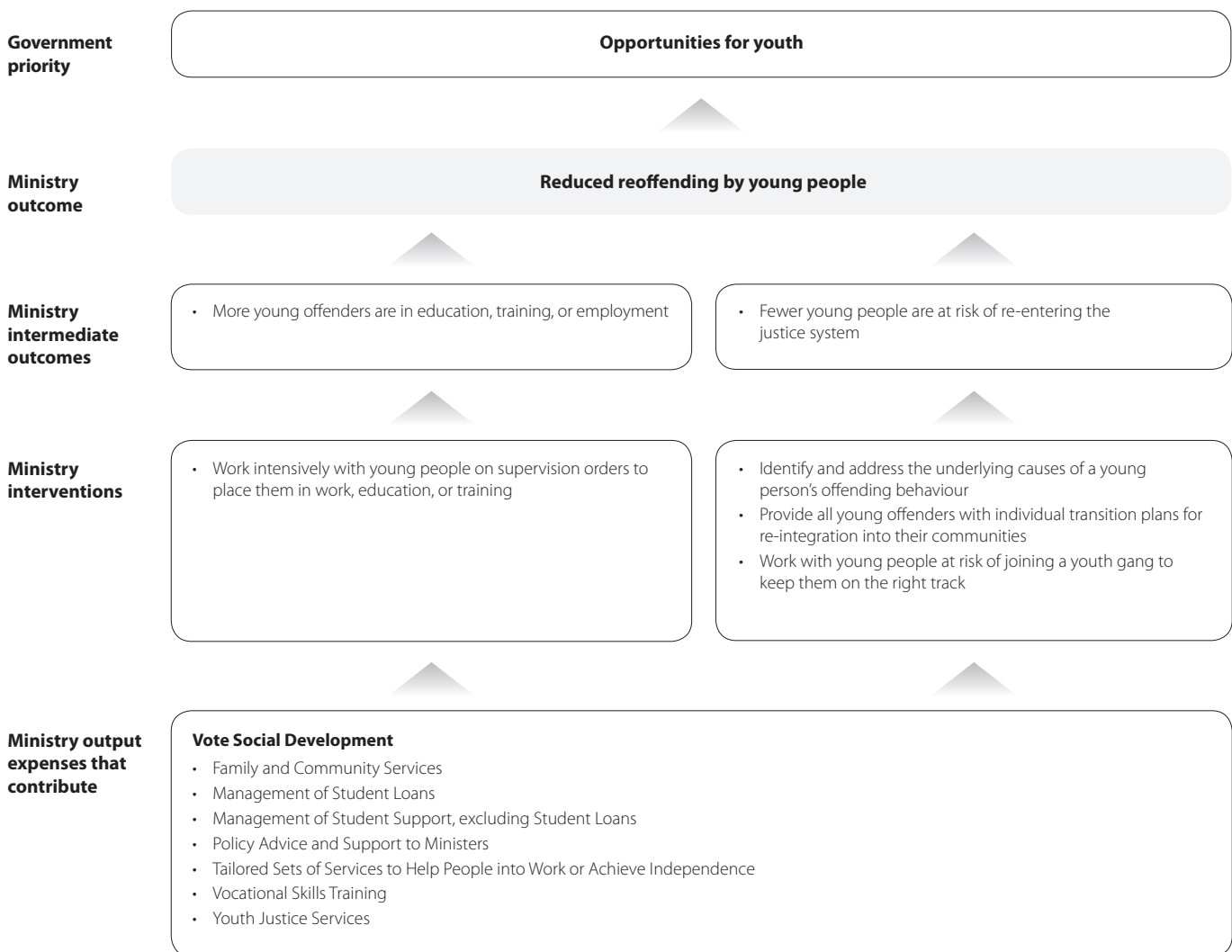
We will know that more young people are staying on track if more of them are in education, training, or employment. We will measure these outcomes through a number of services we deliver.

We will continue to evaluate youth-focused programmes to see whether participants have a better chance of moving into further training or employment compared with those who have not participated in programmes.

Ministry outcome – More young people stay on track			
Intermediate Outcome	Measure	Current	Historic states and trends
More young people are engaged in education, training, or employment	Proportion of young people who exit the Youth Transition Service into employment or further education or training	56%	Increasing
More young people are engaged in positive community-based activities	Number of young people participating in youth development programmes	35,237	Increasing
More young people contribute to decisions that affect them	Number of young people that contribute to decisions that affect them	2,470	Increasing

Reduced reoffending by young people

Our intervention logic



Reduced reoffending by young people

When young people offend, we need to help them to face up to it early on, make amends and get their lives on track. This gives them the chance to change their lives for the better and contribute to their communities.

What we want to achieve

We will support the Government's priority of *opportunities for youth* by providing an environment where young people can address why they offend and move successfully back into the community.

Specifically we will work to ensure:

- fewer young people are at risk of re-entering the justice system
- more young offenders are in education, training, or employment.

What we will do in the next three years

The Fresh Start package of youth justice policies and programmes aims to help youth who have veered off the rails and become involved in illegal activity.

Increase the number of Supervision with Activity programmes...

We will increase the number of Fresh Start Supervision with Activity programmes to provide young offenders with plans to address their risks and needs. Some young people will remain in their communities with a variety of support systems in place to help them manage their behaviour. Others will start their plans with short residential programmes to get to the core of their offending. More serious young offenders will leave their communities to get the help they need and to get out of their cycle of offending.

Reintegrate young offenders into their communities...

When a young person comes into one of our Youth Justice Residences, we are providing them with a safe place and support to get their life together. We will work with them to build a plan towards work, education or training.

Provide the most serious and recidivist young offenders with structure and routine...

We will continue to work closely with the New Zealand Defence Force in running the Fresh Start military-style activity camp (MAC) programme. MAC provides education programmes, fitness, recreational and cultural activities, and individual one-on-one casework. The young people also take part in a cognitive behavioural therapy programme.

Identify and respond to underlying causes of offending...

We will implement a new assessment tool to address underlying causes of offending through a range of interventions, including mentoring and alcohol and drug programmes.

Keep young people out of youth gangs...

We will work with young people who are at risk of joining youth gangs, through community-based youth initiatives and parenting programmes to prevent gang involvement.

Keep more young people out of the benefit system...

We will work with the Ministry of Education and the Tertiary Education Commission to ensure that the services we already have in place are better aligned to improving outcomes for young people.

We are working to understand how we address the growing problem of young people who are not in employment, education and training. We have undertaken a "pipeline" analysis to track how young people in this situation have moved through the system. We are working on ways to better match disengaged 18 to 24 year olds with employment and training programmes.

The Youth Transition Service has also been successful in connecting with young people in their communities. We will continue to work with the Mayors' Taskforce for Jobs to support young people in their transition from school into further education, training and employment.

Give parents the tools to help...

We will deliver effective parenting programmes to support parents to be a positive influence, set boundaries and appropriately manage bad behaviour. The parenting programmes will also teach young offenders who are also parents how to care for their children.

Strengthen our response to child offenders...

We will lead the Government’s response to the Select Committee Inquiry into child offenders. This will involve working with New Zealand Police and the Family Court to stop the flow of children into the youth justice system.

Support innovation in the community...

An annual fund has been put in place as part of the Fresh Start package to encourage communities to come up with new and innovative solutions to youth offending.

We will fund organisations with proven track records to target young people at risk of getting into a cycle of crime.

We expect that many providers will focus on new ways of dealing with Māori offenders, who are overrepresented in the youth offending statistics.

How we will demonstrate success

We know young people are less likely to reoffend if they stay in the education system or workplace. If their offending is reducing in severity, we are also making a difference.

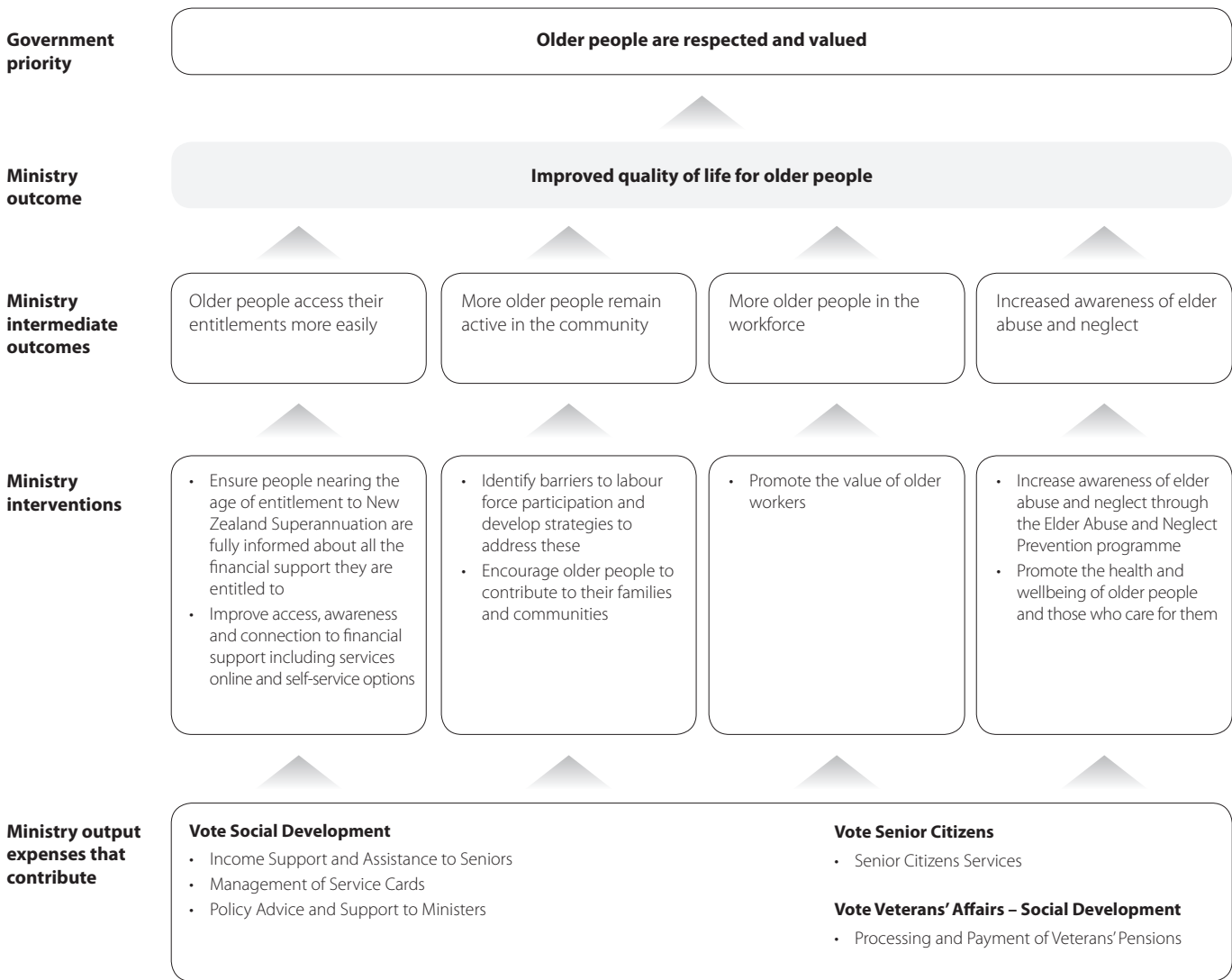
As part of the changes that have been put in place with the Fresh Start package of youth justice policies and programmes, we have developed new outcome measures. We expect that, over time, the number of young people who reoffend will reduce, or the severity of their reoffending will reduce.

We will monitor the implementation of Fresh Start and specifically analysing the outcomes for Supervision with Activity and MAC, two elements of the Fresh Start programme.

Ministry outcome – Reduced reoffending by young people			
Intermediate Outcome	Measure	Current	Historic states and trends
Fewer young people are at risk of re-entering the justice system	Percentage of young offenders who reoffend within one year of a previous offence	New measure for 2011/2012	New measure – no trend available
Fewer young people are at risk of re-entering the justice system	Percentage of young offenders whose reoffending within one year has reduced in severity	New measure for 2011/2012	New measure – no trend available
More young offenders are in education, training, or employment	Percentage of young offenders who are in education, training, or employment following our intervention	New measure for 2011/2012	New measure – no trend available

Improved quality of life for older people

Our intervention logic



Improved quality of life for older people

The first of the baby-boom generation born between 1946 and 1964 will reach 65 years in 2011. This will drive major economic and social changes in the next few decades. To improve the quality of life and make the most of the knowledge and experience of this valuable generation, we will encourage increased independence and greater choice for people later in life.

What we want to achieve

We will support the Government's priority of *older people are respected and valued* by encouraging the recognition of the potential future economic contribution of older people through work and as consumers.

More specifically we will ensure:

- older people access their entitlements more easily
- increased awareness of elder abuse and neglect
- more older people are in the workforce
- more older people remain active in the community.

What we will do in the next three years

Make online services more accessible...

We will enhance our online services for older New Zealanders, increasing the proportion of people who go online to apply for New Zealand Superannuation and access information and services. We will manage all enquiries through a single telephone number and resolve the majority of enquiries at first contact. We will improve access, awareness and connection to financial support.

We will link people nearing the age of entitlement to New Zealand Superannuation to information on their options.

Expand the benefits of the SuperGold Card...

The SuperGold Card helps older New Zealanders participate in their communities by providing concessions and discounts on a range of services, such as public transport and recreation.

We will promote the benefits of the SuperGold Card to business partners, recognising the contribution older people can make to the economy.

Promote older people as a valued part of the workforce...

More New Zealanders are choosing to work past the qualifying age for New Zealand Superannuation. We will encourage people 65 years and older to continue in the workforce.

Promote positive ageing in the community...

We will promote the New Zealand Positive Ageing Strategy, which emphasises the positive contribution that older people make to their families, communities, society and the economy.

Older people share their strengths and wisdom...

We will deliver youth development programmes that bring together young and old to share advice. Young people can also tap into older people's skills, such as cooking, budgeting and parenting, through the SAGES programme, which has older people as mentors.

Improve older people's overall wellbeing...

Paid work contributes to overall wellbeing for older people. We will promote the benefits and opportunities it provides for higher retirement incomes and living standards, helping older people maintain social connections and improve physical and mental health.

Highlighting the potential of older people's contribution to the economy...

We will encourage employers to consider flexible work options to attract and retain older workers to maximise the potential of older people in the workplace.

We are promoting the Business of Ageing findings to key business leaders and industry sectors. This report focuses on increasing the number of older people active in the workforce and highlights the potential of older people's contribution to the economy.

Increase awareness of elder abuse and neglect...

All people should be treated with respect and dignity. Too many elderly people face abuse and neglect. Through the Elder Abuse and Neglect Prevention programme and the *It's Not OK* campaign we will continue to help people recognise elder abuse and know how to deal with it. Awareness is key to opening up opportunities to discuss these issues and creating the confidence to act.

How we will demonstrate success

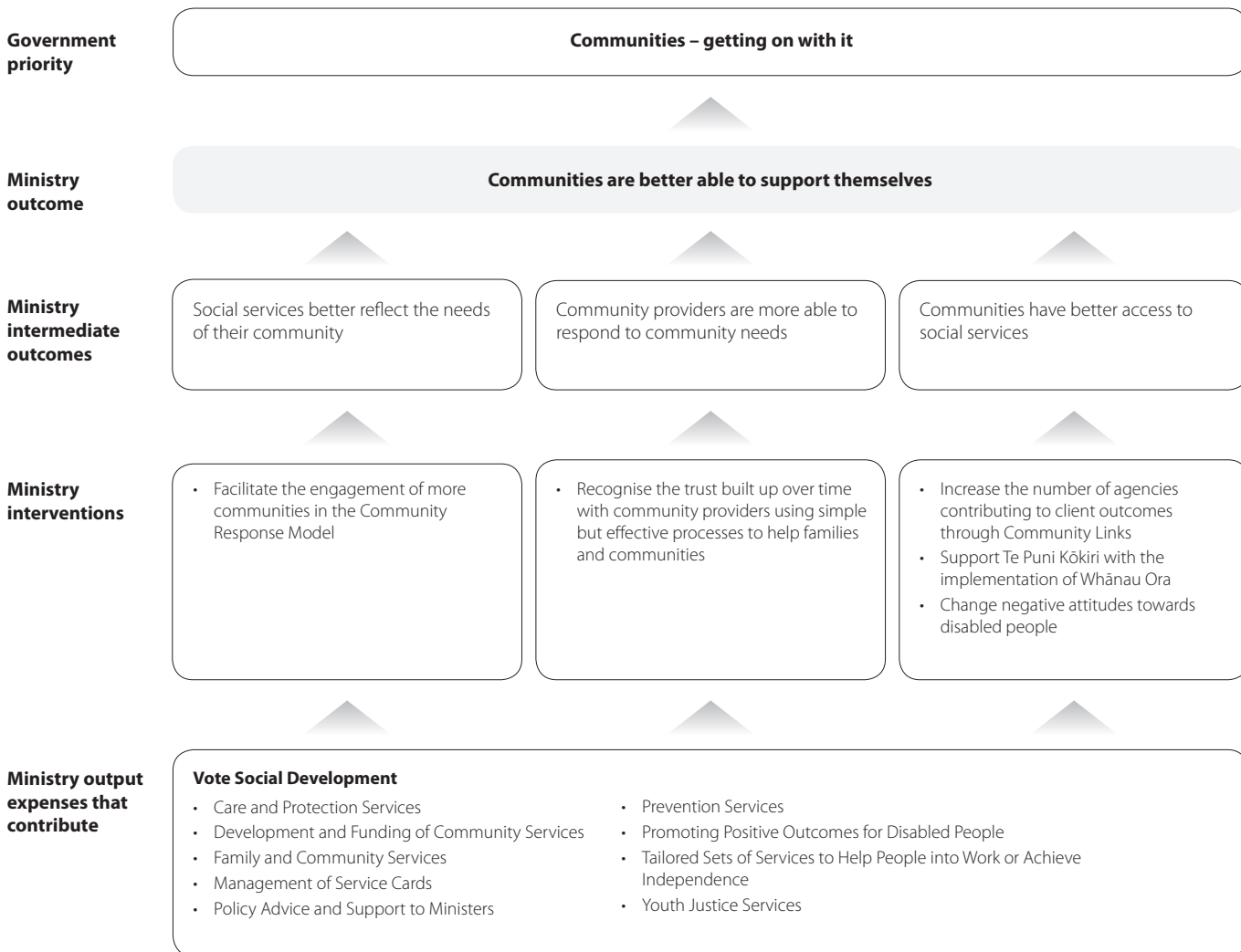
We will know that older people have an improved quality of life when there is a better understanding of their economic and social contribution, and more activities that promote the value of older New Zealanders across government and business.

We will be monitoring and analysing the actions across government, community and business through the Positive Ageing Reporting online.

Ministry outcome – Improved quality of life for older people			
Intermediate Outcome	Measure	Current	Historic states and trends
Older people access their entitlements more easily	Take up of online services	18.3%	New measure – no trend available
Increased awareness of elder abuse and neglect	Number attending elder abuse and neglect seminars	2,387	New measure – no trend available
More older people are in the workforce	Number of activities promoting the value of older people in the workforce	New measure for 2011/2012	New measure – no trend available
More older people remain active in the community	Percentage of older people aged 65 and over who undertook voluntary work	17.3% Source: Statistics New Zealand Household Labour Force Survey, New Zealand's 65+ Population: A Statistical Volume 2007	Increasing

Communities are better able to support themselves

Our intervention logic



Communities are better able to support themselves

We are focused on helping to build strong, nurturing families and communities to raise happy, well balanced children. We help communities to be independent and to deliver high quality social services that best meet the needs of the families within them.

What we want to achieve

We will support the Government's priority of *communities – getting on with it* by making sure communities get what they need to support strong, nurturing families to raise happy, well balanced children. Most families do this without extra support, but there are some families and communities that find this more challenging.

More specifically, we will work to ensure:

- social services better reflect the needs of their community
- community providers are more able to respond to community needs
- communities have better access to social services.

What we will do in the next three years

Engage more families and communities to participate in community solutions...

We will give families and communities the opportunity to participate in decision making and shape local solutions to meet those communities' needs through the 14 regional Community Response Forums. The Forums give families and communities a strong voice to assess the impacts of family and community support services in their regions. This year the Forums will implement the work programmes that they identified in the Community Funding Plans, including progressing Quality Services and Innovation Fund proposals.

Support community providers to respond better to their community needs...

We will support community providers to respond to their community needs through the Quality Services and Innovation Fund. This Fund is a key tool for the Community Response Forums to make a greater difference for families and communities in their areas. The Fund supports providers to work in more joined-up ways and develop innovative

approaches to helping families. It also provides capacity funding to address gaps in services, helping providers deliver a greater number of high quality services, and to support new and innovative services.

Recognise the trust built over time with community providers...

We will deliver more High Trust Contracts, which cut down administration and improve efficiency and effectiveness for trusted agencies that have a history of high performance. This enables trusted agencies to focus more on the families they serve and less on ticking boxes, complex paperwork and reporting.

Support people and communities to get the social services that best meet their needs...

We will lead the way for people to find out what social services are available in their areas through online contract mapping. Both nationally and regionally, this offers information on what government-funded social services are available, where they are and who can access them.

Currently online contract mapping includes our own data as well as that of the Ministries of Justice, Education and Health. We expect to be able to add data from other agencies in the future. Being transparent about the funding that is available will help communities make informed decisions about the sorts of services they need.

Support communities to have better access to social services...

We will ensure that services offered through Community Link (including the Integrated Service Response) are joined up across multiple agencies to deliver better services to individuals and families to address the underlying cause of their problems. Services are delivered in our sites, or the sites of our Community Link partner agencies – wherever is best

for our common clients. We will be focussing on delivering services docked into the most appropriate places in the community and using virtual connections where we can. We will also expand our Community Link in Courts (CLiC) initiative.

We have 50 Community Links operating throughout the country, with a further 30 planned to be in place by June 2012.

Work with Te Puni Kōkiri to implement the Whānau Ora approach...

We will work closely with Te Puni Kōkiri and the Ministry of Health to implement the Whānau Ora approach. By 30 June 2011, we will have 20 integrated contracts with providers who are part of the 25 provider collective groups for Whānau Ora.

We will work with all 20 providers to bring together their existing government-funded whānau service contracts into one integrated contract for each provider. This supports community providers to work with families to improve their lives and to focus on outcomes they seek for themselves.

This approach is part of a learning process, providing social services that empower whānau as a whole rather than focusing separately on individual whānau members.

We will continue to work with Te Puni Kōkiri on an outcomes framework and the development of policy that focuses on ensuring social services achieve whānau outcomes.

Continue to get services to people in rural or provincial areas...

We will promote our Heartland Services Centres to people living in rural and provincial areas. Heartland Services Centres provide one-stop shops to enable people to access a range of government and community services in one location.

Change negative attitudes towards disabled people...

We will help to build a nation that values the lives of disabled people and continually enhances their full participation. We will fund community-driven social change, strengthen existing initiatives and support new approaches for achieving better results for disabled people. The Making a Difference Fund will give priority to projects that are collaborative, have support

across the community and have a good plan to effect local change in challenging and addressing disabling attitudes and behaviours.

Respond to the Christchurch earthquake...

As the leader for the National Welfare Recovery Co-ordination Group, we will continue to plan and co-ordinate the national welfare response for individuals and communities as Canterbury rebuilds.

We also play a key role in leading and co-ordinating the development and implementation of the National Welfare Plan. The Plan addresses housing, health, education, financial, social and immediate welfare support and psycho-social support.

The Canterbury Earthquake Community Response Fund will be extended to support the expansion of co-ordinated services between government and non-government organisations for critical social service support.

We are providing psycho-social support as part of the integrated welfare response to the Christchurch earthquake. As part of the National Psycho-Social Sub Group we will be developing a national framework for the provision of psycho-social support. Along with our partners we will share information, develop communications and co-ordinate support across the country.

We will make sure that our staff have access to the support and information they need, along with ongoing counselling for affected Christchurch residents, a streamlined Earthquake Commission claim process and access to the services of structural engineers.

Bringing local and central government together to work on Auckland's social issues...

We will take a cross-portfolio approach to providing input into the development of a spatial plan for Auckland. The spatial plan will provide a long-term strategy for growth and development in Auckland.

The Auckland Social Policy Forum brings local and central government together to work on Auckland's social issues collaboratively. The Minister for Social Development and

Employment and the Mayor of Auckland have appointed members reflecting the range of skills needed to address the diverse needs of the city.

The Forum will meet in June and December 2011, to look at issues including employment, childcare, housing, community connection, community safety and protecting children.

How we will demonstrate success

We will know that we have made a difference if social service funding reflects the needs of the community. The new

Community Response Forums will be a key mechanism to help communities identify these needs.

We have developed a set of outcome indicators to capture the link between our services and the differences they make in the lives of those receiving them. In the future this data will help us build a trend picture.

We will monitor and evaluate the results of Community Link, CLiC and the Integrated Service Response to identify the long-term impacts on clients, families, partners and communities.

Ministry outcome – Communities are better able to support themselves			
Intermediate Outcome	Measure	Current	Historic states and trends
Social services better reflect the needs of their community	Number of Community Response Forums that are actively engaged in planning with communities	New measure for 2011/2012	New measure – no trend available
Social services better reflect the needs of their community	Number of Community Response Forums that receive community support for their Quality Services and Innovation Fund decision-making process	New measure for 2011/2012	New measure – no trend available
Community providers are more able to respond to community needs	The number of providers who deliver services within a High Trust relationship	New measure for 2011/2012	New measure – no trend available
Communities have better access to social services	Number of government and non-government providers delivering their services in partnership with us	New measure for 2011/2012	New measure – no trend available

Managing in a changing environment

We will develop responsive programmes to meet the changing demands for our services, including the unique challenges and opportunities presented in Christchurch. We will continue to manage within our current volume and planned policy baseline. Through our Value for Money programme we assess all parts of the Ministry to make sure we are using money wisely. This programme has helped us achieve efficiency savings of \$255 million since it started, with plans for a further \$211 million in savings in the next three years.

In early 2010, we also undertook a Value for Money review of our contracted services' spending, which identified savings of approximately \$44 million. These were reprioritised in the 2010 Budget. We are committed to continuing to review the effectiveness of our non-departmental expenditure.

We have transformed the way we support clients while delivering annual efficiency and productivity gains of two to three per cent per annum, or \$20 million to \$30 million every fiscal year. To achieve this we have initiated a business transformation programme that includes:

- establishing e-channels for clients. In 2010, 99 per cent of student allowance applications and 98 per cent of student loan applications were completed online
- rolling out Lean Six Sigma efficiency initiatives across the Work and Income and Students, Seniors and Integrity Services service lines, resulting in Work and Income completing almost 30 per cent more applications per day within existing resources.

The Value for Money programme has also improved the quality of services for clients. This is demonstrated by:

- meeting Work and Income clients' needs faster in single appointments, for as long as they take, rather than in multiple visits. Despite an increased number of appointments, clients' waiting times for appointments have reduced
- decreasing the number of unallocated Child, Youth and Family clients by 89 per cent between 2006 and 2010. In the 2009/2010 year Child, Youth and Family reduced the number of unallocated cases by 51 per cent, even though the number of reports of concern increased by 13 per cent.

To meet future pressures, the Ministry will continue to transform how it delivers services. We have a number of strategies in place, including:

- designing a new Ministry service delivery strategy that will leverage off the opportunities presenting in Christchurch, as part of the earthquake recovery
- the continued rollout of e-channels, with the aim of processing more than 15 per cent of Work and Income client applications online by June 2012
- the rollout of new Lean Six Sigma efficiency initiatives
- further reducing input costs, such as travel and utility costs, through smarter procurement
- improving outcomes to reduce client numbers.

We are committed to reviewing and updating these strategies annually.

Working across agencies for a better deal

We know that simpler government services create an easier and more effective way for New Zealanders to receive the help they need. Working together with other agencies means we can share resources, expertise and infrastructure to be more effective in what we deliver. It can be difficult for clients to navigate multiple agencies – often for related issues. Reducing duplication and multiple visits for common clients is key to improving the quality, speed and cost of our services. We have:

- signed up all-of-government contracts that will allow us to make significant savings in the amount we spend on consumables like vehicles, information technology (IT) and office equipment and stationery
- committed to the *All-of-Government Infrastructure as a Service* model to save costs on networks and data storage
- joined seven different agencies to form the Print Cluster, which has enabled us to achieve 19 per cent cost savings.

These are ongoing programmes. In the next three years we will continue to join up with other agencies to find opportunities for sharing services and resources.

The Ministry has been selected to host the Government's Property Management Centre of Expertise. The Centre provides a central point for agencies to share best practice, resources and facilities. While the Centre is still in the early days of establishment, there have been a number of immediate gains for agencies and there will be considerable cost savings in the medium-term.

Risk management

The Ministry's risk management approach is well established and based on international best practice guidelines. Our approach is led by the Chief Executive and Leadership Team, who routinely engage in discussions about risks that form the Ministry's strategic risk profile, and the appropriate mitigation strategies to address them.

We have an extensive programme of risk management activity that encourages the flow of information about risk upward to the Leadership Team. Business units review and report their key risks monthly. We undertake regular risk stocktakes that assess the maturity levels of risk management activities in individual business groups.

Providing assurance

We will continue to strengthen and enhance our practices and procedures to build a risk-smart culture that maintains public confidence in the Ministry.

The Ministry's Risk and Assurance function undertakes a programme of assurance activity to determine whether the Ministry's network of risk management activities, controls and governance processes are adequate and functioning effectively.

The Ministry's Audit Committee and a Value for Money Advisory Board, operating independently of the Leadership Team, provide expert advice directly to the Chief Executive. Both are chaired independently by individuals with extensive private sector business experience.

Once a month, the Chief Executive, Leadership Team and key senior managers discuss organisational performance and financial management. In addition, separate monthly meetings are held to focus on IT, human resources and finance and asset management performance matters.

Managing fraud

We have a Ministry-wide strategic focus on tackling fraud and abuse. We take it seriously and are continually reviewing the measures we have in place to prevent fraud and abuse, detecting them when they do occur and investigating and penalising where we find them.

We have a zero-tolerance approach to internal fraud, which includes the deliberate and unauthorised release of sensitive information to third parties. We expect that our clients will behave in an ethical way, and New Zealanders need to know that we expect the highest ethical conduct from our staff. There are guaranteed consequences of internal fraud. In every instance where fraud is proven, the perpetrator will be dismissed and the matter referred for prosecution.

We have strengthened and increased the amount of behind the scenes data mining and trend analysis of payment systems and client information systems to detect possible fraud. We have standardised all processes and procedures.

In 2009, we implemented a new fraud and compliance model. The new elements of the model mean that all cases are risk assessed. We then match the intervention and type of resource applied to each case to the risk assessment.

Our Intelligence Unit scans the environment for threats, using risk profiles to identify areas of vulnerability and analysing the results of fraud investigations for future work.

Organisational health and capability

Our organisation continues to evolve as we find better, smarter ways of delivering services for our clients and staff. Our commitment to continual improvement means that over time we have changed the way we do things so that New Zealanders get the help they need in the most simple and effective way possible.

Support for staff affected by the Christchurch earthquake

Our staff, especially those in Christchurch, excelled in the way they continued to help the people of Canterbury through the devastating earthquake in February. Many of them worked long hours in difficult conditions to provide support and services to the public.

Immediately following the February earthquake, we contacted all of our Christchurch staff to check on their wellbeing. We have put in place a staff hotline (0800 MSD STAFF) and a staff intranet site to provide information, assistance and support. Our Employee Assistance Programme counsellors have been highly mobile, conducting individual and group sessions, phone calls and home visits.

As the recovery phase in Christchurch develops, we will continue to engage proactively with Canterbury staff, providing ongoing communication and resources. We will move to individualised support to meet specific needs where this is needed.

Our people

Our work is challenging, but meaningful. The Ministry attracts and retains quality staff by setting clear expectations, giving them chances to apply their skills and offering opportunities for ongoing learning and development. The Ministry has a diverse range of staff:

- 24 per cent of staff are Māori
- 12 per cent are of Pacific descent
- 62 per cent of the senior managers are women.

The Ministry's staff turnover has been in line with the public service average, and is currently sitting at around 8.5 per cent.

Positive and stable industrial relations

We recognise the importance of positive and stable industrial relations in supporting a modern, innovative and high-performing organisation. Across the Ministry, we have more than 6,400 staff on six separate collective employment agreements.

Negotiations are underway to renew the Child, Youth and Family/National Union of Public Employees' collective agreement, which expired in late 2010. In 2011 two Child, Youth and Family collective agreements with the Public Service Association (PSA) will expire.

The PSA has more than 6,000 members across the Ministry, including 500 delegates, working together to support this agreement between the Ministry and the PSA.

We have an agreement with the PSA for Modern, Innovative and Productive Public Services in the Ministry. This agreement builds on our positive relationship and outlines our shared commitment to working together with a joint focus on areas such as innovation, productivity and value for money. It also outlines the processes for engagement and the development of our joint work programmes.

The Ministry is commencing joint work with the PSA on:

- unplanned absence management
- managing workloads in National Office
- introducing a productivity dividend in Work and Income and Students, Seniors and Integrity Services to incentivise staff and recognise those who achieve productivity improvements on a team basis.

Staff engagement

Engaged staff bring their best minds and behaviour to work each day. When staff are engaged at work, it shows. Engaged people are committed to doing their best every day.

To help monitor staff engagement, we are preparing for our third engagement survey in September 2011. We have a dedicated engage champion and project team helping us to build and improve our overall staff engagement programme.

Health and wellbeing

We are working towards achieving Tertiary Level Accreditation in the Accident Compensation Corporation Partnership Programme. This Programme gives employers significant discounts on their levies in exchange for their taking responsibility for employees' work injury claims.

Staff integrity and conduct

As public servants we have a privileged role through the work we do to make a positive difference in the lives of New Zealanders. Our staff are in positions of trust, serving and safeguarding the interests of New Zealanders.

A new Code of Conduct for all Ministry staff will be launched later in 2011. This Code closely reflects the State Services Commission Standards of Integrity and emphasises four key standards: that staff must be fair, impartial, responsible and trustworthy. Because of the work we do we have to have the highest standards. It is important that the way we conduct ourselves reflects the trust New Zealand citizens place in us. This Code provides staff with guidelines and expectations about the behaviour and conduct we will not tolerate, and the consequences of not meeting those expectations.

Tapping into innovation

Frontline staff who deal with our clients on a daily basis have valuable ideas about how we can work more efficiently and effectively to provide better client service.

The Work and Income Fix Line provides a channel for staff to submit these ideas, which enables us to identify opportunities for future improvement and helps foster a culture of innovation across the organisation.

We continue to use Lean Six Sigma as a major tool for business improvement.

Developing and supporting our future leaders

We will develop our future leaders with a wide range of leadership development opportunities, including workshops, secondments, executive coaching and emerging talent mentoring programmes. These include:

- the National Leaders' Summit
- Te Aka Matua
- Te Aratiatia
- regular regional hui for Māori staff and Pacific fono
- in-house training equipping senior managers with the tools to make complex decisions and brief Ministers
- a programme of strategic thinking, working collaboratively, developing political awareness, workshops, coaching, learning groups and opportunities to shadow senior officials in other organisations.

Developing skills to make a difference

Our staff need to be able to learn, respond effectively to change and maintain a clear focus on results. The changing needs of our clients, as well as business transformation across our different service lines, have created different capability needs. We are focused on ensuring staff have access to the training they need. These training programmes include:

- a National Certificate in Public Sector Services – reflecting the changing environment, relationship management skills and integrated service delivery
- First Line Management – supporting Work and Income first line managers who have little or no formal training
- a National Certificate in Employment Support
- the Lean Six Sigma methodology
- a Level 4 Qualification in our Senior Services business unit
- a Career Progression and Development Framework for the policy cluster.

Using technology to make a difference

We are using technology to be more efficient and to promote better service.

We will expand our online and contact centre services and reduce the more simple transactions. This will free up our staff for more specialised activities. We will:

- use voice biometric technology, which allows clients to record voice prints unique to them
- enhance our existing suite of online services to improve the client experience and reduce the need for phone and face-to-face contact
- enhance our self-service areas to enable clients to perform more activities themselves
- expand the payment card system for all one-off hardship assistance payments
- progress our programme to capture a coherent view of client documentation digitally, core client information will be available for reuse by our staff so that clients will not need to provide the same documents each time they apply for assistance
- introduce workflow management systems for our collection units so they are supported by the appropriate processes, practices and tools to increase collection rates and deliver efficiencies
- pilot a mobility service allowing Child, Youth and Family staff to work away from their offices, while connected to the information they require through mobile devices with remote connectivity.

Policy review

The Treasury has initiated a project to review policy expenditure across the public sector. As part of this review the Ministry has been looking at how its policy teams are structured to make sure that the focus on quality policy advice remains. One of the things that has been raised is the need to see our policy workforce as a profession. The Chief Policy Advisor role has been established and will become the lead policy professional, providing mentoring, training and development, quality assurance, standards and strategic guidance for our policy people. There may be changes to how we structure our appropriations to create a more transparent policy advice appropriation.

Office for the Community and Voluntary Sector

The Office for the Community and Voluntary Sector transferred from the Ministry to the Department of Internal Affairs on 1 February 2011. The shift followed a State Services Commission review of the institutional and Vote arrangements for the community and voluntary sector.

Our capital intentions

Forecast capital expenditure

	Forecast 2010/2011 \$'000	Forecast 2011/2012 \$'000	Forecast 2012/2013 \$'000	Forecast 2013/2014 \$'000
Computer hardware	9,000	9,000	9,000	9,000
Computer software	21,241	21,241	21,241	21,241
Leasehold improvements	11,046	11,046	11,046	11,046
Motor vehicles	8,000	8,000	8,000	8,000
Plant and equipments	780	780	780	780
Residential buildings	11,372	14,372	7,372	7,372
Total	61,439	64,439	57,439	57,439

Variance explanations

Residential building costs in 2010/2011 and 2011/2012 include the completion of the new Child, Youth and Family youth justice facility in the Bay of Plenty and the expansion of the youth justice facility in Palmerston North. Both facilities support increased service volumes and their costs were approved as part of Budget 2007.

The Ministry's asset portfolio has a net book value of \$367 million.

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

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

As a Ministry we are targeting capital investment in technology to support the transformation of our services for increased effectiveness and efficiency. Our property investment supports service demand and the delivery of strong joined-up services.

Our capital planning processes are 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/60,000 kilometres, photocopiers every five years and computers and other IT peripherals every three to five years. We also maintain appropriate warranty and support provisions on all key assets.

Our property

We operate out of 300 locations nationwide. We have a property maintenance plan to ensure our property is prudently managed. We will continue to review both our National Office and regional accommodation needs to ensure all our spending provides value for money and is linked to the delivery of effective services.

Capital asset management

We have adopted the Treasury's capital asset management framework. This framework supports quality information being available for decision making, financial planning and performance monitoring purposes. We maintain a strong focus on ensuring the effective and efficient use of our capital resources.

Appendix A:

Legislation we manage and administer

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

- Adoption Act 1955 (operational administration)
- Adoption (Intercountry) Act 1997 (operational administration)
- Adult Adoption Information Act 1985 (operational administration)
- Charities Act 2005
- 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
- Disability (United Nations Convention on the Rights of Persons with Disabilities) Act 2008
- 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 Sign Language Act 2006
- New Zealand Superannuation and Retirement Income Act 2001 (Parts 1 and 4 and Schedules 1 and 6)
- Social Security Act 1964
- Social Welfare (Transitional Provisions) Act 1990
- Social Workers Registration Act 2003
- War Pensions Act 1954 (operational administration for Veterans' Pensions).

Bills on the 2011 legislation programme in the name of the Minister for Social Development and Employment and Youth Affairs are:

Category 2 (to be passed in 2011):

- Social Security Amendment Bill (No 3)
- Social Assistance (Living Alone Payments) Amendment Bill
- Children, Young Persons, and Their Families Amendment Bill (No 6)
- Social Assistance (Contingency) Amendment Bill.

Category 4 (to proceed to a select committee in 2011):

- Children, Young Persons, and their Families (Child Offenders) Amendment Bill
- Children, Young Persons, and their Families (Protecting our Children) Amendment Bill.

Non-Ministry Bills on the legislation programme in which the Ministry has a particular interest include the:

- Alcohol Reform Bill
- Child Protection Convention Bill
- Crimes Amendment Bill
- Criminal Procedure (Reform and Modernisation) Bill
- Courts and Criminal Matters Bill
- Education Amendment Bill
- Statutes Amendment Bill
- Statutes Amendment Bill (No 2)
- Statutes Amendment Bill (No 3)
- Taxation (Tax Administration and Remedial Matters) Bill 2010
- Victims of Crime Reform Bill.

New Zealand Government