



**Ministry of Social Development**  
Te Manatū Whakahiato Ora

# **Tauākī Whakamaunga Atu**

## **Statement of Intent**

2018-2022

Presented to the House of Representatives pursuant to section 39(4)  
of the Public Finance Act 1989



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

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# Our role

## He whakataukī

Unuhia te rito o te harakeke  
Kei hea te kōmako e kō?  
Whakatairangitia, rere ki uta, rere ki tai;  
Ui mai ki ahau,  
He aha te mea nui o te ao?  
Māku e kī atu,  
He tangata, he tangata, he tangata.

If you remove the central shoot of the flaxbush  
Where will the bellbird find rest?  
Will it fly inland, fly out to sea, or fly aimlessly;  
If you were to ask me,  
What is the most important thing in the world?  
I will tell you,  
It is people, it is people, it is people.<sup>1</sup>

Helping people, whānau, families and communities is at the centre of what we do. The Ministry of Social Development works to contribute positively to the wellbeing of people today and into the future. From the services we deliver to the policy advice we give, we strive to keep improving so we can help each generation of New Zealanders build the capabilities they need to contribute positively to society.

We help people in all sorts of ways. Whatever the situation, we try our best to understand and connect people with all the support we can. We seek to do this with integrity and compassion, driven by our purpose to help New Zealanders be safe, strong and independent.

More than a million people contact us each year. Some require financial support to alleviate poverty and hardship; others seek services to help re-enter the workforce. They may be a disabled person seeking temporary or permanent assistance to lead an independent life with dignity, a family dealing with violence, a person needing a safe, warm and dry house, a student seeking a loan, a parent needing support with the costs of childcare, or an older New Zealander applying for superannuation.

Our work is not done alone. We partner with many different agencies, organisations and groups within communities who have the right connections and expertise to make a lasting difference in people’s lives.

As an agency of the Crown we are committed to upholding the principles of the Te Tiriti o Waitangi. We are committed to working with Māori to understand how best to support them towards achieving their aspirations. Woven into the fabric of support are manaakitanga, kotahitanga and whakawhanaungatanga – intrinsic values that help ensure a true partnership in wellbeing.

By working together, we can make a positive change for New Zealand.

### Manaakitanga

Caring for each other with respect and trust, and nurturing a person’s mana

### Kotahitanga

Working together towards a collectively held purpose or vision

### Whakawhanaungatanga

Building relationships

### He whakataukī

Northern kāumatua attribute this saying to a rangatira whose relatives married her off to secure peace but prevented her from having children. The saying is part lament, part warning. She begins by referring to the flax bush, something all New Zealanders are

familiar with. Each flax bush (pā harakeke) consists of many sword-like blades growing in fans. New shoots (rito) emerge between the two centre blades in each fan. Māori identify each shoot as he tamaiti (a child) and the two blades between which it grows as ngā mātua (the parents). The flax bush is a favourite Māori metaphor not just for the parent-child family but for the larger family group, the whānau. Note that flax fans grow not singly but together in a clump; their roots are so intertwined that they stand or fall together. The rito is the growing point not only of the fan but of the whole bush. Weavers cutting flax always take the outer leaves of a fan, leaving the central three: to remove the rito

is to destroy the whole fan. If the bush stops growing and fails to put out flower stalks, there will be no flowers full of nectar to attract the bellbird and give it cause to sing. Instead it will fly distractedly between land and sea, searching for somewhere to perch and feed. If the whānau ceases to produce and nurture children, it too will die. The saying concludes with the strongest possible affirmation of the value of people and thus of the whānau which produces and nurtures them.

Metge, J & Jones, S (1995). He Taonga Tuku Iho nō Ngā Tūpuna; Māori proverbial sayings – a literary treasure. *New Zealand Studies* 5(2), 3-7.

<sup>1</sup> We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī.



# Foreword from the Minister for Social Development

With a new strategic direction to drive its work, the Ministry of Social Development (the Ministry) is well placed to contribute to improving social and economic wellbeing by providing the right supports to New Zealanders, at the times in their life that they need it.

As a Government we are committed to reducing poverty and having a fair and accessible welfare system. That is why we will be overhauling the welfare system to ensure that people who come to Work and Income for support are treated with respect and dignity, get the support they need, and are able to participate meaningfully in their communities. The recently established Welfare Expert Advisory Group will undertake a broad review of our welfare system and provide advice to ensure we are making the right changes. I know the Ministry will support this work as it progresses.

Supporting people through challenging and complex situations often requires more than one agency or organisation and includes non-government organisations, iwi, industry and community groups, whānau and family. Taking a more active approach to partnering celebrates the fact that we are all stronger and more effective when we work together. I expect that how the Ministry works alongside its partners will continue to evolve and strengthen.

There is strong demand for the Ministry's services, with thousands of people from a diverse range of backgrounds and communities receiving help and support every day, whether that is face to face, through calls to contact centres or through the online service MyMSD.

I want to ensure that in every single interaction, people will feel welcome, heard and respected, and people will get the help they need when they need it. The focus on strengthening the service culture at Work and Income – Te Hiranga Tangata – has started and a full work programme to support this will continue to be established across the Ministry.

The Ministry will continue to support people in many different ways, not just with a traditional focus on providing financial assistance. This includes helping people into employment or training, funding family and sexual violence prevention and support services, working towards a society where disabled people can fully participate, supporting people to actively volunteer their time, developing industry partnerships to create more work opportunities or helping people into safe and secure housing. These are all important ways the Ministry can help people to thrive. This work, along with recognising the value in volunteering, caring and providing opportunities for learning, will contribute to creating stronger and more inclusive communities.

A strong driver for the Ministry's work over the coming four years is achieving positive outcomes for New Zealanders and growing trust and confidence in our welfare system. I believe the Ministry plays a pivotal role in maximising potential and supporting people to realise their aspirations, and I look forward to seeing this strategic direction support this work.

## Minister's statement

I am satisfied that the information on strategic intentions provided by the Ministry of Social Development is consistent with the policies and performance expectations of the Government.



**Hon Carmel Sepuloni**  
**Minister for Social Development**  
July 2018

# Chief Executive's introduction

The Ministry of Social Development helps and supports thousands of New Zealanders every day. While we recognise that we do some really great work, we know that we cannot make a bigger and better difference in people's lives without doing some things differently.

To support us in the changes we need to make, we have set an ambitious and exciting new strategic direction, so we can better serve New Zealanders now and into the future.

Work has already started on strengthening our service culture, with the introduction of the Client Commitment and an online Eligibility Guide. We are exploring ways to make our offices more welcoming to improve people's experience every time they engage with us. In doing so, we will make sure that the safety of our staff and our clients remains a priority.

We will continue to enhance our digital channels, so that people can access our services in different ways. Harnessing new and developing technology will help us to offer more personalised and connected services that are right for each person and their individual situation.

We will focus on making it as easy as possible for people to access services that are effective and will not disadvantage any particular groups.

We are committed to using data in a safe and responsible way. We will build on our work to increase transparency about the way we use the personal information we hold. We will help people to understand how we collect and protect data, so they can trust that their information is safe.

We know we are stronger when we work together. Over the next four years we will focus on building more effective partnerships with other government agencies, iwi, community providers and groups, harnessing our collective strengths and expertise.

We also have an important role in supporting longer-term social and economic development. Through our regional network and local connections we can provide greater opportunities by understanding and anticipating current and future employment, community and housing needs.

Our people are the heart of our organisation. We will support them to meet the changes required, as we embrace our new ways of working.

The Government's overhaul of the welfare system and the recommendations of the Welfare Expert Advisory Group will impact on our work in the future. We will work to support any changes that may be required, to help people get the support they need.

It has been my privilege to lead the Ministry of Social Development over the past seven years. While I am leaving the Ministry at the end of December, I have every confidence that by working in new and different ways to deliver on its strategic intentions, the Ministry will achieve even greater success in doing what it does best, and that's helping thousands of New Zealanders every day to be safe, strong and independent.

## Chief Executive's statement

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Social Development. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.



**Brendan Boyle**  
**Chief Executive**  
**Ministry of Social Development**  
July 2018



# Part 01

What we do





# Our scope

The Ministry of Social Development is a core public service department. We are a large, complex government department, with offices across New Zealand. Our work touches the lives of almost every New Zealander.

We support six Ministers and two Associate Ministers and are responsible for administering Vote Social Development and Vote Social Housing.<sup>2</sup>

The votes we administer and the portfolio Ministers we support are:

**Vote Social Development:**

- Minister for Social Development and Associate Minister for Social Development
- Minister for Disability Issues
- Minister for Seniors
- Minister for Youth
- Minister of Revenue
- Minister for Veterans
- Minister of Employment

**Vote Social Housing:**

- Minister of Housing and Urban Development and Associate Minister of Housing and Urban Development<sup>3</sup>

We help New Zealanders by fulfilling a broad range of responsibilities and functions, including:

- providing employment, income support and superannuation services
- allocating funding to community service providers
- providing student allowances and loans
- providing public housing assistance and services
- being the primary provider of social policy and advice to Government
- monitoring three Crown entities and providing advice to the responsible Minister
- ensuring the legislation we administer is effective and fit-for-purpose
- working with other agencies and the wider social sector to support Government priorities and improve the wellbeing of all New Zealanders.

## Changes to our public housing role

With the creation of the Ministry of Housing and Urban Development, our role in public housing will soon change. While this will not impact our strategic direction, it will affect some of the functions we provide.

We will continue to deliver on our client-facing housing role and engage with people, families and whānau on their eligibility and referral to emergency, transitional and public housing. This will minimise disruption for tenants and provide joined-up services. As part of our client-facing role we will continue to administer the Accommodation Supplement, Temporary Additional Support and Emergency Housing Special Needs Grant.

The policy function for transitional and public housing will move to the Ministry of Housing and Urban Development when the new Ministry commences on 1 October 2018. We will retain responsibility for providing advice on the Accommodation Supplement. Further decisions regarding our Housing Group functions will be made at a later date.

<sup>2</sup> Vote Social Housing is likely to change due to the establishment of the Ministry of Housing and Urban Development.  
<sup>3</sup> The support we provide to the Minister and Associate Minister of Housing and Urban Development will change from 1 October 2018.

# Services we provide

## We deliver the following financial assistance:

### Benefits

- **Jobseeker Support** – income support for people who are not in full-time employment and are available for and willing to work, and for people who have reduced capacity to work due to a health condition, injury or disability.
- **Emergency Benefit** – income support for people unable to earn a sufficient livelihood (and are in hardship) and not eligible to receive any other benefit.
- **Sole Parent Support** – income support for sole parents with one or more dependent children (under age of 14 years).
- **Supported Living Payment** – income support for people with a serious health condition, injury, disability or are totally blind.
- **Youth Payment and Young Parent Payment** – income support and incentive payments for young people and young parents.

### Other financial support (including non-beneficiaries)

- **Disability Assistance** – for people with ongoing disability costs or caregivers of children with a serious disability.
- **Hardship Assistance** – to help people with emergency or essential costs, eg civil defence payments, funeral grants, live organ donor assistance, temporary additional support, temporary accommodation assistance, special needs grants.
- **Special Circumstances Assistance** – for people in special circumstances, such as victims of domestic violence and witness protection cases.
- **Recoverable Assistance** – to meet essential needs for specific items or services eg fridge or washing machine.
- **Work Assistance** – for beneficiaries, low-income earners, students and former beneficiaries to assist them to obtain and maintain employment.
- **Winter Energy Payment** – to help older New Zealanders and beneficiaries heat their homes over winter.

- **Best Start Tax Credit** – to help families with costs in their child’s early years (we pay families receiving Working for Families from us, on behalf of Inland Revenue).
- **Working for Families Tax Credit** – for families with dependent children 18 years and under (we pay for families who are receiving a benefit from us, on behalf of Inland Revenue).

### Retirement benefits

- **New Zealand Superannuation** – income for people who have reached the qualifying age of 65 years and meet residency requirements.
- **Veteran’s Pension** – for ex-service personnel who served in the armed forces in a declared war or emergency.

### Accommodation costs

- **Accommodation Supplement** – a subsidy for renters, boarders and home owners with limited income and cash assets to meet their accommodation costs.
- **Housing support products** – for people to move into private market housing eg bond payment or moving costs.
- **Emergency Housing Special Needs Grant** – a grant that supports individuals and families with the cost of short-term accommodation in times of urgent need.

### Student financial support (via StudyLink)

- **Student Allowances** – non-recoverable assistance to support students with living costs while they undertake full-time tertiary study.
- **Student Loans** – loans to tertiary students undertaking studies at approved tertiary institutions.
- **Study scholarships and awards** – to tertiary students and teachers.

### Child-related benefits

- **Childcare Assistance** – childcare subsidy to assist low and middle income parents to enter employment, training or education, for the costs of early childhood education for eligible parents and the Early Learning Programme Assistance for those enrolled in Family Start or Early Start.
- **Orphan’s/Unsupported Child’s Benefit** – income support to the caregiver of a child whose parents can’t support them.

### Discounts and concessions

- For low income individuals, families and seniors through the SuperGold Card and Community Services Card.

## We provide employment and housing support and services by:

- connecting clients to employers and job opportunities through intensive job search assistance, and offering employment workshops
- up-skilling clients through industry-based recruitment partnerships, pre-employment training, and other services and programmes eg Drivers’ Licence programmes
- responding to local labour market conditions by working with local employers and industry partners
- supporting young people to gain the skills they need to work and have an independent future through the Youth Service and young people not in education, employment or training
- engaging with people on their eligibility and referring them to emergency, transitional and public housing.

## We work with others to design and deliver community services, including:

- supporting victims, survivors and perpetrators of family violence and sexual violence
- initiatives which work to change attitudes and behaviours, and grow leadership within communities to address family violence
- reducing the isolation, abuse and neglect of older people

- building people’s financial capability and resilience
- ensuring refugee and migrant communities have access to social services and can participate in local initiatives
- supporting community providers to further develop their capability.

## We provide policy advice to Ministers on:

- employment support
- income support
- families and communities
- poverty
- child wellbeing and child poverty
- youth
- seniors and international obligations
- disability issues
- welfare settings
- public housing<sup>4</sup>
- social sector issues.

## We produce and publish the following reports:

- modelling of the benefit and public housing systems
- Household Incomes Report
- evaluations of services, programmes, pilots and trials
- quarterly performance reporting
- Families and Whānau Status Report.

## We protect the integrity of the welfare system by:

- minimising errors, client debt and fraud in the welfare system
- managing the collection of overpayments, recoverable assistance loans and other balances owed by former clients.

## We resolve claims of abuse and neglect

For people who were under the supervision or in the care, custody or guardianship of the State, or who had come to the notice of the State prior to 2008.

<sup>4</sup> This will move to the Ministry of Housing and Urban Development when the new ministry commences on 1 October 2018.

## Crown entities

We assist the Minister for Social Development to carry out her role as responsible Minister by providing monitoring and advice for the following Crown entities<sup>5</sup>:

- **Children’s Commissioner** – the Commissioner independently monitors and assesses services provided by Oranga Tamariki—Ministry for Children (Oranga Tamariki) under the Oranga Tamariki Act 1989, and advocates for the interests, rights and wellbeing of children and young people.
- **New Zealand Artificial Limb Service** – the Service provides individualised services to rehabilitate amputees.
- **Social Workers Registration Board** – the Board manages the registration of social workers, including overseeing the social work registrations framework.

## Advocacy

We host the Office for Seniors, the Office for Disability Issues and the Ministry of Youth Development, who all advocate for key population groups:

- **Office for Seniors** – supports the rights and interests of older people, ensuring they can age positively, and are highly valued and recognised as an integral part of communities.
- **Office for Disability Issues** – is the focal point within government on disability issues. It supports the implementation of the New Zealand Disability Strategy and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and advocates for a more accessible and inclusive New Zealand.
- **Ministry of Youth Development** – provides and maximises opportunities for the positive engagement and contribution of young people, including funding youth development opportunities designed to develop their personal, social and decision-making skills.

## Legislation

There are many key pieces of legislation that provide the framework and requirements that support the Ministry and ensure a fair welfare system for all New Zealanders. The most significant of these is the Social Security Act 1964<sup>6</sup>.

We are also required to operate under a range of public sector legislation such as the Public Finance Act 1989, State Sector Act 1988, Official Information Act 1982, Privacy Act 1993, Bills of Rights Act 1990 and the Crown Entities Act 2004.

A full list of the legislation we administer can be found at:  
[www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation)

5 The Families Commission (Superu) was disestablished in June 2018; we are responsible for all residual obligations arising from its disestablishment.  
6 The Social Security Legislation Rewrite Bill, which will replace the Social Security Act 1964, is currently before the House of Representatives.

## Cross-agency work

Along with supporting our Ministers, we contribute to a number of cross-agency groups that deal with increasingly complex issues that cannot be resolved by one agency working in isolation. Sustainable, long-term solutions will involve cross-agency work from a number of government agencies as well as improved partnerships with other stakeholders, including service providers, community groups, iwi, industry and employers.

The groups we currently contribute to are:

- participating as a member of the Social Wellbeing Board<sup>7</sup> (which also supports the Chief Executives of the Department of the Prime Minister and Cabinet, and Oranga Tamariki in their accountability to deliver the Child Wellbeing Strategy), the Child Wellbeing Chief Executives’ Group, the Vulnerable Children’s Board and the Digital Government Leadership Group
- chairing the Chief Executives’ Group on Disability Issues
- hosting the cross-agency Secretariat supporting the Welfare Expert Advisory Group
- supporting the development of place-based initiatives, including leading development in the Tairāwhiti region
- participating, at chief executive level, as a member of the Government Health and Safety Lead
- being part of the multi-agency team on family and sexual violence
- accrediting social service providers that are contracted by Oranga Tamariki, the Ministry of Justice and the Department of Corrections.

## Supporting Government priorities

We will support the Government in its priorities to:

- overhaul the welfare system to ensure it is fair and accessible for all New Zealanders
- support the work underway with Crown-Māori relationships with a focus on improving equity and equality for Māori
- reduce child poverty
- realise the potential of rangatahi
- strengthen the Ministry’s service culture so people are treated with respect and dignity
- invest for social wellbeing by thinking long term and making great choices on how best to build people’s potential and wellbeing
- support providers to respond to family violence in their communities
- provide warm, dry and affordable housing for all and end homelessness
- progress the Canterbury recovery, including the rebuild and psychosocial recovery
- support regional and provincial growth.

7 The Social Wellbeing Board is the current operating name of the Board, pending formal approval by Cabinet.



# Part 02

What we want  
to achieve





# Our purpose and outcomes

Our Outcomes Framework sets out the outcomes and impacts we want to achieve as a Ministry, to deliver our purpose.

This framework provides direction for what we do and the services we provide.


A strong organisational foundation supports delivery of these outcomes and impacts: our people, the information and knowledge we hold, our operating model, the technology and infrastructure that support us, and the money we are given by the Government to deliver our services. This is discussed further in Part 03.

To assess our performance, we have developed new measures that will show our progress against our strategic direction and impacts.

We will undertake a comprehensive review of all our output measures in 2018/2019, to ensure our output measures (in the Estimates of Appropriations for Vote Social Development and Vote Social Housing<sup>8</sup>) remain suitable and aligned with our strategic direction.

Our organisational impact indicators are available at on the MSD website at: <http://www.msd.govt.nz/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2018/index.html>. We will report on progress against these indicators in our Annual Report.

<sup>8</sup> Vote Social Housing is likely to change due to the establishment of the Ministry of Housing and Urban Development.

<b>Purpose</b>	<b>Manaaki tangata, Manaaki whānau.</b> We help New Zealanders to be safe, strong and independent				
<b>Outcomes</b>  What we seek to achieve for New Zealanders	New Zealanders get the support they require	New Zealanders are resilient and live in inclusive and supportive communities	New Zealanders participate positively in society and reach their potential		
<b>Impacts</b>  How we contribute to our outcomes	<ul style="list-style-type: none"><li>• Improve equity of outcomes, particularly for Māori</li><li>• Improve people’s trust and confidence in the welfare system</li><li>• Improve effectiveness of support</li><li>• Reduce the number of people in hardship or insecure housing</li></ul>			<ul style="list-style-type: none"><li>• Improve awareness of and access to support</li><li>• Reduce harm and improve strength of whānau, families and communities</li><li>• Improve our contribution to industry and regional development</li><li>• Improve the effectiveness of connections across different providers and organisations</li></ul>	
<b>Services</b>  What we do	<ul style="list-style-type: none"><li>• Financial assistance<ul style="list-style-type: none"><li>– Working age</li><li>– Seniors and veterans</li><li>– Students</li><li>– Health and disability</li></ul></li><li>• Housing support</li></ul>			<ul style="list-style-type: none"><li>• Employment services<ul style="list-style-type: none"><li>• Youth services</li><li>• Discounts and concessions</li><li>• Training and education</li><li>• Community partnerships, programmes and campaigns</li></ul></li><li>• Resolve claims of abuse and neglect in state care</li><li>• Advocacy for seniors, people with disabilities and youth</li><li>• Social policy advice</li></ul>	



# Manaaki tangata, Manaaki whānau

We help New Zealanders to be safe, strong and independent.

When we deliver on our purpose we achieve the following outcomes:

- New Zealanders get the support they require**  
We give New Zealanders all the services and support that they are entitled to. They trust that they’ll receive financial and other support that is available to them when they need it, including a warm, dry and secure home.
- New Zealanders are resilient and live in inclusive and supportive communities**  
We recognise the diversity of the people, families, whānau and communities we serve. We are committed to improving their wellbeing. By improving access to tools, skills and resources we can help New Zealanders to better respond to the challenges in their lives. We support communities to be inclusive, supportive and free from violence. We want people who have experienced harm or do not feel safe to know that help is available and where they can get it.
- New Zealanders participate positively in society and reach their potential**  
We want to improve people’s readiness for and access to employment, while recognising that people also participate through volunteering or caring for whānau and families. We engage with people, families, whānau and communities to understand their aspirations and what is important to them, including their situation, culture and values. We help to connect them with opportunities to realise their goals. In helping our clients to reach their potential and grow, we are enabling them to participate positively in society.

# Te Pae Tawhiti – Our Future

To deliver on our outcomes and see positive changes in the wellbeing of the people, whānau, families and communities we serve, we will approach our work differently.

Ko te pae tawhiti	Seek out the distant horizons,
Whāia kia tata,	While cherishing
Ko te pae tata	Those achievements
Whakamaua kia tina.	At hand.

This whakataukī lifts our view to a new horizon but keeps us focussed on the changes that we need to make today. It recognises the skills and knowledge that we have gained over time and how we use that as a platform for the pathway forward.

To ready ourselves for the future, thrive as an organisation and support our communities, our organisation needs to make three key shifts, which collectively we refer to as Te Pae Tawhiti – Our Future.

We want to become a trusted and proactive organisation, connecting clients to all the support and services that are right for them, to improve the social and economic wellbeing of New Zealanders.

To do this, we will keep people at the heart of what we do.



Our key shifts

The three key shifts signal our strategic intentions and the direction we will be heading as an organisation to achieve our outcomes. We know we have more work to fully identify what it will take to realise these shifts and achieve our outcomes.



**Mana**  
Dignity of a person

**Manaaki**  
To look after

**Kotahitanga**  
Making us one

**Kia takatū tātou**  
Let us be prepared

Mana manaaki

A positive experience every time

We will be warm and welcoming to all New Zealanders. We will listen with respect and compassion and be open and fair.

Helping people, whānau, families and communities is at the centre of what we do. We provide services and support to a wide range of groups; people come to us as individuals, and as whānau, family and community members. While people have different needs, it is important that our information, services and environments are accessible to all those who need our support and services. Clients should feel comfortable dealing with us, be aware of all that is available to them and be confident they will receive it. We will work with people so they get the support that is right for them and their specific situation, so they feel empowered and have greater choices about the services they receive.

All people, whānau, families and communities will know they will be treated fairly and with respect, and that we care about them and their future. We will encourage open discussion and engagement with our clients, as we want to know about their experiences and for them to know they will be listened to. Our people must have adequate cultural competence to ensure that culture and/or ethnicity is not a barrier to providing optimal service and support.

We will use insights and evidence gained from responsibly collected data, including client and provider views and experiences, to understand what options best support different needs. This will enable us to provide clients with better options, offering them a range of services from which they can choose what feels right for them.

Technological developments and new tools will enhance clients’ experiences and give them new ways and more options for engagement, including a number of digital channels so they can easily connect with us. We will continue seeking clients’ input into the design of how we engage with them, which will ensure their voice is heard and included.

# Kotahitanga

## Partnering for greater impact

We are stronger when we work together. Strength comes from working collectively with others – government agencies, whānau, families, hapū, iwi, providers and communities.

We can achieve better outcomes and ensure New Zealanders are getting the best services for their needs by being more connected. This could be with the wider social sector, other government agencies, non-government organisations, iwi, disabled people’s organisations, advisory and industry groups, and communities.

While we have a history of working with these groups, we recognise that we do not always have the answers and are not always the best people to offer some services. By allowing others to take a lead in some services, our clients could connect directly with our network of trusted partners, including whānau and families, hapū, iwi and community change agents, who are better placed to meet their needs – such as sustainable employment, training and skills development, a safe and secure home, or family and sexual violence prevention and support services.

Over the next year we will work to develop a partnership strategy based on mutual respect, cooperation, integrity and good faith. Through a network of trusted partners we will harness knowledge and expertise to contribute to shared goals and to encourage innovation and fresh thinking. This will include identifying and implementing measures that are relevant for the wellbeing of whānau, families and communities.

By strengthening our connections with the wider social sector, other agencies and our network of partners, we can reduce barriers and make it easier for clients, whānau and families, and communities to access social services. Where possible we will improve our contracting arrangements to make it easier to partner with us.

We will find a way for technology to enable partners across the social system to access and share key information and insights in a secure, transparent and responsible way. This will help us and our partners provide better support for our clients.

# Kia takatū tātou

## Supporting long-term social and economic development

We will look to the future and ready ourselves in the here and now. We will take a long-term strategic approach to community, regional and economic development.

We know that New Zealand’s job market is changing, with some traditional roles ceasing to exist in the future and new roles being created. To improve employment outcomes our clients will need our support to acquire adaptable, flexible and transferable skills for current and future job markets. If we are prepared and plan for the future, we can identify the skills and workforce requirements of different regions.

We will broaden our role in community development and social services to support people, whānau, families and communities to realise their potential and aspirations. This may mean volunteering, training and development for sustainable employment and to build resilient communities, or caring for whānau and families. This way we can help people live the lives they aspire to as part of an inclusive and prosperous New Zealand.

We have repositioned our Regional Commissioners to work more closely with employers, industries, community partners, and other government agencies, so we understand and anticipate changes and trends in regional employment, and in community and housing needs. This will make us aware of the opportunities and demands on services for us and those we work with.

By making better use of our regional network and local connections we can provide greater opportunities for clients to contribute to social and economic development; they can participate positively in society and acquire the tools and skills they need to reach their potential.

Focusing more closely on regional economic development will strengthen our work with employers and industry so that we can maximise opportunities for people, whānau and families, and communities. In the long term this will contribute to social improvements.

We have a lot of work to do to make these changes. To support this we will be developing strategies and work programmes to support regional, employment and social development. This will include a comprehensive environmental scan of future population trends, investment, skills and growth opportunities. It will also identify key social issues and trends and how we might work with others to create positive change.



# Part 03

Helping us get there





# Strong organisational foundations

Delivering our strategy will rely on many things, and having the right people, technology, resources and a strong organisational culture is essential.

## Organisational change

We will undergo significant change over the next couple of years. We are transferring our housing policy functions to the Ministry of Housing and Urban Development, implementing a new strategic direction and will be facing changes as an organisation from the Welfare Expert Advisory Group recommendations.

It will be important to support our people through these changes with the resources they need. We already have resilience and wellness tools in place that our people can easily access as well as provide counselling through the Employee Assistance Programme.

## Organisational culture and our people

We will continue to build a strong culture and capability to achieve our outcomes and ensure we succeed in our key shifts. In particular, we are focusing on shaping an environment that supports our people to:

- understand the special relationship with Māori, embrace diversity and inclusion and the benefits these bring – for wellbeing, organisational resilience and high performance
- build trusting relationships with each other, clients, communities and partners
- grow our reputation as a key and trusted social sector organisation that our people are proud to work for.

We need to prepare our people for future roles and functions as part of shaping our culture to deliver our outcomes. This will involve aligning major people-related work programmes, strategies and plans, including:

- values, principles and behaviours
- partnership with and responsiveness to Māori
- diversity, inclusion and wellbeing
- leadership and management development and capability, including talent management and succession planning
- performance management, rewards and recognition
- people and capability strategies including our employment value proposition
- change management capability and best practice.

We want to be a high-performing organisation and an important element of this is having positive and stable industrial relations. We are committed to working constructively with all our employees, including those represented by unions. The relationship between people-leaders and their teams is critical. We will develop the capabilities of our leaders, and strengthen our relationship with the Public Service Association.

## Responsiveness to Māori

As a Crown agency we are a Treaty partner committed to supporting and enabling Māori, whānau, hapū, iwi and communities to realise their own potential and aspirations. We are developing a Māori strategy to strengthen our accountability and responsiveness to Māori. The strategy will embed a Māori world view into the DNA of the Ministry with a focus on:

Partnership – we will continue to:

- cultivate post Treaty settlement work as lead agency for two social accords – Te Hiku o te Ika and Ngāi Tūhoe
- strengthen existing relationships and seek new opportunities to partner with Māori, whānau, hapū, iwi and communities
- collaborate with a wide range of partners to improve opportunities and outcomes for Māori.

Protection – we will improve:

- services and approach to ensure equitable access and outcomes for Māori
- policies and practices to safeguard Māori cultural concepts, values and practices
- support and provide advice on the contemporary claims process and kaupapa inquiries
- Māori capability and confidence eg Māori language plan, Treaty training, Māori capability frameworks.

Participation – we will ensure:

- Māori leadership across all levels of the Ministry
- a Māori voice is represented at all levels of the Ministry, including in decision-making, planning, development and delivery
- time and space for people, their whānau, hapū and iwi to be part of discussions about their needs
- an environment that nurtures reciprocity, transparency and integrity.

## Equal employment opportunities

We are committed to being a good employer and growing and creating a more diverse and inclusive workforce and workplace, creating equal employment opportunities (EEO).

We will continue to:

- recognise the aims and aspirations of Māori and the need for greater involvement of Māori in the Ministry and the Public Service
- identify, and minimise or remove, organisational barriers to staff participation
- collaborate with the State Services Commission to support the Lead Toolkit for employing disabled people
- provide training and educational resources to increase awareness in relation to supporting individuals with mental health conditions and disabilities, and to reinforce an inclusive and diverse working environment
- work with other agencies to share best EEO practices, policies and procedures
- work on a Gender Action Plan in consultation with the State Services Commission to address the gender pay gap.



## Health and safety

The health, safety and security of our people, clients and the public are of paramount importance to us. We are committed to providing our people with resources, training and physical working environments that support the health, safety and wellbeing of our people and those we work with.

We operate under legislative and regulatory settings that influence the way we deliver services. These include the Government Protective Security Requirements, which details the security settings we must comply with in the design of our public-facing sites, and the Health and Safety at Work Act 2015, which guides how we manage the health, safety and security of our staff, clients and the wider public.

To enhance the safety and security of our service centres, we have developed new designs for our public-facing sites. These will balance ease of access and delivering a positive experience with ensuring our staff and the people we work with are safe. We will deploy the new office environments in 2018/2019 as part of a three-year implementation plan.

## Information, data and evidence

Insights gained from information and data are increasingly becoming a key part of shaping how organisations work with clients and will be a key element to achieving our outcomes.

We are developing a data and analytics strategy to help direct our investment to where it will make the most difference now and in the future. We will use data and evidence to help identify potential services that could be right for our clients and to empower them to make the best decisions about the support that is right for them.

We are also using data and evidence to support decisions on how we deploy our resources across the organisation. Our approach is continually evolving as we seek to better focus investment decisions on improving the wellbeing of New Zealanders. In line with the Government’s commitment to investing for social wellbeing, our focus is on making choices based on what we know works and what is most likely to result in the best possible social outcomes for New Zealanders. Central to this is building our clients’ trust in the security and integrity of the information we hold.

We are provided with and have access to large amounts of personal information and this is likely to continue to increase as we move towards data-informed decision making. To ensure we are open, transparent and responsible stewards of client data, we will be using a Privacy Human Rights and Ethics (PHRaE) framework from July 2018. The PHRaE framework provides us with a set of tools to ensure we consider privacy, human rights and ethics when we are designing and developing new models and business processes that use client data. This will require additional investment, to achieve better outcomes but is vital if we are to be a modern and responsible organisation.

## Technology

Technology is a key component in changing the way we work and delivering on our outcomes, and we must use it in smarter ways. It will enable us to reach and connect more effectively with our clients, our partners and other social sector members, support us to streamline or simplify our systems and processes, and enhance the user experience.

Improving the digital experience for users will reduce barriers and make social services more accessible. We will need to invest in a sustainable and cost-effective IT service over the medium and long term to ensure that our technological capabilities can keep up with the evolving expectations of clients about how and when they can interact with us.

## Policy programme

The Policy group’s focus will be on providing Ministers with social policy advice and support, especially in relation to high priority areas of focus and initiatives, including welfare system reform, and working with other agencies to support the Government in advancing its wellbeing strategy. It will be working with the wider social sector on a number of cross-agency initiatives. The Policy group will also support the work of other Ministry groups, especially groups developing operational policy and delivering services and support, and will play an active role in helping the Ministry implement its strategic direction and achieve its outcomes.

## Resources and ensuring value for money

As in previous years, we face the challenge of working within a tight financial environment, managing cost pressures within our existing baseline, and meeting expectations to achieve more within current resourcing.

We are committed to improving how we work and we believe that the additional investment we require for this will result in improved services for our clients.

We also need to invest in our infrastructure and assets as these are vital in supporting our people to provide better services to our clients. Our offices must be welcoming, secure and safe; we need to have modern equipment and a modern IT infrastructure to support our digital channels; and we have to maintain our fleet of vehicles so that our people can travel to provide community-based services.

Within these constraints we will continue to prioritise the work we undertake and focus on the areas that will make the most effective contribution to achieving outcomes for New Zealanders.

Our Long Term Investment Plan and Four Year Plan will provide more detail on how we will manage our assets and ongoing costs; they will show where investment is required and how we will make the most of the resourcing we have.

## Risk and governance

We are working in an environment of ongoing change. This provides both opportunities and challenges in terms of delivering services and meeting the expectations of our clients, the Government and the public. Good risk management and a strong control environment are key factors in navigating the changing environment in which we operate.

We continue to support our people to make decisions in a risk-aware way, so that as an organisation we can take advantage of opportunities while managing their associated risks. This provides assurance that the key systems and processes we rely on to deliver our services and safeguard our people are operating effectively and efficiently.

An independent Risk and Audit Committee provides critical support to the Chief Executive through independent advice on risk, internal control and assurance matters.

We also have an internal governance structure that ensures good stewardship of the Ministry, including our strategy, people, responsiveness to Māori, capability, systems, organisational health, sustainability, assets, liabilities and legislation.

## Shared services

The Ministry has been providing shared corporate services to Oranga Tamariki and the Social Investment Agency. Agreements have been in place since 2017 and we will undergo a formal review of the arrangement with Oranga Tamariki in 2019. The formal review will provide both organisations with the opportunity to assess how the shared corporate services have worked and to make sure we are both getting value from the arrangements.

