



Ministry of Social Development
Te Manatū Whakahiato Ora

Pūrongo ā-tau

Annual Report

2017/2018

Presented to the House of Representatives pursuant
to section 44(1) of the Public Finance Act 1989

Volume 1 | Our story



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

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Chief Executive's foreword

The Ministry of Social Development has an aspiration to become a trusted and proactive organisation, connecting clients to all the support and services that are right for them, improving the social and economic wellbeing of New Zealanders.



During the past year, we have helped and supported more than one million New Zealanders as well as continuing to work in new and different ways to help us make a bigger and better difference in people's lives.

Our focus on getting people into sustainable work continued and we supported several programmes, including trialling the In-Work Support programme, for jobseekers who frequently enter and leave the benefit system.

In early 2018 we developed a new Client Commitment as part of our efforts to improve our service culture. The Client Commitment Charter is on display in all of our service centres and sets out our intention of giving people the best service we can and all the information they need. We have also worked with our clients and other stakeholders to understand how they would like our sites to work so that they can get the best service possible. We are starting to implement changes to enhance the physical design of our sites in order to make them more welcoming and user friendly.

Use of our MyMSD app continues to grow, with 36,000 transactions a day and over 578,000 accounts, enabling people to access more of our services online at places and times convenient to them. People are now also able to 'check what they might get' through our online eligibility guide, which was launched in June 2018.

Over the past year we have carried on working with New Zealanders in need of warm, dry and secure housing. The year saw an increase of 56 percent in applications on the Public Housing Register. This largely reflects an increased public awareness of the support that we can offer and we housed over 6,600 households during the year.

Our work spans the whole population. We have supported young people into training and work through our Youth Service, celebrated their achievements at the annual New Zealand Youth Awards, and worked with other departments to develop the new Government's Fees-free Tertiary Education for 2018 initiative.

Older New Zealanders continue to benefit from our work. We have been developing a new strategy for an ageing population, bringing partners and organisations together to promote Age-friendly cities and communities, and we introduced a new Elder Abuse Response Service.

By working closely with the disability community, we are progressing work to identify and remove barriers for disabled people to participate fully in society and live independent lives.

We have taken steps to improve our responsiveness to the needs of Māori, who comprise 15 percent of the working-age population but make up 31 percent of the benefit system. We are building our internal capability, establishing new roles within our organisation with responsibility to drive change for Māori and Pacific groups. We are also prioritising the work we lead with Treaty settlement agreements.

New Zealanders can face many issues and it is often not possible for one organisation to provide all the support and services they need. We have focused on building and strengthening our partnerships with many different agencies and community groups to address a range of issues. Our family violence and sexual violence multi-agency prevention programmes continue to improve services for victims and to change attitudes and behaviours.

We value our staff and we have a hardworking and dedicated workforce. We have invested in leadership development and continued with our unwavering focus on keeping our people safe and secure across all aspects of our work.

During the past year we have also developed a new strategic direction, Te Pae Tawhiti – Our Future. This strategy takes its name from a whakataukī (proverb) which encourages us to seek out the distant horizons while cherishing those achievements at hand.

We will focus our work over the coming year on three core shifts that will enable us to work better with our clients and partners and achieve better outcomes for New Zealanders, while building on the strong foundations we have established.

I will be leaving the Ministry in December 2018, after leading the organisation for the past seven years. It has been a privilege to serve New Zealanders. The Ministry continues to achieve positive results for thousands of people every day and I believe it is well placed to deliver on its purpose to help New Zealanders to be safe, strong and independent, now and into the future.

A handwritten signature in blue ink, reading "Brendan Boyle". The signature is fluid and cursive, with a period at the end.

Brendan Boyle
Chief Executive



Manaaki tangata, Manaaki whānau.

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

Te Pae Tawhiti – Our Future

**Ko te pae tawhiti
Whāia kia tata,
Ko te pae tata
Whakamaua kia tina.**

Seek out the distant horizons,
While cherishing
Those achievements
At hand.



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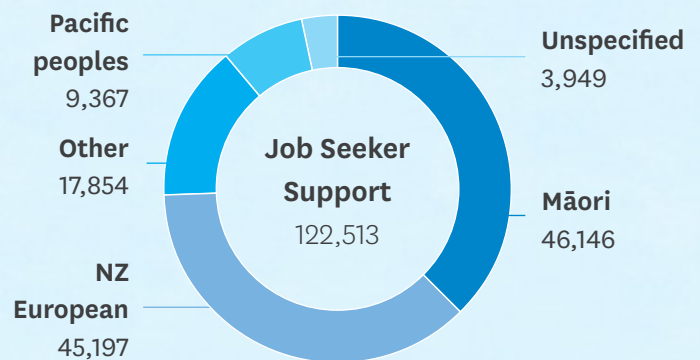
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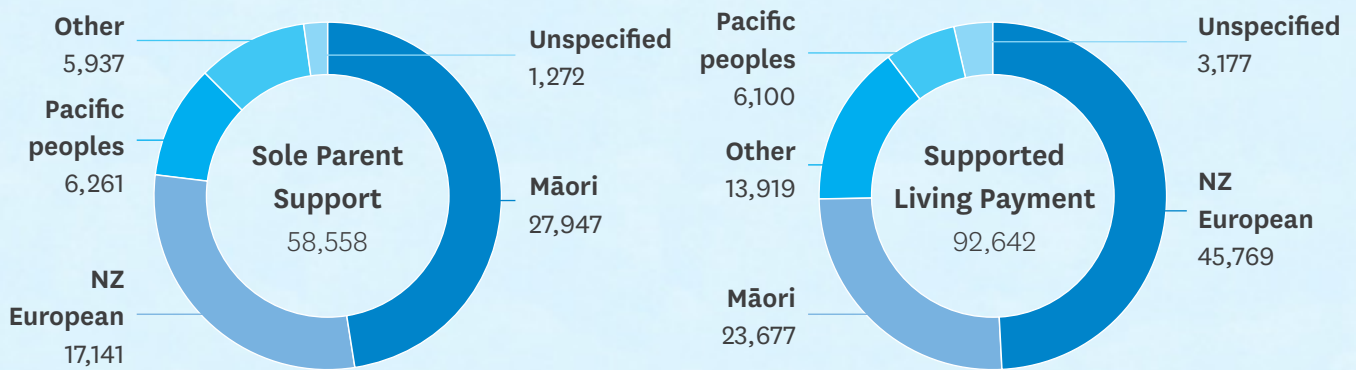
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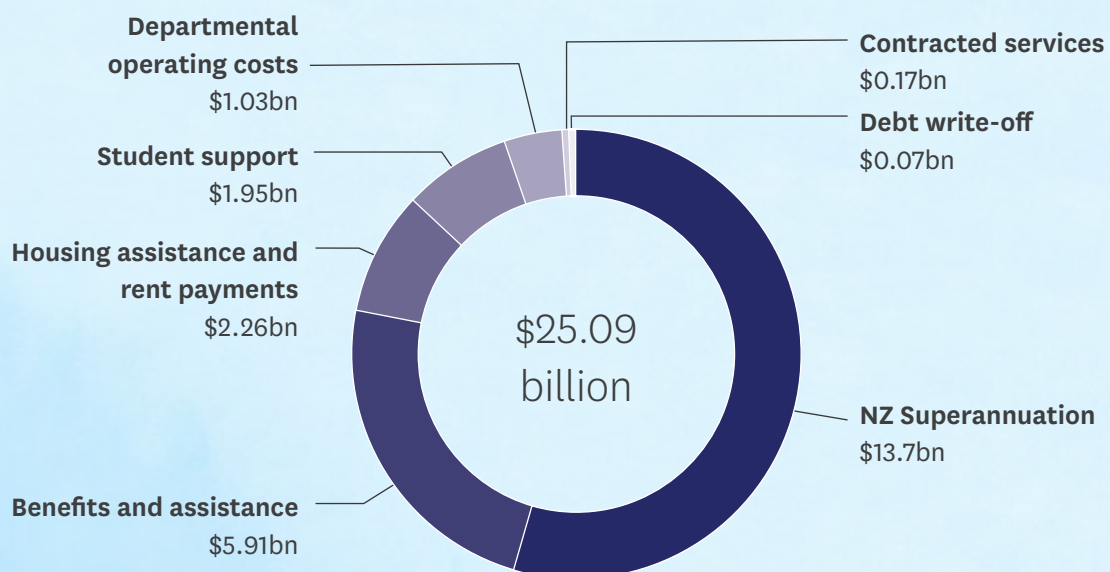
Over 277,000 people received benefit support

The following charts show the numbers of benefits in the three largest categories at 30 June 2018, broken down by the ethnicity of recipients.





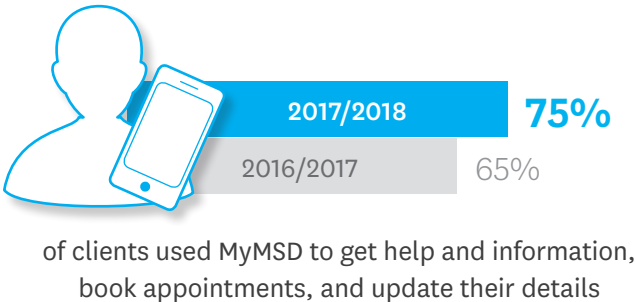
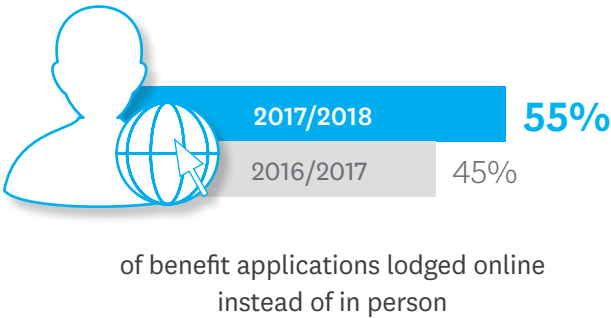
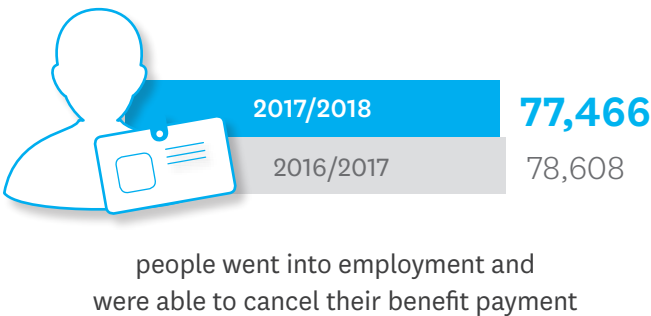
We administered \$25 billion of government expenditure



How we supported New Zealanders

We work with over a million New Zealanders every year.

Our services support almost every New Zealander at some point in their lives.





¹ Recorded for the period October 2016 to July 2017 only.



What we're here to do



**Manaaki tangata,
Manaaki whānau.**

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

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 flax bush
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 people².

Northern kaumātua 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.

2 We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī.



The Ministry of Social Development (MSD) is an organisation that first and foremost has people as the focus of everything it does. We work in every region of New Zealand and our people have connections to every community. Our work touches nearly all New Zealanders at some point in their lives.

We can't predict or influence what happens during someone's life, but we can support them and contribute positively to their wellbeing today and into the future. We provide services to the public and policy advice to the Government with the aim of supporting New Zealanders so they can be safe, strong and independent.

Most of the supports and services we provide improve outcomes for people, but not all of our services work for everyone. For example, some people have high barriers to entering employment or require different types of services from those we currently provide.

Regardless, in every situation we are driven by our purpose to help New Zealanders to be safe, strong and independent, and by a sense of *manaakitanga* (supporting, caring and looking out for others with the best of intentions). We aim to become a trusted and proactive organisation, by connecting clients to all the support and services that are right for them, and by improving the social and economic wellbeing of New Zealanders.

Manaaki tangata, manaaki whānau emphasises our commitment to all New Zealanders and highlights the importance of ensuring that the people, whānau and families that we serve (and their particular needs) remain the focus of this support; the essence of the work that we do.

We are responsible for administering New Zealand's benefit system, supplying some services in relation to public housing, funding a range of social services, partnering with communities to address social issues, and providing policy advice to the Government.

We provided services to the following Ministers in 2017/2018:

- in the previous Government (up to October 2017): the Ministers for Social Development, Social Housing, Social Investment, Disability Issues, Revenue, Veterans' Affairs, Seniors and Youth
- in the present Government (from October 2017): the Ministers for Social Development, Housing and Urban Development, Disability Issues, Revenue, Veterans, Seniors, Youth and Employment, and the Associate Ministers for Social Development and Housing and Urban Development.

In 2017/2018 we oversaw the expenditure of over \$25 billion of public money and provided services and assistance to more than a million New Zealanders. Our clients included youth, whānau/families, working-age people, students, disabled people, seniors and communities.

In addition to these core functions, we also:

- monitored four Crown entities: the Office of the Children's Commissioner³, the Families Commission (operating as Superu)⁴, the New Zealand Artificial Limb Service⁵, and the Social Workers Registration Board⁶
- supported three statutory tribunals and advisory committees: the Social Security Appeal Authority⁷, the Student Allowance Appeal Authority⁸, and the Social Workers Complaints and Disciplinary Tribunal⁹
- advocated for key population groups through the Office for Seniors¹⁰, the Office for Disability Issues¹¹ and the Ministry of Youth Development¹²
- resolved 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, before 2008¹³
- administered many key pieces of legislation¹⁴ that provide the framework to support the decisions we make and to ensure a fair system for all New Zealanders¹⁵

3 The Office of the Children's Commissioner independently monitors and assesses services provided by Oranga Tamariki—Ministry for Children under the Oranga Tamariki Act 1989, and advocates for the interests, rights and wellbeing of children and young people. This independent monitoring function is currently under review.

4 The Families Commission (Superu) was disestablished from 30 June 2018 by the Families Commission Act Repeal Act 2018.

5 The Service provides individualised services to rehabilitate amputees.

6 The Board manages the registration of social workers, including overseeing the social work registrations framework.

7 The Authority hears appeals against decisions on income support entitlements made by MSD that have been confirmed or varied by a local Benefits Review Committee.

8 The Authority hears appeals against decisions made by MSD relating to Student Allowances, and consists of a single member appointed by the Minister for Social Development.

9 The Tribunal administers the complaints process concerning registered social workers established by the Social Workers Registration Act 2003, and exercises the disciplinary powers over registered social workers specified by the Act.

10 The 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.

11 The 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 and advocates for a more accessible and inclusive New Zealand.

12 The 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.

13 More information can be found at <http://www.msd.govt.nz/about-msd-and-our-work/contact-us/complaints/cyf-historic-claims.html>.

14 A full list of this legislation can be found at <http://www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation/>. In addition, we operate under a range of public sector legislation such as the Official Information Act 1982, the State Sector Act 1988, the Public Finance Act 1989, the New Zealand Bill of Rights Act 1990, the Privacy Act 1993, and the Crown Entities Act 2004.

15 The key statute that we administer is the Social Security Act 1964. Legislation is currently before the House to update and modernise this legislation and the Social Welfare (Reciprocity Agreements, and New Zealand Artificial Limb Service) Act 1990, and we expect it to be passed into law during the coming year.

- provided leadership across government by:
 - chairing the Chief Executives' Group on Disability Issues
 - co-leading two workstreams under the Child Wellbeing Strategy
 - contributing as a member of the Social Wellbeing Board¹⁶, the Vulnerable Children's Board, the Digital Government Leadership Group, the Government Health and Safety Lead, and the Multi-Agency Team on Family Violence Prevention
 - hosting the cross-agency secretariat supporting the Welfare Expert Advisory Group
 - developing place-based initiatives, including leading development in the Tairāwhiti region
 - accrediting social service providers that are contracted by Oranga Tamariki—Ministry for Children (Oranga Tamariki), the Ministry of Justice, and the Department of Corrections
- worked with Māori¹⁷ to:
 - reset and co-ordinate the Te Hiku Social Development and Wellbeing Accord
 - support the Tūhoe Service Management Plan
 - explore new partnership opportunities with iwi/hapū to be developed as part of Treaty settlements
 - support the E Tū Whānau initiative – a Māori/Crown partnership to prevent and address issues of violence within whānau
 - establish and support a Māori Reference Group to provide input into policies and practice impacting on Māori.

¹⁶ Previously the Social Investment Board.

¹⁷ Our commitment to fulfilling our relationship with Māori under Te Tiriti o Waitangi means we aim to deliver our services with fairness and equity. The Treaty's principles of partnership, protection and participation underpin our work and aspirations to enable positive outcomes for everyone.

We are located throughout New Zealand

We have over 160 centres¹⁸ across New Zealand where people can access our direct services such as benefits, employment services or public housing and transitional housing support, as well as 11 regional administration centres and our National Office in Wellington. In some smaller communities our service locations are part of local Heartland Services, where people can access the services of several different government agencies at the one site.



¹⁸ More information about site locations, including addresses, can be found at <https://www.workandincome.govt.nz/about-work-and-income/contact-us/national-office.html>. These include Heartland Centres and contact centres.

We've developed a new strategic direction

We put people at the centre of everything we do. We identified two overarching strategic priorities in our 2017–2022 Statement of Intent¹⁹:

- to enhance outcomes for people who seek assistance from us
- to strengthen our capabilities as an organisation to ensure we deliver high-quality people-centred services.

We assess our progress on these strategic priorities in 2017/2018 on pages 21 to 77 of this annual report.

Following the transformation of the system for the care and support of vulnerable children, which led to the creation of Oranga Tamariki—Ministry for Children in April 2017, we have developed a new strategic direction to guide the delivery of our services and drive the development of our organisation into the future. The new strategic direction, outcomes and impacts framework and key shifts we need to make are summarised in Appendix 3.



¹⁹ The 2017–2022 Statement of Intent was published in September 2017 and can be found at <http://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2017/soi-2017-2022.pdf>.

○ Before 1 April 2017

In 2011 the previous Government began a work programme to transform the way New Zealand cares for and supports vulnerable children. This culminated in new legislation and (from April 2017) a new department.

In January 2017, in light of the forthcoming organisational change, we began developing a new strategic direction to redefine how we will work to support and help New Zealanders in the future.

○ Since 1 April 2017

1 April: The Ministry for Vulnerable Children, Oranga Tamariki (renamed as Oranga Tamariki—Ministry for Children in January 2018), comes into being and assumes from MSD functions relating to care and protection of children and young people, youth justice, and community funding for services related to the welfare of children, young people and their families. Funding for other community groups remains an MSD responsibility.

April: Legislation comes into force to raise the upper age for care and protection to 18, to ensure that children and young people have their views taken into account in the development of service and policy, and to enable a broader range of professionals to perform a wider set of functions.

Cabinet agrees to the creation of the Social Investment Agency.

October: The Government announces its intention to conduct a major overhaul of the welfare system.

○ 2018

May: The Government appoints a Welfare Expert Advisory Group (WEAG) to support the welfare system overhaul. WEAG will recommend ways to ensure people have an adequate income and standard of living, are treated with respect, can live in dignity, and can participate meaningfully in their communities. WEAG will report its recommendations to the Government in February 2019.

Cabinet agrees to establish a new Ministry of Housing and Urban Development, incorporating some housing functions from MSD, the Ministry of Business, Innovation and Employment, and the Treasury, from 1 October 2018²⁰.

June: Following a co-design approach between our staff, clients and client advocates, the Minister for Social Development launches in New Plymouth a new face to Work and Income, including a new set of client commitments and an online eligibility guide.

August: We publish a new Statement of Intent²¹ articulating our new strategic direction, the outcomes we want to achieve, the impacts we want to have, and the three key shifts we need to make to realise that direction (these are summarised in Appendix 3)²².

²⁰ In August 2018 the Government announced that our provider-facing purchaser role for emergency, transitional and public housing would also transfer to the new Ministry in October 2018.

²¹ <https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/2018/statement-of-intent-2018-2022-print-version.pdf>

²² During the coming year we will develop a set of organisational performance measures to indicate our progress in achieving these outcomes and impacts. We will report on these measures in our next Annual Report.





How we support and deliver services to New Zealanders

We work with more than a million people each year who need our assistance for all sorts of reasons. This could include financial support to reduce hardship, help to re-enter the workforce, temporary or permanent assistance to lead an independent life, support to increase safety and wellbeing, a safe, warm and dry house, a student loan, support with the costs of childcare, or New Zealand Superannuation.



In 2017/2018 we gave advice to the Government on social policy (including on income and employment support, public housing²³ and the needs of disabled people and seniors), employment support and training, and provided New Zealanders with:

- assessment and payment of welfare benefits, financial support for non-beneficiaries, New Zealand Superannuation, Veterans' Pensions, support with accommodation costs, financial support for students, and child-related benefits
- support to enter, re-enter, or become ready to enter, the workforce
- housing assessments and services, including funding for the delivery of emergency and transitional housing
- funding for community service providers and support for families and communities
- investigation and resolution of claims of abuse and neglect in State care before 2008.

More information about the services we provide can be found at <https://www.msd.govt.nz/what-we-can-do/index.html>.

The following pages outline some of the ways we supported New Zealanders by providing these services.

We trialled a new way of supporting jobseekers to remain in sustained employment

The In-Work Support (IWS) trial provides support via phone, text and email to jobseekers who frequently enter and leave the benefit system and require ongoing support to remain in sustained employment.

Support includes regular check-ins to see how things are going at work, work-related advice and mentoring or information about budgeting and relationship services.



Between 1 July 2017 and 30 June 2018:

- 2,535 people opted in to the service
(7,443 opted in since the start of the trial in February 2015)
- 174 people completed the 12-month service
(2,230 since February 2015)
- 712 people returned to benefit before completing the service
(2,397 since February 2015).

²³ The new Ministry of Housing and Urban Development, which commenced operations from 1 October 2018, has taken over our policy functions related to transitional and public housing.

An evaluation of the IWS trial after 24 months showed that, during the first six months, people on the trial spent on average about 7 percent more time off benefit than a matched comparison group. In general, people's expectations were met or exceeded by IWS, and it changed some previous negative perceptions of MSD.

Clients reported the In-Work Payment (IWP) helped set them up for a successful transition to work, allowing them to buy work tools or clothing, put deposits on cars or fix their existing cars, and pay off debt. The combination of IWS and IWP incentivised clients to stay in work longer than they otherwise would have.

We also conducted several other employment trials in conjunction with partner organisations. Further information on these can be found in the *How we work with other organisations to improve outcomes* section from page 41.

We continued to play a major role in providing housing services

Since April 2014 we have worked hard to ensure that New Zealanders in need can access warm, dry and secure housing and support services for as long as they need them. We assess people's needs, manage the Social Housing Register, and work with housing providers to match people to the right housing.

More people are coming to us for help with housing. At 30 June 2018 there were 10,589 applications on the Social Housing Register (combined Housing and Transfer Registers) – an increase of over 56 percent compared with the same time in 2017²⁴. We are seeing more new applications for public housing and fewer people leaving public housing for private rentals or home ownership.

We spent around \$2.3 billion on housing support for New Zealanders. This includes Income-Related Rent Subsidies, Accommodation Supplement, Temporary Additional Support, Emergency Housing Special Needs Grants, and other support.

Public housing, transitional housing, or financial support for private housing are always our preferred first options to help people who are looking for housing support. However, we will do what it takes to make sure people in urgent need of housing have a place to stay. The Emergency Housing Special Needs Grant supports people with the cost of short-term commercial accommodation, usually a motel, while they find longer-term housing. In the year to 30 June 2018 we issued 30,714 Emergency Housing Special Needs Grants, which supported 8,295 households at a cost of \$32.5 million, the vast majority of which does not have to be paid back.

We also work with other agencies to ensure that public housing meets the needs of New Zealanders. This work is described in more detail in the *How we work with other organisations to improve outcomes* section.

From 1 October 2018 a new Ministry of Housing and Urban Development took over many of our public housing and transitional housing functions. However, people in need of housing support will still be able to access support through our service centres as at present.

²⁴ Ministry of Social Development Housing Quarterly Report, June 2018, published at <https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/social-housing/housing-quarterly-report-jun2018.pdf>.

We supported rangatahi to improve their education, employment or training outcomes

The Youth Service providers deliver intensive wraparound support to vulnerable youth to improve their educational and social outcomes. Young people work with community-based providers who guide, support and encourage them to find education, training or work-based learning, and a support network. For those receiving financial assistance, we also give support with budgeting and parenting programmes, so they can gain skills and stability and have an independent and successful future.

The Youth Service is compulsory for all young people aged 16 to 19 who receive either the Youth Payment (YP) or the Young Parent Payment (YPP), and voluntary for young people aged 16 to 19 who are, or are at risk of being, not engaged in education, employment or training (NEET).



As at 30 June 2018:

- 1,607 teen parents aged 16–19 years were receiving Youth Parent Payment (compared with 1,620 as at 30 June 2017)
- 1,327 young people aged 16–17 with no children were receiving Youth Payment (compared with 1,325 as at 30 June 2017)
- 6,332 young people aged 16–17 were enrolled in the Youth NEET Service (compared with 5,993 as at 30 June 2017).

The Wellington-based Youth NEET Service trial started in July 2017. It is testing whether refocusing the Youth Service on high- or very high-risk young people, and intensifying the Service, will lead to stronger positive effects on outcomes for this group. The trial will run till May 2019.

The feedback from young people suggests the trial is having a positive impact.

We assisted students to overcome barriers to education and training

We want to ensure that all New Zealanders can get the information and services they need to overcome the social and financial barriers to accessing education and training.

Our StudyLink service connects people who are thinking about tertiary study with the information and support they need to make considered decisions and overcome those barriers.

Our financial support programmes are:

- Student Loans: to help students finance their tertiary study
- Student Allowances: to help students meet their day-to-day living costs while they complete their tertiary education
- Jobseeker Support Student Hardship: to support students during their study vacation periods as they look for work.

Our non-financial support programmes are:

- Promotion and Education: to help people achieve their education goals, by ensuring they are aware of their full support entitlements
- Student Job Search: an employment portal that has placed over 27,500 students into jobs, generating around \$95.7 million of income for students.

We helped our clients avoid debt

We continued our efforts to make it easier for people to tell us early on about changes that might affect their entitlements. The number of debt prosecutions has fallen by 34 percent in the past year, and the number of completed investigations has fallen by around 10 percent.

We help clients by directly and indirectly assisting them to understand their obligations and engage more easily with us, through:

- MyMSD, which makes it easier and more convenient for people to complete transactions with us online and tell us quickly about changes to their circumstances, for example when they start earning income, or their income changes
- the *Check what you might get* online eligibility guide, which helps people become better informed about their entitlements and obligations
- our Better Letters project, which aims to make our letters simpler and easier for people to understand and respond to
- enhanced early intervention approaches through our Fraud Intervention Services team, and information sharing, which try to make people aware as early as possible where they may not be getting their correct entitlement, so overpayment amounts are minimised.

We addressed and resolved more historical abuse claims

Our Claims Resolution team works with people who were abused or neglected in the care, custody or guardianship of, or who had come to the notice of, MSD or its predecessors before 1 January 2008²⁵. We listen to their experiences and assess their claim to determine whether the care they received was of an acceptable standard and to understand how they may have been harmed.

As at 30 June 2018 we had resolved 1,727 of the 3,010 claims we had received, and made apologies and payments totalling over \$26 million to 1,398 people. Individual payments generally range between \$10,000 and \$80,000.

We are receiving more new claims than ever before. In 2017 we received 431 claims, the highest number ever in a calendar year and exceeding the previous high of 364 in 2015.

Ensuring our resolution process is thorough and high-quality means it is resource intensive and can take longer. As a result there is an increasing backlog of claims waiting to be assessed. However, we also want to ensure that claimants have their concerns heard and that we take appropriate actions to address these as soon as possible, and we have been working to improve the efficiency of our processes.

Several factors, including tribunal proceedings and the announcement of the Royal Commission of Inquiry into Historical Abuse in State Care²⁶, have caused delays in implementing these changes. We want to ensure that any changes we make to our processes meet the needs of all claimants and support them through the claims process.

To get this right, and in the spirit of Te Tiriti o Waitangi, we have consulted with Māori on proposed changes to the way we assess claims, and have used this feedback to help shape the final design of our new approach.

We took action to put things right

We don't always get things right. However we do want to take action to correct errors when they come to light.

People who want us to reconsider decisions made about their benefit can use a formal review process

We administer benefits and pensions entitlements for over a million people. The benefit review process is designed to ensure that people who do not agree with a decision we have made on their benefit have access to an independent review of that decision.

We make about five million decisions a year that can be reviewed, with about 0.1 percent of those decisions resulting in a request for a review²⁷.

²⁵ Claims arising after this date are the responsibility of Oranga Tamariki.

²⁶ The Royal Commission of Inquiry into Historical Abuse in State Care is a significant milestone for survivors of abuse. We are committed to supporting the Royal Commission so that victims can find the independent and informed process they seek, and we will work with government agencies to address any recommendations made by the Royal Commission.

²⁷ The figures in this section do not include decisions on Student Allowances made under the Education Act 1989, which are subject to a separate review process and do not go to a Benefit Review Committee.

If a review of decision fails to resolve the issue, it can be referred to a Benefit Review Committee (BRC). We received 5,000²⁸ applications for review of decisions, of which about 65 percent were resolved without going to the BRC stage. Of the 1,504 applications that were resolved by a BRC, 1,156 (77 percent – consistent with recent years) confirmed the original decision, 139 (9 percent) varied the original decision, 194 (13 percent) were revoked, and 15 were outside the jurisdiction of the BRC.

Correcting previous errors resulting from differences between practice and policy

Ideally legislation and MSD policy should be clear and in alignment, and our practice should reflect this alignment, but this has not always happened. When there are issues of practice not reflecting policy, options for resolving them can involve making changes to our IT systems, practice, policy, or even legislation.



In 2016 we identified 36 situations where legislation, policy and practice were not aligned. By 30 June 2018:

- 11 of these had been found not to be anomalies
- 15 had been resolved
- three were to be corrected through updated social security legislation
- one was to be included in the options for enhancing New Zealand Superannuation and Veteran's Pension
- two had been referred to other countries to correct
- four still required work to fix.

²⁸ This compares with 4,736 in 2016/2017 and represents an increase of nearly 5.6 percent. The increase is mainly related to Child Care Assistance and Housing Assistance Special Needs Grant decisions.

Correcting earlier Accommodation Supplement errors

One of the 36 situations that we identified was an issue impacting 114,000 people who receive the Accommodation Supplement. We paid all current clients who had been affected by this issue their historical entitlements, and we are now investigating what else we can do to locate and contact non-current clients who have not received their money. We have repaid more than 21,000 people over \$14.6 million.

People who should have received Temporary Additional Support instead of Special Benefit

We identified 8,241 current and former clients who would have been better off moving from Special Benefit to Temporary Additional Support when we introduced the latter in 2006. In April 2018 we contacted people who were affected by this issue to advise them what had happened, to apologise, and to invite them to move to Temporary Additional Support by using our simple online inquiry form. As at 30 June 2018 we had paid over 60 percent of our current clients what we had owed them – a total of almost \$5 million.

We responded to some adverse events

Several forms of financial assistance are available following emergency events, such as Special Needs Grants, Recoverable Assistance Payments, and Advance Payment of Benefits. There are also three special forms of assistance that can be provided following emergencies: Civil Defence Payments for affected people, Enhanced Taskforce Green for clean-up work crews, and Rural Assistance Payments for affected farmers with a primary sector business.

As the 2017/2018 year began, we were supporting the ongoing recovery from the Edgecumbe floods of April 2017. There were several other small events during the year where we activated additional forms of financial assistance.

During the Auckland power outage in April 2018, we supported the Auckland Civil Defence Emergency Management response and used a range of communications to let our clients know about help available. We had a dedicated event page on the Work and Income website, set up alerts through MyMSD, directly emailed over 70,000 clients, sent text messages to over 26,000 clients with no email address, and used social media. We kept a call centre open over the weekend of the event to provide emergency financial assistance.

We are also responsible for providing the 0800 Government Helpline following significant emergency events, though this was not activated in 2017/2018.

We managed seasonal labour shortages

In response to the bumper crops and crops maturing earlier than expected, we declared seasonal labour shortages in Central Otago, Hawke's Bay, Bay of Plenty and the Nelson/Marlborough area.

We are responsible for making the call to declare a labour market shortage, but only after we have consulted with the Ministry of Business, Innovation and Employment (MBIE), and local employers have expressed concern that there is insufficient local labour to process an upcoming harvest.



Before we take the step of declaring a seasonal labour shortage, we exhaust all efforts to find workers, including supporting jobseekers to fill relevant vacancies by:

- providing work brokerage support
- running specialised seminars
- providing pre-employment training and upskilling opportunities
- supporting people who need help with transport and accommodation
- building industry partnerships with packhouses
- using our service centres to actively promote vacancies.

These efforts have achieved good results. For example, during the Hawke's Bay declaration (12 March to 29 April 2018), we placed 1,264 jobseekers into jobs in the horticultural sector in the region.

We supported the incoming Government to develop and introduce new policies

The Speech from the Throne at the opening of Parliament following the 2017 General Election outlined an ambitious programme of work to be undertaken by the new Labour-led Government in its first 100 days. We worked closely with Ministers and other agencies to develop these policies for introduction within the tight timeframe set by the Government.

Developing policy and legislation for the Families Package

The Families Package provides targeted assistance to improve incomes for low- and middle-income families with children, and to reduce child poverty. It is part of the Government's focus on ensuring children get the best start in life and that our welfare system does not leave families without support.

The Families Package includes:

- increases to Accommodation Benefit and Accommodation Supplement rates
- a new Winter Energy Payment
- higher abatement thresholds for the Family Tax Credit
- a Best Start payment for a child's early years.



Winter Energy Payment

This payment supports those who receive a main benefit, New Zealand Superannuation or a Veteran's Pension to heat their homes in winter by increasing the amount of money available over the winter months. It runs from July to September in 2018 and from May to September in future years, and is paid automatically to those who qualify unless they opt out. We administer these payments, which will benefit about a million New Zealanders each winter.

In late 2017 and early 2018 we worked with Inland Revenue, the Treasury and Oranga Tamariki to develop the policy and legislation to give effect to the Families Package and enable its announcement in December 2017 and its implementation from 1 April 2018²⁹.

We made significant changes to our internal systems so that we could implement all relevant components of the Families Package for introduction, and we successfully implemented the components of the Package for those who receive payments from us³⁰.

Supporting the Child Poverty Reduction Bill

We supported the Department of the Prime Minister and Cabinet (DPMC) to develop and introduce enduring child poverty legislation.

Building on our annual *Household Incomes Report*, we co-led the policy development process to establish a robust suite of child poverty income and hardship measures, backed by target-setting and reporting requirements, and a child wellbeing strategy and action plan. We further supported DPMC by leading the process for drafting the Bill and other material needed for its first reading.

After the Bill was introduced to the House in February 2018, responsibility passed to the newly established Child Poverty Unit in DPMC. The Bill is to be passed in the 2018 calendar year, and we continue to provide support to the Child Poverty Unit as required.

29 The Accommodation Supplement and Accommodation Benefit changes announced by the previous Government came into force as part of the Families Package on 1 April 2018; and the Winter Energy Payment and Best Start components of the Package, and changes to the Working for Families tax credit scheme on 1 July 2018.

30 We administer the Accommodation Supplement and Accommodation Benefit, which were increased by the Families Package, as well as the new Winter Energy Payment. We also, on behalf of Inland Revenue, pay the Family Tax Credit and Best Start to most beneficiaries who qualify for these payments.

Working with other agencies to develop a Child Wellbeing Strategy

The Child Poverty Reduction Bill requires the adoption of a Child Wellbeing Strategy within a year. DPMC is leading the development of the Strategy, working with agencies that play a role in improving and supporting the wellbeing of children and young people.

Six initial focus areas have been identified, and we are co-leading, with the Ministry of Health, the ‘first 1,000 days’ focus area of the strategy development work. This focus area is intended to ensure that children experience optimal development in their first 1,000 days of life.

Supporting the establishment of the Welfare Expert Advisory Group on overhauling the benefit system

The Government is committed to overhauling the welfare system, and in May 2018 the Minister for Social Development announced that a Welfare Expert Advisory Group would be set up to support and advise the Government on this. We were heavily involved in the work leading up to the announcement, including supporting the Minister to secure Cabinet agreement to the Terms of Reference and membership of the Group, and designing and setting up the organisational structure for the work. We are taking an active part in the secretariat supporting the Group’s work.

The Group met for the first time in May 2018 and is due to report to Ministers with its recommendations in February 2019.

Investigating options to strengthen independent oversight of the new children’s system

With support from the State Services Commission, we worked to examine how oversight of the new system for the care and support of vulnerable children could be strengthened to best support the needs of New Zealand children.

Our consultation with government departments, Crown entities and current oversight agencies highlighted overlaps and gaps in current independent oversight arrangements, and potential options to improve the independent oversight model. We then launched targeted public consultation with Māori, children and young people in May 2018.

Final policy decisions arising from the review are expected in the 2018/2019 year.

Investing for social wellbeing

We worked closely with the Social Investment Agency (SIA) in advising the Government on its ‘investing for social wellbeing’ approach.

Building on our significant experience in using an investment approach, we helped determine the key features of the Government’s approach, including its broader focus on wellbeing.

This work built on previous collaboration by social sector agencies during the year, which we co-led with the SIA, to improve understanding of what taking an investment approach means, and what capability is needed to maximise the effectiveness of such an approach. Considerable work was also undertaken – and remains in progress – to further build public trust in data use; something critical to both the success of an investment approach and our overall reputation.



MSD, the Tertiary Education Commission, the Ministry of Education and Inland Revenue were joint winners of the Excellence in Achieving Collective Impact award and the Prime Minister's Award for Public Sector Excellence in the 2018 IPANZ Public Sector Excellence Awards for the delivery of the Fees-free Tertiary Education for 2018 initiative. Pictured are (back left) Geordie Cassin (General Manager, National Communications), Viv Rickard (Deputy Chief Executive, Service Delivery), (front left) Liz Jones (Associate Deputy Chief Executive, Service Delivery), and Derek Carey (Project Manager, Service Delivery).

Partnering to deliver free tertiary education to New Zealand students

We worked in conjunction with the Tertiary Education Commission (TEC), the Ministry of Education and Inland Revenue to design, fund and launch free tertiary study or training for new students (Delivering Fees-free Tertiary Education for 2018) in just six weeks in late 2017, ready for go-live in January 2018. The policy was a key plank of the Government's 100-day plan.

Part of our role was to provide and manage (through our StudyLink contact centre) a dedicated 0800 service for intending students with eligibility queries.

We worked with TEC to communicate the details of the Fees-free initiative to prospective students, verify people's eligibility, and arrange payments to tertiary education providers.

We contacted the 12,000 students who had already submitted loan applications for 2018 study to make them aware of the Fees-free policy and the difference it might make for them.

This work was recognised for outstanding collaborative effort and performance, shared accountabilities and achievement of joint results across clusters of agencies by the award for Excellence in Achieving Collective Impact, as well as the Prime Minister's Award for Public Sector Excellence, at the Institute of Public Administration New Zealand (IPANZ) Public Sector Excellence Awards in July 2018.

We supported the passage of new social security legislation

We supported the Government through the second reading in the House of the Social Security Legislation Rewrite Bill, which will update and modernise the Social Security Act 1964. We also assisted the Parliamentary Counsel Office to develop a Supplementary Order Paper to remove elements of the Bill that the Government did not consider to be policy neutral, and we supported the Government through the Committee of the Whole House stage³¹.

We continued to improve the way we deliver services

We worked to strengthen our service culture and improve people's experiences in their dealings with us. These changes make it easier for people to understand and access what they are entitled to, and will reshape how we deliver services to New Zealanders.

People are now using technology to do more for themselves at times and places that suit them, and without always needing to travel to one of our offices. This gives our case managers more time to spend helping people achieve improved outcomes in their lives.

Some of the ways we improved our service culture in 2017/2018 include:

- further enhancing our digital capability
- improving access to information and support for clients and others
- empowering our front line to help people
- giving people a better experience at our service centres
- reviewing processes for making decisions about stopping benefit payments
- developing better ways of dealing with complaints.

³¹ The Committee of the Whole House reported the Bill back on 24 July 2018, at which time it was divided into three smaller Bills: a Social Security Bill, a Residential Care and Disability Support Services Bill, and an Artificial Limb Service Bill. The Bills passed their third reading in the House on 18 September 2018, 80 years to the day following the passage of New Zealand's first Social Security Act in 1938.

We made a new commitment to New Zealanders

We want to improve client experiences and our service culture – failure to do so can have an impact on people’s trust and confidence in the welfare system. We took several important steps along this path this year.

Enhancing our digital capability

We responded to changing public expectations by making more use of technology and innovation to enable people to directly access services wherever possible, and by delivering services more efficiently. This means we now have more time to get to understand the needs of people who ask us for support, and to provide better services to people who require a greater level of interaction.

The MyMSD app is a key part of our efforts to improve client experience. It enables people to access financial help (eg with food or school start-up costs), find information, book and manage appointments, and update their details themselves – at a time and place that is convenient to them, without needing to travel to one of our service centres.



More people are doing more things online

In 2017/2018 the proportion of:

- our clients who signed up for MyMSD increased from 65 percent to around 75 percent
- benefit applications lodged online increased from around 45 percent to around 55 percent
- 52-week reapplications lodged online increased from around 14 percent at July 2017 to around 30 percent
- medical certificates lodged online increased from around 42 percent to over 93 percent, which saves around 1,200 people a day from having to hand-deliver or post a certificate to their local Work and Income office.

More than 200,000 people registered for MyMSD, bringing the total number of registrations to over 578,000.

We also moved most payments letters online into MyMSD, so now we only post letters if a person specifically asks us to.

Improving access to information and support

Sometimes it's not easy for people to know what help is available to them, so in June 2018 we launched our *Check what you might get*³² service eligibility guide. The guide provides clear and transparent information about the financial assistance people might be able to get.

In the first month since its launch, over 50,000 sessions of the guide were started by almost 40,000 individual visitors. Initial reactions have been positive, with comments on the helpfulness of the information, ease of use, and accessibility for those with screen readers.

We continued to review our letters to make sure the recipient fully understands what they need to do. We know some of our letters can be unclear, filled with too much information and lacking in explanation and empathy. They also contain jargon that might mean something to us but that makes it harder for clients to understand what we tell them. We know we can do better, and we have taken action to do so. Our Better Letters project is under way, improving the information we send people to help them understand what they need to do.

Creating a warm and welcoming environment in our service centres

A key part of improving service culture is to understand the experience people have when they visit our service centres. In April 2018 we hosted co-design workshops with our employees, clients and external stakeholders to ensure we have good universal access standards for accessible facilities in all our offices. Stakeholders such as Blind Citizens New Zealand, Kapo Māori, Wellbeing Wellington, Deaf Aotearoa, Autism Community, Age Concern and the Office for Disability Issues contributed to the workshops.

As a result we developed the new front-of-house design that will be rolled out nationwide over the next five years as part of a major project to enhance the physical design of all our site offices.

32 Available at <https://www.workandincome.govt.nz/online-services/eligibility/index.html>.



New Plymouth's front-of-house concept site

On 26 June 2018 the Minister for Social Development, Hon Carmel Sepuloni (pictured above, standing), launched our Client Commitment, the *Check what you might get* online eligibility guide, and the front-of-house pilot at the New Plymouth Service Centre. As the Minister remarked at the launch, "...it isn't easy to ask for help, but creating a friendlier, warmer environment helps. Giving people more privacy, with a space that's welcoming and inclusive for everyone, and creating a child-friendly zone for children to learn and play, is important."

Key changes at the New Plymouth site are:

- a more inviting space for people
- an easier way for them to find their way around
- a child-friendly zone for children to learn and play
- different furniture options
- water coolers
- more privacy
- new signs that will make it clearer for visitors that bathrooms are available.

Pilots also started in the Flaxmere, Willis Street (Wellington) and Rotorua Service Centres during that week.

Rethinking how we make decisions to suspend benefits

We have reviewed the way we make decisions to suspend benefits, so that we are sure we do not stop payments unless we really need to. In May 2018 we introduced clearer guidelines to support our people in deciding whether or not to suspend benefits where other options are available.

This change intends to adjust and strengthen the processes behind the decision to stop a payment, and ensure the decision is fair and reasonable.

Staff gave positive feedback on the guidelines, and early indications are that there has been a slight reduction in suspension actions for discretionary reasons.

A new process for managing and responding to complaints

In March 2018 we launched a project to review current processes for managing complaints from clients. We want to adopt a single, consistent approach to receiving and managing feedback from clients that will empower people to express their views about our services and products. This feedback will help us understand people's experience and how we can make improvements in our service.

Our Commitment Charter

We are committed to strengthening our client-facing service culture. In early 2018 we began developing our new Commitment Charter, which has three broad themes: knowing people, supporting them, and working with them to achieve their goals.

After extensive consultation with clients and client-facing staff we created posters that are now on display in all our service centres.

We translated the Charter into 11 written languages and made it available online and in all our service centres and contact centres. We are developing a Braille version, and the Charter is also available to view on large screens in public areas in service centres.

The English and te reo versions can be found on pages 38 and 39.

Our commitment *to YOU*



We will get to know you,
your situation and
your needs



We will use your
feedback to improve
our service

Ka mōhio
ki a koe
—
know
you



We will make sure you
understand everything
you need to know



We will respect your
privacy and be clear
about how we use your
information and who we
share it with



We will let you know
everything you may
be eligible for



The information
we give you will be
accessible and
consistent no matter
how you contact us



Ka tautoko
i a koe
—
support
you

We will help you
however we can,
as soon as we can



We will be honest
about our mistakes
and put them right



We will respect you
and what is important
to you



We will let you know
your options, rights
and obligations

Ka mahi
tahi
—
with
you



We will work
together to achieve
shared goals



Our actions will
follow our words



How did
we do?



Let us know by visiting msd.govt.nz/feedback
or call us on 0800 559 009



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIAO ORA

Tō mātau takohanga *ki a KOE*



Ka mōhio haere mātau ki
a koe, ki tō pūāhua me ō
hiahia



Ka whakamahi mātau
i ō whakahokinga
kōrero ki te whakapai
i te ratonga

Ka mōhio
ki a koe

—
know
you



Ka whakapau kaha
mātau kia mārama koe
ki ngā āhuatanga katoa
me mārama ka tika



Ka tiaki mātau i tō
matatapu, ka
whakamārama hoki e
pēhea ana tā mātau
whakamahi i ō mōhiohio,
e tukuna ana ki a wai



Ka whakamōhio atu
mātau i ngā kaupapa
katoa ka taea e koe



Ka mārama, ka
ōrite ngā mōhiohio
ka tukuna atu ki a
koe aha koa ka pēhea tō
whakapā mai



Ka tautoko
i a koe

—
support
you

Ka āwhina mātau i a
koe ki ngā huarahi
katoa ka taea, i te wā
tonu ka taea



Ka kōrero pono mātau
mō ā mātau hapa, ka
whakatika atu



Ka whakaute mātau ki
a koe me ngā
āhuatanga e whai
tikanga ana ki a koe



Ka whakamōhio atu
mātau i a koe ki ō
kōwhiringa, ki ō tika
me ō kawenga

Ka mahi
tahi ki a koe

—
with
you



Ka mahi tahi mātau
ki a koe kia tutuki
ngā whāinga
ngātahi



Ka whai ā mātau
mahi i ā mātau
kupu



I pēhea
tā mātau mahi?

Whakamōhiohia mai ki msd.govt.nz/feedback
Me waea mai rānei ki 0800 559 009



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŌ WHAKAHIATO ORA





How we work with other organisations to improve outcomes

We cannot deliver our outcomes on our own. We partner with many different agencies, organisations and groups within communities who may have connections and expertise that make them better placed to make a lasting difference in people's lives.



We work in partnership with Māori, Pacific peoples and diverse communities across New Zealand to build community leadership and capability to support social inclusion and wellbeing, and we collaborate with the NGO sector on the design and implementation of a wide range of programmes and initiatives aimed at preventing and reducing vulnerability and harm.

We play an important role in supporting regional growth, by working with local employers and creating training and employment opportunities for people.

We're serious about helping regional communities to reach their economic and social potential. If we can work with others to do more to support our regions, for example by attracting new investment or creating jobs and skills, our national economy will be stronger and people's standard of living will be higher.

If we can harness community expertise to support safe, thriving families, we will increase wellbeing for all New Zealanders.

We have a strong regional network that supports the development of regional labour markets. Our Regional Commissioners are responsible for implementing, at regional and local levels, the Government's employment and income support policies.

The broad scope of social development presents an opportunity for us to make impacts in a variety of sectors beyond welfare, such as health, justice, housing and education. All these sectors are important pillars in achieving good social development, and they are also inherently interlinked.

We are involved in a wide range of cross-sector initiatives to improve our understanding of how to support people with disabilities and health conditions. These are part of a large suite of trials and partnerships to develop more effective service interventions.

We take a co-design approach to the development of services that better meet the needs of whānau in marginalised communities. By partnering with providers across specialist sectors we listen to their stories about the strengths of existing services and the capabilities needed for a strong and supported workforce, and we seek to identify gaps in available support and to understand what makes good practice. Our strong commitment to this ongoing collaborative process will ensure our programmes and initiatives are relevant, up to date, and – most importantly – make a real difference to those most in need of support.

The following pages outline some of the work we did with partners in 2017/2018 to improve outcomes for New Zealanders.

We worked with partners towards preventing family and sexual violence

Family violence and sexual violence are a reality for many people in New Zealand and can have intergenerational impacts on individuals and families. Exposure to family or sexual violence in childhood vastly increases the risk of violence featuring in adulthood.

We continued working with the Multi-Agency Team based in the Ministry of Justice to improve services and safety for victims and to change long-standing behaviours and attitudes. The cross-agency working group is tasked with developing a connected and effective national approach to preventing family violence and sexual violence.

We want providers to be sustainably funded and services to be whānau-centred, outcomes-focused and integrated. To achieve this we have begun developing a Family Violence Funding Plan, commencing initial engagement with the sector to build a clearer understanding of the family violence services we fund. We will progress the Funding Plan next year through co-design with the sector.

Investing in family violence prevention initiatives

We want to mobilise communities and challenge the social norms that perpetuate violence. Our investment in It's Not OK, E Tū Whānau and Pasefika Proud is supported by the Family Violence Prevention Investment Advisory Board's assessment of these initiatives as effective models for encouraging positive social change within communities.

It's Not OK encourages attitude and behaviour changes at the whole-of-population and community levels, and denormalising family violence through mass-media advertising, champions of change, community action and capability building.

E Tū Whānau is a kaupapa Māori community-owned family violence prevention initiative. It is designed and led by Māori and supported by MSD. A Māori Reference Group brokers this relationship and provides input and advice. E Tū Whānau has strong partnerships with whānau, hapū, iwi and community groups, and utilises community leadership and targeted resources to encourage positive community action and change. E Tū Whānau also works with refugee and migrant groups.

Pasefika Proud aims to achieve wellbeing in Pacific families by harnessing the transformative power of Pacific core cultural values and frameworks to embed violence-free, respectful relationships.



Supporting survivors of sexual violence

Over the past year we have continued to work closely with providers of specialist sexual violence services to better support survivors and prevent sexual violence. In 2016 we received funding that enabled us to offer new three-year contracts to all existing sexual harm crisis support providers from 1 July 2017. We have now filled the remaining gaps in crisis support services, which means that sexual harm crisis support services are now available throughout New Zealand. These contracts, along with the introduction of new service guidelines and reporting measures, are helping to stabilise the sexual harm prevention sector and build capacity and capability.

We have worked with the specialist sexual violence service sector to develop a new national sexual harm helpline – Safe to talk – He pai ki te kōrero, which was officially launched in June 2018 by the Hon Carmel Sepuloni, Minister for Social Development (centre) with Safe to talk Clinical Lead Dr Siale Foliaki (left) and Hon Peeni Henare, Associate Minister for Social Development (right). The helpline is available at all times by phone, text, email and webchat, and provides nationwide access to free confidential information and support to anyone affected by sexual harm. In the helpline's first few months, more than 1,200 people sought advice and support. The most common form of harm disclosed was historical sexual violence that had often taken place when the person was under 18 years of age.

Co-designing specialist sexual violence services

This work is in line with the recommendations of the December 2015 Social Services Committee Inquiry into the Funding of Specialist Sexual Violence Social Services³³. We have addressed gaps in sexual harm crisis support services and have contracted providers for three years (to 30 June 2020), providing the sector with more certainty and stability.

We have also continued to develop services to mitigate harmful sexual behaviour and to support male survivors of sexual abuse. We implemented a new national sexual harm helpline, Safe to talk – He pai ki to kōrero, which provides nationwide 24/7 access to free, confidential information and support for people affected by sexual harm.

A four-year evaluation of these services is under way, with a final report expected in 2021.

A new service to respond to elder abuse and neglect

One in ten older people reports having experienced abuse.

In July 2017 we introduced the new Elder Abuse Response Service, which focuses on intervention, including immediate, intensive support. We hold 19 contracts nationally with providers (both individual and consortia) totalling \$2.6 million to support older people at risk of, or experiencing, abuse.

We provide \$300,000 to help fund a free and confidential 24/7 helpline, 0800 EA Not OK, which is answered by registered nurses who direct callers to their local service providers. In 2017/2018 the helpline received 548 calls, 194 of which were referred to local service providers.

We funded pilot programmes aimed at minimising harm from gangs

Gang-connected families continue to be over-represented in negative social outcomes. As part of a wider suite of Gang Action Plan initiatives, we funded the Start at Home community pilots to work with gang-connected people and their communities. The pilots aimed to reduce the negative social harm associated with gang membership and to improve social outcomes for individuals, whānau and communities. The pilots ran in seven locations³⁴ across New Zealand, with funding ending on 30 June 2018.

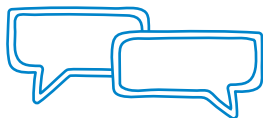
An evaluation completed by Kaitiaki Research and Evaluation in September 2017 identified short-term outcomes that included engagement in employment, health care, and alcohol/drug rehabilitation, a reduction in tolerance of family violence, and improved access to assistance, such as benefit entitlements.

³³ Inquiry into the funding of specialist sexual violence social services.

³⁴ West Auckland, Flaxmere, Gisborne, Whakatāne, Porirua, Rotorua and Whanganui.

We supported people to improve their financial literacy and avoid debt

Since making the shift from budget services to Building Financial Capability last year we have continued to co-design services with the sector which build the financial capability and resilience of people experiencing hardship.



Building Financial Capability services help New Zealanders increase their financial resilience and capability by:

- providing small loans through Community Finance, avoiding high-interest debt from third-tier lenders
- providing group programmes and one-to-one financial mentoring, to help clients improve their financial capability
- funding community-based providers to test ideas which address local financial capability needs, and make them sustainable.

The Building Financial Capability and budgeting sector is supported by the National Building Financial Capability Charitable Trust.

We're working with Māori to address identified needs

Historically, Māori have experienced significant and ongoing disadvantage with respect to wellbeing outcomes. Providing effective services and support for Māori is a critical factor in achieving our goal of improving the social and economic outcomes of all New Zealanders.

The Māori population is young and growing (with around one-third aged under 15). Māori comprise 15 percent of the working-age population, but make up 31 percent of the benefit system and 44 percent of the Social Housing Register, and are more likely to be on benefit for a long time and to go on and off benefit more regularly. Te Pae Tawhiti (our future direction), highlights improvements with respect to outcomes for Māori as a critical priority. A highly skilled and motivated Māori workforce will make an important contribution to increased standards of living and New Zealand business growth. Safe, thriving Māori families will support whānau and community wellbeing.

We have invested in a dedicated resource to support our work with Te Hiku o te Ika and Tūhoe on the two Social Accords we are responsible for, and to ensure that we effectively engage with iwi on post-Treaty settlement work.

We recently began collaborating with Māori and Pacific providers and other focus groups to develop our Māori and Pacific Strategies and Action Plans, which will address areas like procurement processes, building internal capability, strengthening partnerships, supporting provider capability and making it easier for the people we serve to deal with us.

We supported strong, inclusive communities

Through StudyLink, the Ministry of Youth Development, the Office for Seniors and the Office for Disability Issues, we provide support to students, young adults, seniors and disabled people respectively to enable them to be part of their community.

Giving rangatahi opportunities to contribute to communities

There is strong evidence that positive youth development supports young people to participate confidently in their communities by building their capability and resilience.

Through the Ministry of Youth Development – Te Manatū Whakahiato Taiohi – we support young people aged 12 to 24 years to acquire the skills and confidence they need to participate in and contribute to the social and economic growth of New Zealand.

We also work in partnership with iwi, business and philanthropic sectors, and other government agencies to collectively engage and collaborate in order to support quality youth development opportunities. These programmes aim to build individual capability and resilience through:

- funding experiential youth development opportunities
- supporting sector capability and capacity
- engaging with partners to help young people acquire the skills and confidence they need to contribute positively to society.

We purchased services from nearly 200 local and national youth development providers, supporting approximately 92,000 young people to access varied and distinct programmes and services. These included the Shakespeare Globe Centre Trust, The Big Sing, and the Duke of Edinburgh's International Award, alongside distinct leadership, volunteering and mentoring initiatives across New Zealand.

Reports from programme participants indicate that over 95 percent improved their capability and resilience and their personal, social and decision-making skills through participation in a youth development opportunity.



New Zealand Youth Awards

The New Zealand Youth Awards recognise and celebrate the passion, success and commitment of rangatahi (young people) who lead change, innovate and create solutions throughout New Zealand, and of those who support them.

The 2018 youth-led event was a great success, with about 200 young people, supporters and invited guests attending.

We gave 17 awards across six categories that celebrate qualities such as leadership, inclusion and diversity, commitment to the environment, entrepreneurship, working for youth or being an outstanding youth champion. Our rangatahi demonstrated these qualities in areas like the arts, culture, education, the environment, health and wellbeing, research and sport.

Two young women, Injy Johnstone (left) and Ranisha Chand (right), received the inaugural Senior and Junior Supreme Awards respectively. These Awards recognise two outstanding young people who have worked tirelessly to advocate for, and make a significantly positive contribution, to address the current needs of young people in their communities.

Partnership Fund

In 2016 the Government committed funding to seed a Partnership Fund overseen by an independent board, to attract investment from business, philanthropic, iwi and other partners to grow youth development opportunities.

This year a new board was appointed for a two-year term. The Government supported strong youth representation on the board, with six of the ten members aged 18 to 24 years. This demonstrates a commitment to provide opportunities for more youth to be involved in governance and leadership roles, activating their strengths, participation and decision-making skills.

The Partnership Fund Board invested \$1.78 million, alongside \$4.7 million co-invested by partners, creating 9,000 youth development opportunities.

Youth Enterprise Initiatives

Budget 2017 allocated \$1.5 million per year over the next four years to help young people develop entrepreneurial knowledge, skills and competencies through a range of youth-focused business and enterprise initiatives.

We funded a range of providers, including the Young Enterprise Trust, Creative HQ and the Pam Fergusson Charitable Trust to deliver enterprise-focused initiatives to over 5,000 young people. We also directly contributed to youth-led enterprises to support individuals and/or groups of young people who had a new and/or innovative enterprise project or idea. The providers assisted the individuals or groups if they needed knowledge, skills, competencies or mentoring to help them create a viable business from an idea or fledgling operation.

Prime Minister's Youth Programme

We contracted providers to deliver the Prime Minister's Youth Programme, which is targeted at young people who have faced, and are managing, significant challenges in their lives.

A total of 90 young people from Central, South and West Auckland completed the programme, which included participating in activities designed to support social and community connections, increase capability and resilience, and provide new and valuable experiences.

The programme culminated in a celebration dinner and certificate presentation ceremony attended by both the Prime Minister and the Minister for Youth.



Helping disabled people find and stay in work

We continued to build strong relationships and networks with the disability community, including people with mental health conditions. We investigated issues raised through the networks and communicated solutions to the disability and health community.

An important function of the welfare system is to ensure that people with disabilities and health conditions have sufficient income, not just to support themselves, but also to meet the additional costs of their health care.

Helping disabled people and people with mental health conditions find and stay in work is one of our key goals – most disabled people can and want to work. We worked with employment service providers to enable more disabled people and people with mental health conditions to gain and retain paid employment.

Supporting disabled New Zealanders to participate in society

The Office for Disability Issues is the focal point within government on disability issues. It supports implementation of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and the New Zealand Disability Strategy (NZDS), and advocates for a more accessible and inclusive New Zealand.

New Zealand Disability Strategy

We work with disabled people's organisations and government agencies and provide advice to the Government on the NZDS.

The 2016–2026 NZDS represents New Zealand's approach for implementing the UNCRPD in the New Zealand context. This work includes:

Developing the Strategy Outcomes Framework

We worked with the NZDS Revision Reference Group³⁵, relevant government agencies and the three Independent Monitoring Mechanism partners³⁶ to develop and refine indicators.

By 30 June 2018, 28 draft indicators had been developed that align well with the eight priority areas in the NZDS. These indicators are reflective of what disabled people think, will demonstrate progress in the implementation of the NZDS, and are being submitted to the Government for agreement to progress measures for the indicators.

Implementing the New Zealand Disability Action Plan 2014–2018

We continued to make progress with the 2014–2018 New Zealand Disability Action Plan, which is a cross-government system to push for action on issues that need more than one government agency to work together. Officials and disabled people's organisations meet quarterly to review progress against the Plan. The current Action Plan is due for renewal, so in 2018/2019 we will be consulting with the public to develop a new Plan for 2019–2022.

35 The NZDS Revision Reference Group brings expertise and leadership in working with the disability sector, providing strategic advice, building connections between the Government and the community sector, and bringing skill in collaborative approaches. The Group includes members who contribute the perspectives of Māori, Pacific peoples, older people, young people, families and service providers.

36 Domestic accountability is formally provided through the Independent Monitoring Mechanism (IMM), designated by the Government in 2011. The IMM is a three-way partnership between the Human Rights Commission, the Office of the Ombudsman, and the Disabled Persons' Organisations Coalition and is designated by Cabinet to provide independent monitoring of New Zealand's implementation of the UNCRPD.

Developing the New Zealand Sign Language Board's five-year strategy

We helped the New Zealand Sign Language Board develop a five-year strategy (2018-2023) to ensure that other agencies' work and Board-sponsored projects and activities are well aligned with the evidence on how a minority language is maintained and promoted.

This support will enhance the ability of deaf people to learn, communicate and participate in society, and will help the Government meet its commitments under UNCRPD and the New Zealand Sign Language Act 2006.

We helped to finalise a pay equity agreement for vocational and disability support workers

In July 2017 MSD and Oranga Tamariki reached a landmark agreement with unions to fund significant pay increases and more training for almost 1,700 vocational and disability care and support workers. The settlement addresses historical gender pay equity disparities in line with the April 2017 TerraNova agreement for care and support workers.

The TerraNova agreement was based on the premise that the pay of a caregiver (predominantly female) was less than what would be paid to a male with the same skill set in a different occupation.

The agreement affected around 250 contracts for services accessed by about 24,500 people and children with disabilities.

We provided more help to people who have a health condition or a disability

Nearly 47 percent of people on Job Seeker Support have a health condition or disability. Our projects in this space aim to support this group into the workforce, but also to achieve broader outcomes such as improved health and wellbeing.

These projects show that integrating social and health initiatives can produce great outcomes for people and their families and communities.

We developed employment support guidelines for employers and our contracted service providers

We supported the New Zealand Disability Support Network, disabled person's organisations, employment providers and ACC in the development of employment support practice guidelines for supporting disabled people into work, based on what has been shown to be effective. The Minister for Disability Issues and the Minister of Employment launched the guidelines in March 2018.

These guidelines will form the basis of our tendering for employment services for both national and regional contracts, and for both specialised services and mainstream services. We will also use the guidelines to inform future training and purchasing.

Research into supporting people with health conditions and disabilities

Health Research Council

In July 2017 we entered into a strategic partnership with the Health Research Council (HRC) to invest in high-quality research and to advance the strategic objectives of both organisations, with the aim of achieving improved outcomes for people with a health condition, injury or disability.

Under the partnership, we will allocate the funding to research projects and a literature review to identify innovative approaches for case management services that support improved employment outcomes. Academics will lead the literature review, which aims to reveal aspects of this group that we may not fully understand, as well as what other jurisdictions are doing and what they have learned.

Oranga Mahi (Work through Wellness)

Oranga Mahi is a set of cross-agency projects that we deliver in partnership with district health boards (DHBs). Since 2016 the programme has trialled new ways of working with people who are on a health-related benefit. Oranga Mahi projects aim to improve the experience of care for its participants and to support them to improve their health and wellbeing, leading to sustainable social outcomes.

Findings from these projects will inform a best practice model for the future delivery of health and employment programmes for people who have a health condition or disability.

Harvard Medical School has selected Oranga Mahi as a case study, and will send researchers to New Zealand to co-write case studies on the projects. These will then be published as part of the Harvard syllabus.

Among our Oranga Mahi projects this year was the Rākau Rangatira Trial, in which we partnered with Northland DHB, Te Hau Āwhiowhio ō Otangarei Trust and Manaia Health Primary Health Organisation. This kaupapa Māori and Whānau Ora-based programme for people receiving any benefit with a mild to moderate mental health or substance addiction living in Otangarei (a suburb of Whangarei) commenced in April 2016. As at 30 June 2018, 84 people had been referred to the service and 82 had enrolled. Thirteen have entered into full-time employment.

Helping senior New Zealanders to maintain independence and participate in society

Older people are key contributors to our economy and our communities. We provide services to support the wellbeing of seniors and encourage their participation in their communities.

The challenges and opportunities of an ageing population

We produced a discussion document to start a conversation about a new strategy for an ageing population. The last strategy was published in 2001. We will work to update or replace it so we can ensure that New Zealand is in a good position to deal with an ageing population and the wider changes that are happening in society now and in the future.

Over time we expect to see reducing home ownership rates, changing family structures, more diversity, and more single-person households. As part of the initial consultation phase we looked at trends for older people for the next 20 years, planned for consultation and engagement, and commissioned experts to provide their thoughts on future ageing-related issues.

Promoting of age-friendly communities

The New Zealand Government received affiliate membership status to the World Health Organization (WHO) Global Network of Age-friendly Cities and Communities. This recognises New Zealand's intention to work towards being age-friendly, and provides access to WHO resources and networks.

We organised New Zealand's first Age-friendly Forum in June 2018, bringing together a broad cross-section from central and local government, academics, NGOs, community agencies and older people to showcase and discuss age-friendly initiatives. Auckland University of Technology presented at the Forum a formal evaluation that the Office for Seniors had commissioned of age-friendly pilots in three communities (Hamilton, New Plymouth and Kāpiti).

We amended the Community Connects Grant criteria this year, targeting funds to projects that support communities to develop or implement age-friendly plans.

We allocated funding to three territorial authorities and two community groups. The territorial authorities are developing age-friendly plans in rural communities, which should help highlight age-friendly issues for rural communities. One community group has been funded to look at exploring ways to reduce vulnerability and social isolation in rural Māori communities, with the aim to develop guidance for other communities to use. The second community group has funding to develop resources that could be widely available for primary and pre-schools to help these schools grow empathy with, and understanding of, the needs of older people in the community.

SuperGold Card

We ran two business recruitment campaigns to attract more businesses to the SuperGold Card programme.

The campaigns targeted enhancing the value of the card for individuals who do not have the same access to the benefits of the free off-peak transport concessions as those in main city centres.

These two campaigns significantly contributed to the enrolment of 679 new businesses in the SuperGold Card programme over the year. This means there are now 9,213 businesses providing SuperGold discounts and offers, representing 13,994 outlets nationwide.

International social security agreements

We worked to expand the network of social security agreements New Zealand has with other countries³⁷. We are negotiating new agreements with the Republic of Korea and Cyprus. Texts of these agreements are close to being finalised and we anticipate that they will be implemented in 2019.

At the request of the Netherlands Government, we have also been amending the agreement with the Netherlands to include a 'country of residence principle', under which the amount of Netherlands benefit paid overseas is adjusted to the local cost of living. We are close to finalising the amendment, which may be introduced in 2018, subject to ratification by the Netherlands Parliament.

We worked with housing providers, communities and other government agencies to ensure that public housing meets the needs of New Zealanders

Gathering data about homelessness

Some cities and regions are seeing growing numbers of people who are homeless, sleeping rough and facing multiple complex issues like addiction or mental health problems.

Work is under way to develop an accurate count of, and give us better information about, New Zealand's homeless population. Gaining better data will help us target our responses more effectively, develop ways to prevent homelessness, and support the cross-agency work programme on Māori housing that MBIE and Te Puni Kōkiri are leading.

³⁷ New Zealand has nine social security agreements: with Australia, Canada, Denmark, Greece, Ireland, Jersey and Guernsey, Malta, the Netherlands, and the United Kingdom. The agreements improve the lives of New Zealanders by making it easier for people to move to another country in retirement, or to move in and out of New Zealand during their working lives, without losing entitlement to New Zealand Superannuation. The agreements also help to ensure New Zealanders receive a pension from any country they have lived in.

Housing First

Housing First is an internationally proven approach to house and support people who have been homeless for a long time and have multiple, complex issues. It provides stable, long-term housing and support services for as long as needed to help people stay housed and build a better life.

New Zealand's first Housing First programme was set up in 2014 by the Wise Group via The People's Project in Hamilton. MSD has provided grant funding of \$500,000 over two years to support project delivery.

In conjunction with Auckland Council, we fund the Auckland Housing First programme, which started in March 2017, to provide up to 572 places in Auckland. By 30 June 2018, 285 people or households had been placed into stable housing, and most have remained housed.

In May 2018 Housing First providers began to reach out to homeless people in Christchurch and Tauranga, with funding for up to 100 places in each city. In Wellington and the Hutt Valley, a collective of providers is working on a proposal to deliver up to 150 Housing First places.

In May and June 2018, following a Government decision to fund 550 new Housing First places, we launched a further expansion and began to engage with providers in Rotorua, Northland and Whangarei, Napier, Hastings, Blenheim and Nelson.

Improving public housing supply

We are actively partnering with housing providers and communities to increase the supply of housing for people in need. We have engaged with the housing sector, commercial developers, local councils, iwi and providers around the country. There is strong willingness within the sector to deliver more public housing, transitional housing, and social services, like those offered through Housing First.

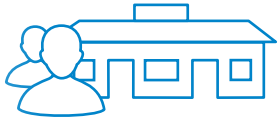
As at 30 June 2018 there were 67,228 public housing places³⁸, an increase of 1,128 compared with the number of houses at 30 June 2017. Community housing providers (CHPs) now own or manage 5,428 public housing tenancies, with 61,800 provided by Housing New Zealand. There were 31 active community housing providers.

A Request for Proposal for new public housing supply in Auckland that closed on 31 March 2018 generated significant interest and a number of opportunities for increasing housing supply. We will deliver around 6,400 additional public housing places with Housing New Zealand and community housing providers over the next four years. At 30 June 2018 we securely delivered 2,849 places (549 with community housing providers and 2,300 provided by Housing New Zealand) in Auckland and 2,505 (325 with community housing providers and 2,180 provided by Housing New Zealand) elsewhere in New Zealand.

While we intend to bring on more public housing over the next four years, transitional housing is still needed to house people and families in immediate need of a place to live. We secured 1,218 more transitional housing places, bringing the total number of places to 2,341. We anticipate that these will support more than 37,000 households over the next four years.

While many transitional housing developments are new builds or renovations, the purchase or repurposing of motels for transitional housing has been necessary to meet need in some situations.

38 Ministry of Social Development Housing Quarterly Report, June 2018, published at <https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/social-housing/housing-quarterly-report-jun2018.pdf>.



As at 30 June 2018:

- Housing New Zealand had purchased five former motels on our behalf, providing an additional 66 transitional housing places, at a combined purchase price of just over \$12 million³⁹
- 592 motel units had been contracted for transitional housing as a short-term measure until longer-term supply is established.

We responded to the expected winter increase in demand for housing

In early 2018 we began preparing a response to the expected increase in housing demand in the coming winter. The Winter 2018 Response, which runs to 30 September 2018, aims to:

- deliver 1,537 places across Housing First, transitional and public housing during winter 2018
- ensure that anyone who approaches us for help with housing is supported to find a place to stay.

As at the end of June 2018, we had confirmed 1,039 of the 1,537 additional places for the Winter 2018 Response.

We have actively engaged with providers and frontline services, and appealed for anyone to come forward with ideas and options to house people during winter.

We ran several programmes with industry and employers to create opportunities for jobseekers

When there are better and more diverse employment opportunities, all New Zealanders benefit from higher standards of living. This is why we partner with industry and employers to drive improved social outcomes and create a more productive economy.

We supported regional economic development

Working in partnership to identify opportunities in the regions

Launched in 2014, the Regional Growth Programme involves the Government working in partnership with businesses, iwi, Māori, councils and other regional stakeholders to identify opportunities in each region to improve economic performance and raise living standards.

Under this programme, regional leaders, such as local authorities, must develop Regional Economic Action Plans – economic blueprints for each region that identify specific activities that will help to increase employment opportunities, household income and investment.

Our role is to support regional stakeholders to identify the employment needs of businesses and to develop those skills among our local clients seeking work.

³⁹ This compares with \$32.5 million paid out in Emergency Housing Special Needs Grants in 2017/2018.

Some of the ways we support employment growth in the regions are:

Supporting Hawke's Bay people into jobs

Project 1000 aims to support 1,000 local people into jobs by July 2019. Targeted jobs are mostly in horticulture, viticulture and manufacturing.

Working with our partners, we placed 316 people into employment in 2017/2018⁴⁰, of whom 64 percent were Māori and 36 percent youth. We have entered into innovative and supportive partnerships with iwi/hapū, employers, local councils and our contracted providers.

The horticultural industry, in particular, has continued to implement successful initiatives that have seen local people move from seasonal to sustainable employment.

Exposing, Educating and Exciting our Youth on their Future Pathways

This trial project focuses on connecting young people who are not in employment or education with industry.

Our service provider, Aoraki Development, organises a range of activities that include pathway presentations and guest speakers in schools, holding sector open days and expos, and arranging site visits to local employers.

In January 2018, 30 Waimate high school teachers spent their Teacher Only Day visiting local businesses and industries to learn more about the pathway and career opportunities in the region. Businesses involved included Fonterra, Studholme, DB Breweries, Thompsons Construction and Timaru Container Terminal Ltd.

More than 3,000 secondary school students have interacted with over 150 local businesses from a variety of industry sectors. The initiative also involved establishing annual plans with each school, where mentors from the business community work alongside priority students to develop transition pathway plans.

The success to date is based on a fully collaborative model between parents, secondary schools (careers advisors and teachers), local business and industry, and Aoraki Development – all solely focused on ensuring the students are 'exposed, educated and excited' about potential career and further education pathways.

Youth Employment Success

In May 2018 we extended the successful Youth Employment Success (YES) programme from Dunedin into Eastern Southland. The web-based programme seeks to bridge the gap between young people and local employers by procuring work-related opportunities. Young people get access to work placements, mentoring, internships, coffee dates, CV reviews, practice interviews, site visits, employer presentations and many other activities.

Expected outcomes from the programme include increased positive connections between young people and local employers, better work conversations, greater awareness of the world of work for young people and their whānau, and more young people engaged in education, training or employment.

Currently there are around 90 YES employers in Dunedin and Eastern Southland, providing over 900 opportunities for local youth.

40 Compared with 261 in 2016/2017.

We supported programmes under the Provincial Development Unit umbrella

In March 2018 MBIE established the Provincial Development Unit, which is home to three programmes that we are actively involved in: the Provincial Growth Fund, the Sector Workforce Engagement Programme, and He Poutama Rangatahi.

Provincial Growth Fund

The Provincial Growth Fund provides \$1 billion per annum over three years for regional economic development initiatives. It aims to lift productivity potential in the provinces by enhancing economic development opportunities, creating sustainable jobs, enabling Māori to reach their full potential, boosting social inclusion and participation, and building resilient communities.

We are working to place clients into job opportunities created by the Fund.

Sector Workforce Engagement Programme and the Auckland Airport Skills and Jobs Hub

The Sector Workforce Engagement Programme (SWEP) was established in 2016 to improve employers' access to reliable, appropriately skilled staff at the right time and place, while giving priority to domestic jobseekers, including beneficiaries. As part of SWEP, we provide work brokerage for the Auckland Airport Skills and Jobs Hub (ARA) by connecting jobseekers to employment opportunities available at the Airport precinct through the Hub.

As at 30 June 2018 ARA had placed 487 people into employment since November 2015, of whom 234 had previously been receiving a benefit.

A school work experience programme with five South Auckland high schools supported 73 students to undertake work experience through ARA.

He Poutama Rangatahi

This cross-agency pilot, which is facilitated by MBIE, aims to support communities to develop pathways (poutama) for rangatahi (young people aged 15 to 24 years) who are not currently in employment, education or training (NEETs) and take them through to sustained employment, underpinned by intensive pastoral care.

The programme operates in four regions (Te Tai Tokerau, Eastern Bay of Plenty, Tairāwhiti and Hawke's Bay) and supports 5,280 young people.

We are actively involved in providing technical advice to groups and service providers applying for He Poutama Rangatahi (HPR) funding. We support successful applicants and providers to set up and implement their projects and then help young people to access those opportunities.

In early 2018 HPR provided funding for various projects to support unemployed youth, or youth who are at risk of long-term unemployment. Support provided within these projects includes a work readiness programme, support for NEETs to get qualifications and work experience, and a WorkFit programme to scale up existing initiatives to get young people physically and mentally fit for work.

We launched a new website – Work the Seasons

In March 2018 we launched the Work the Seasons website. This online employment website portal connects seasonal employers directly with workers, which helps to address skills and labour shortages in the New Zealand seasonal work industry.

By 30 June 2018 a total of 83 different employers had listed 7,512 vacancies on the site, and 2,093 people had visited the site (on average, each user visits 4.1 pages).

A wide variety of industries and sectors have listed vacancies on the site, including horticulture, viticulture, tourism, hospitality, seafood and meat processing. These sector groups have also actively promoted the website within their memberships.

During 2017/2018, 287 jobseekers completed free courses. As at 30 June, 2,686 jobseekers were registered on the website.

Around 50 percent of the listings encourage jobseekers to visit the employer website to apply. At present it is unclear how many of these listings have resulted in job placements.

We partner nationally and regionally to connect jobseekers with potential employers

It is standard practice in most of our partnerships to target most-in-need groups, such as youth jobseekers, sole parents, Māori and Pacific youth, and people with health conditions and disabilities looking to transition into employment.

Skills for Industry

Skills for Industry allows us to work with employers to address their skill and labour requirements, while maximising outcomes for our clients. Of the 110 clients we contracted to Accor Hotels, 74 percent were off benefit within eight weeks of completing the programme; and of the 90 we contracted to Downer (New Zealand) Ltd, 77 percent were off benefit within eight weeks of completing the programme.

Accor Hotels

This Fast Track Partner programme is a five-week pre-employment fast-tracking initiative in partnership with Accor Hotels and Tourism Industry Aotearoa, providing industry training and employment in a range of hospitality businesses. Of the 30 people who started the programme in 2017/2018, 27 gained employment and 22 completed at least three months in employment. The success of the programme and increased industry demand prompted us to expand it to Christchurch and Rotorua in August 2017.

Downer (New Zealand) Limited

This partnership uses Skills for Industry programmes to provide training and apprenticeship opportunities across the construction sector for jobseekers. Many people who were formerly on benefit are now developing their careers with Downer. Since 2012 Downer has employed, trained and supported 1,000 people into employment, including around 250 in 2017/2018.

The Warehouse Group

Our programme with The Warehouse Group continued to accelerate. This partnership creates work experience and training opportunities through The Warehouse's Red Shirts in Community programme. In the last year 869 people joined the programme, making a total of 1,170 participants since we launched the programme in 2016. In March 2018 this programme was nominated by the Institute of Public Administration New Zealand (IPANZ) for a Public Service Excellence Award.

Job expos

We held, organised or presented at a series of job expos around the country, including the annual Sort It Careers Expo in Palmerston North, and JobFest and the Careers Expo in Auckland. The expos give us valuable opportunities to support potential and existing jobseekers to connect with employers. We also worked with Medcall, a specialist recruitment company for the health care sector, to hold a recruitment expo in Auckland for the aged-care sector.

We supported schemes to get young people into employment

Flexi-Wage Work Experience

Flexi-Wage Work Experience aims to assist people with limited work experience into employment, by offering a wage subsidy for employers who hire disadvantaged jobseekers. We specifically target groups such as youth and people with health and disability conditions. The programme runs for 13 weeks and is designed to enable people to develop sufficient employment skills that may lead to longer-term employment potential.

Of the 93 people who completed the programme in 2017/2018, 46 have permanent full-time work with their Work Experience employer, two have secured full-time work with other employers, and four have ongoing part-time work.

Ākina Foundation

We contracted the Ākina Foundation in 2016 to run a series of programmes under the banner Launchpad over six months to help get social enterprise ideas off the ground. We sought to invest in social enterprise projects that focused on increasing employment among Māori, youth, and people with disabilities and health conditions.

Launchpad recruited 10 social enterprise 'start-ups' per programme, providing each with structured methodologies, business skills and focused development support.

Over the past year the programme created 69 jobs for our clients (four within the ventures and 65 outside) and provided 127 others with employment training.

Ākina provided a report in December 2017 acknowledging our leadership in supporting an innovative approach to achieving employment outcomes, and discussing reflections and opportunities for further impact.

We have entered into discussions with Ākina about the progress of social enterprise ventures and the delivery of another round of the Launchpad programme.

We worked with the Department of Corrections to improve outcomes for offenders before and after their release

Supporting Offenders into Employment is a national initiative designed to actively engage with offenders before their release, with an aim to enable and improve employment outcomes and reduce reoffending through provision of intensive support for up to a year after their release. Case managers work with people from 12 weeks prior to their release and for up to 12 months after they enter employment, to help them manage barriers to their transition into work.

The initiative is split into two workstreams, including an in-house intensive client management model with 10 dedicated Intensive Client Support Managers across the country, and an external service model based in Canterbury. The trial can support up to 200 participants through external providers, and up to 400 through the internal service.



At 30 June 2018:

over 400 clients were participating in the service, with over 70 percent of these in employment, education or training or the subject of health referrals.

Cross-agency collaboration between MSD and the Department of Corrections was a new way of working and has shown benefits.







How we are improving our organisational capability so we can provide high-quality client-centred services

Having the right people, technology, resources and organisational culture is essential to successfully delivering outcomes to New Zealanders. We want our people to have the right mix of skills we need for success.

The following pages outline some of the ways we strengthened ourselves in 2017/2018 to improve outcomes for New Zealanders.



We place a high priority on developing our people

We continued to strengthen our people capability and leadership

We are continually focused on developing our people, making the best use of their talent, building strong capability and improving performance. This is particularly important given the increased complexity of the needs of those who receive our services and the way in which we support them.

We remain committed to our strengths-based approach to development, increasing our internal capability and expertise to coach and support our leaders and teams to make the most of their collective talents and strengths.

We reinforced the celebration and development of our culturally diverse workforce through four regional Māori staff hui and two Pasifika fono. Events such as these provide an opportunity for our people to celebrate their culture, which is fundamental to establishing informed relationships with our communities and our work.

We successfully launched myLearning, a new system for managing personal learning and development, to all employees. The system will provide a strong platform from which to deploy, track, record and evaluate progress.

Our focus on employee induction has seen the redevelopment of our online induction programme, MSD Getting Started, launched in 2018 for all new employees, as well as a revised manager induction programme, Managing the MSD Way.

Building the capability of our client-facing employees is an ongoing priority. We deployed a range of learning modules to meet the needs of this group of staff, including modules for call centre representatives. We have created tailored learning programmes for specific business groups and roles, providing clear learning and career pathways.

Our extensive National Qualifications programme continues to provide formal training and learning opportunities, with 400 employees enrolled across 12 different qualifications.

We believe that everyone in MSD can be a great leader and deserves a great leader. We continued to evolve our leadership development programmes this year to empower existing, new and emerging leaders.

We also developed a consistent approach and guiding principles to help us identify, retain and grow the great leadership talent we need. We have developed simple, effective tools and resources that support talent conversations, and a cascaded deployment has commenced.

We continued to embed good practices for health, safety and security

We focused on embedding and further developing the core frameworks and critical risk management processes that underpin our Health, Safety and Security (HSS) operating model, which was introduced in 2016/2017. We defined our HSS critical risks, and established robust reporting structures that allow us to monitor the effectiveness of our risk management controls. The reporting structures also support our Leadership Team to discharge their due diligence obligations under the Health and Safety at Work Act 2015.

Over the last year we strongly emphasised worker participation and engagement, working with the Public Service Association to embed and improve our HSS model. In March 2018 we held the first election for Health and Safety Representatives under the Health and Safety at Work Act; over 800 staff members have been elected to this critical role.

We furthered our reputation as credible and trusted expert technical and operational HSS advisors. Our regionally-based advisors proactively engaged with staff across the country to build local HSS awareness and capability, and to provide immediate support to managing incidents.

With our core systems and processes now firmly in place, we are focused on continuing to build the capability and resources at all levels of the Ministry to shape and mature our HSS culture. We continued to support Oranga Tamariki through the transitional services agreement that supported its move towards establishing its own HSS capability from 1 July 2018.

In April 2018 Cabinet approved a business case so that we could improve our 126 client-facing service centre sites. We have already started pilots in New Plymouth, Flaxmere, Wellington and Rotorua to create friendlier, warmer environments for our clients and staff. We will deliver these changes in up to 20 sites at a time, and we expect to complete the whole programme in two to five years. Planning for the first full tranche of 20 sites is well developed, with physical changes to be completed by April 2019.

These physical changes to our sites will be complemented by a redesign of our publicly accessible areas. This will take into account how physical security supports our strategic direction and enhanced service culture.

We are supporting a diverse and inclusive workplace

In 2017 we began work on an organisation-wide Diversity and Inclusion Strategy to guide our approach to equity and fairness, health and wellbeing, accessibility, and leadership capability.

The Strategy will promote an internal culture in which our people feel comfortable about being accepted for who they are and are treated fairly and with respect at work. It will focus on removing systemic barriers, and will harness the diversity of staff to meet the needs of clients and their families.

We remain committed to supporting the State Services Commission's Diversity and Inclusion approach. This addresses the gender pay gap, assessing the root causes of the ethnic pay gap, employing disabled people and making workplaces accessible, and building networks, knowledge and information to enhance visibility and inclusion of Rainbow groups.

We established three staff networks: the Disability Network, MSD Women's Network and proud@MSD for sexual orientation, gender identity, gender express and sexual characteristic-diverse staff. We now have four networks for staff, with the Pasifika Helewa Collective supporting our Pacific staff.

Balancing family and work obligations

We have a range of policies and practices to support employees with caring responsibilities to have a good work-life fit and balance family and work obligations. This includes parental leave, parental leave payment on return to work (ex gratia payment), flexible working arrangements, preferential re-engagement after childcare and a range of leave options that support caring responsibilities. We are currently exploring opportunities to enhance and promote family-friendly practices as part of our wider Diversity and Inclusion Strategy.

Leading the way for disabled people

If we want to improve employment outcomes for disabled people and people with health conditions in the labour market, we need to lead the way ourselves.

We launched the Accessibility Charter in February 2018, which sets expectations for government to make information technology and communications accessible. We developed the Charter in consultation with Deaf Aotearoa, People First, the Association of Blind Citizens and Kapo Māori.

The Lead Toolkit is a set of resources we developed in 2015 to provide advice about employing disabled people in the State sector. We have since developed a new resource to provide practical tips for people managers, which is now part of our manager training. Our recruitment partners are increasing their knowledge by using the Lead Toolkit to support managers around recruiting and employing disabled people.

During the recruitment process we do not ask candidates to provide information relating to living with a disability – we only ask for this information once the hiring is complete so that we can understand what support the new staff member needs.

Our internal training includes a module about disability, and we also provide an intranet-based Accessibility Toolkit to help managers feel confident about employing and retaining disabled employees. Other employees can access the toolkit for advice on how they might support their colleagues. We test our recruitment processes and provide training courses to increase our people's understanding of disability and health issues.

We continued to champion equal employment opportunities

We are committed to the principle of equal employment opportunities (EEO) and to growing and creating a more diverse and inclusive workforce and workplaces. Our EEO policy promotes equality, diversity and inclusion within a positive work culture based on respect, fairness and valuing individual difference.



For example, we:

- recognise the aims and aspirations of Māori and the need for greater involvement of Māori within our organisation and across 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 disabilities and mental health conditions, and to reinforce an inclusive and diverse working environment
- work with other agencies to share best EEO practices, policies and procedures.

We committed to fair pay for all our employees

The Government Expectations on Employment Relations in the State Sector highlight the need to reduce the gap between the lowest-earning and the highest-earning employees.

To embed our support for fair pay, from 2 April 2018 we introduced new pay structures to ensure that all of our employees receive at least the prevailing level of the official Living Wage rate. The Living Wage rate is reviewed annually. This change improved the remuneration of about 200 of our 7,000 employees.

We're working to address our gender pay gap

We are committed to supporting the Gender Pay Principles for the State Sector and to reduce our gender pay gap. We work with the State Services Commission to support the new Government Expectations on Employment Relations in the State Sector, which require that the core public service takes a leading role across key areas including closing gender pay gaps.

Key findings on our gender pay gap, which sits at 15.1 percent as at June 2018⁴¹, show that the primary driver is our higher proportion of women in lower-paid roles in public-facing sites, with the percentage of women declining at more senior levels.

We have identified four areas of focus to help us reduce the gap:

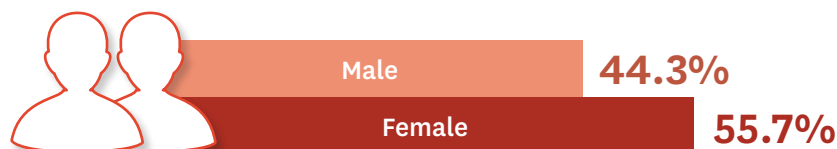
- taking steps towards normalising flexible work
- introducing inclusive family-friendly policies to allow our people to balance work and caring responsibilities
- creating more gender balance in all roles
- removing pay parity issues at executive/senior management level, where we currently have a significant gap.

Gender distribution by level of seniority

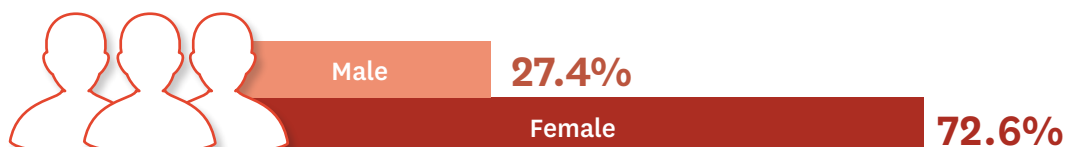
Executives and senior managers



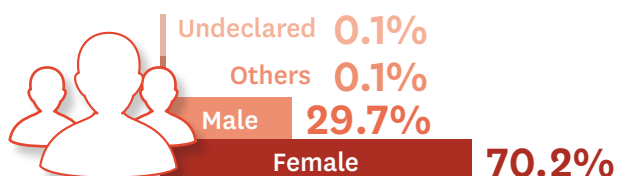
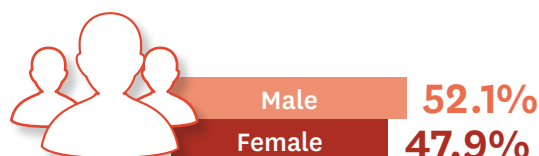
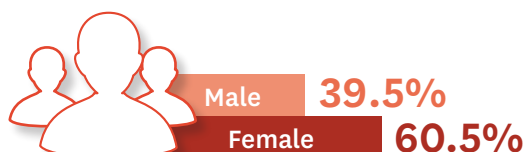
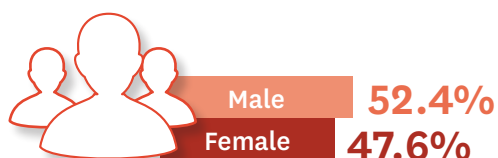
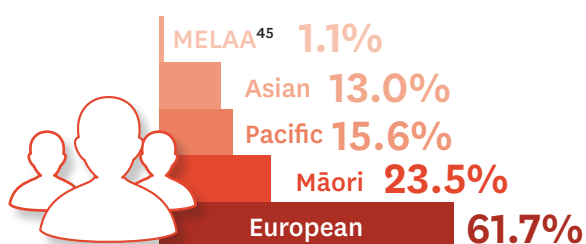
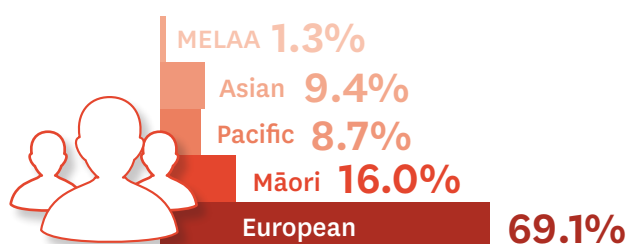
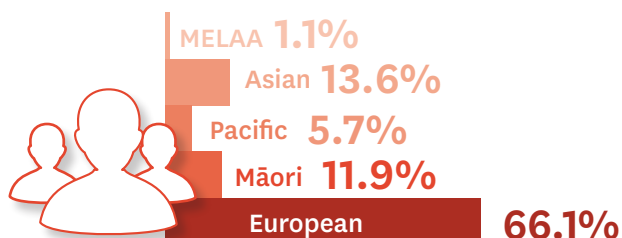
Middle management



Other staff



41 By comparison, the gender pay gap for the whole public service at 30 June 2017 (latest available) was 12.5 percent. State Services Commission, *Public Service Workforce Data: Human Resource Capability Survey 2017* (<http://www.ssc.govt.nz/sites/all/files/public-service-workforce-data-2017-v3.pdf>).

Diversity statistics by gender**All employees****MSD⁴²****Senior management****MSD****Public Service⁴³****NZ workforce⁴⁴****Gender distribution by ethnicity****MSD****Public Service****NZ workforce**

42 At 30 June 2018.

43 At 30 June 2017. State Services Commission, *Public Service Workforce Data: Human Resource Capability Survey 2017* (<http://www.ssc.govt.nz/sites/all/files/public-service-workforce-data-2017-v3.pdf>).44 Statistics NZ, *Household Labour Force Survey*, June 2018 (<https://www.stats.govt.nz/assets/Uploads/Labour-market-statistics/Labour-market-statistics-June-2018-quarter/Download-data/household-labour-force-survey-june-2018-quarter.xlsx>).

45 MELAA refers to Middle Eastern, Latin American, African ethnicities.

We maintained stable industrial relations

Our Employee Relations Strategy is focused on strengthening our relationship with all employees. We have a constructive relationship with the Public Service Association (PSA) and are exploring opportunities to develop a high-performance and high-engagement approach.

We have engaged with Ngā Kaitūhono (PSA Runanga) and we are incorporating their Runanga representative in our Māori Responsiveness Strategy governance.

In 2017/2018 we successfully renegotiated the Work and Income Northland staff collective contract, which covers 70 employees.

We are working towards a more collaborative corporate culture

In November 2017 we surveyed our people about their experiences and perceptions of working in MSD. The survey was part of the culture programme that we launched in 2013. The results show that, in general, our culture has remained stable since the last survey was conducted in 2015. This is a positive outcome given the amount of change we experienced over the past year.

Themes from the 2017 survey have helped highlight areas of focus such as:

- all our people being clear about what is expected of them and knowing that they shape and contribute to our outcomes
- strengthening the linkages between our people's employment experience (our people thriving every day) and the outcomes we seek for New Zealanders
- aligning all our people with a shared set of values that connect us to Te Pae Tawhiti and to an organisation that we are proud to work for.

The survey also highlighted that there is still work to be done to increase alignment across MSD to achieve the desired organisational culture.

Our governance arrangements support whole-of-organisation leadership and decision-making

Our Leadership Team is made up of our Chief Executive, five Deputy Chief Executives, and the Director of the Office of the Chief Executive. These leaders have collective responsibility for ensuring our organisational health, capability and capacity to deliver services and achieve outcomes.

In 2017/2018 three governance sub-committees of the Leadership Team supported strategic decision-making across the organisation:

- the Organisational Integrity and Capability Governance Committee is responsible for ensuring we function optimally, complies with all requirements, and takes a strategic approach to ensuring we have optimal capability
- the Investment Strategy Governance Committee is responsible for ensuring we invest strategically in the right things to achieve outcomes, and receive the benefits of our investments
- the Organisational Performance Governance Committee is responsible for ensuring we track progress against outcomes and priorities to inform future decisions.

Each committee meets regularly and comprises senior officials at Deputy Chief Executive and General Manager level.

We take privacy and security of information seriously

We collect a large amount of data and information from our clients, and from contracted service providers, community organisations and other agencies, every day. This comes with a responsibility to use the data with care, to respect the rights of individuals whose information is collected, and to apply consistent moral and ethical standards.

Responsible Information Use

To enable this, we have established a Responsible Information Use project, with two key workstreams: a Privacy, Human Rights and Ethics (PHRaE) framework, and the Openness and Transparency project.

The PHRaE framework will enable projects to meet our legal and ethical responsibilities around responsible information use, by ensuring that the privacy, human rights and ethical risks associated with personal information use are managed appropriately at an early stage in the development of new initiatives. PHRaE comprises a set of materials, including guidance documents and an interactive tool. We have developed an online prototype of PHRaE, and in 2018/2019 we will pilot the prototype with key internal and external stakeholders before implementation.

We have made a commitment to be more transparent about how we use the personal information we hold. While we have several ways we tell people about what we do with their information, we tend to use generic descriptions. Under our Openness and Transparency project, we have developed a Privacy Notice that describes how we use personal information. The Privacy Notice outlines what information we collect from people and why, who or where we collect it from, who we share it with and why, and what we do with it.

We have also developed simpler explanations for where we use algorithms to inform our services. We are testing these with stakeholders to ensure that what we publish is fit for use. For example, we currently use algorithms to refer school leavers to the Youth Service, and to direct people to case management services.

Ensuring our people understand the importance of keeping information safe

We follow systems to ensure we handle people's personal information securely and sensitively, and only share it as necessary and in accordance with information security principles.

We are making it easier for our people to understand the value of client information and the importance of keeping it safe and secure. As part of our Information Management Strategic Framework (IMSF), we provided our people with a toolkit called iSafe, which covers information security, IT security, privacy and information management, and gives them practical and appropriate advice for handling client information.

We are focusing more on the way we use and protect data and analytics

We started to develop a strategy to help us focus on the way we collect, use and safeguard data for governance, organisational capability, technology, data quality and stewardship purposes.

We have set up a data design group to provide direction and oversight for this work.

The use of analytics helps us to make better decisions at the front line

We carried out evaluations of several programmes, services and impact assessments, including:

- welfare return on investment for intensive case management services
- evaluations of the cost-effectiveness of employment assistance in 2014/2015 and 2016/2017

- effectiveness of driver licensing programmes funded by MSD in 2014 and 2015
- effectiveness of the Limited Services Volunteer programme in 2014/2015⁴⁶.

These research reports show the effectiveness on the mix of employment assistance interventions that we have delivered, and how individual interventions impact on outcomes for people.

Intelligence-led decision-making

We introduced a number of self-service reporting tools to enable case managers and service centre managers in both MSD and Oranga Tamariki to manage workloads and resources. The tools also enable staff in MSD's National Office to analyse data in the benefit and housing systems in a secure environment, so they can make better operational and strategic decisions.

We want our work to be accessible, to support better decision-making and to contribute to the wider evidence base.

As part of the Government's commitment to actively releasing high-value public data, we expanded the range of benefit-and housing-related reports available to the public. These include the benefit-related data dashboard and quarterly Benefit Fact Sheets summary reports. These analytical reports are designed to inform the public and to assist decision-makers.

Our Publications Committee is conducting a process review to ensure all our publications meet strict quality standards. A better process will allow us to increase the volume and quality of our publications.

We worked with other agencies to increase the use of shared data, and to combine expertise

Our use of the Integrated Data Infrastructure

Statistics New Zealand's Integrated Data Infrastructure (IDI) holds data from a range of government agencies, and allows those who use the data to broaden their understanding of their clients and to ascertain whether their services are effective. We use the IDI to understand much more about the people who need our help than we can collect just through our interactions with them.

In a research project we undertook into what happens to people after they leave the benefit system, the IDI helped us to analyse their education, employment history, income progression, and how likely they were to return to benefit after leaving the system. This research will form a foundation for the development of our modelling of social outcomes and wellbeing for 2018/2019 and beyond, which is being developed in the IDI, including:

- broadening the range of outcomes forecast to include, for example, health status, education level, employment status, income and other wellbeing indicators
- broadening the group of people we seek to understand
- modelling emergency and transitional housing as well as public housing (as data becomes available in the future)⁴⁷.

These developments will improve our understanding of how our services and other factors influence people's lives, which outcomes we should target at different stages of people's lives, and which services best support New Zealanders to achieve their potential.

In anticipation of the disestablishment of the Families Commission (Superu), the Growing Up in New Zealand (GUINZ) programme of work was transferred to MSD in July 2017.

⁴⁶ We expect to publish these reports before 30 June 2019.

⁴⁷ Responsibility for this housing work moved to the Ministry of Housing and Urban Development in October 2018.



Growing Up in New Zealand Study

Growing Up in New Zealand⁴⁸ is New Zealand's largest longitudinal study of child development, tracking around 6,800 New Zealand children born in 2009 and 2010, from before birth until they are young adults. Responsibility for the Growing Up in New Zealand study returned to MSD in November 2017.

The study looks at health and wellbeing, family and whānau life, education, psychological development, neighbourhood and environment, and culture and identity. The data gathered provides rich information about the diverse lives of children growing up amidst the cultural, economic, societal and technological complexity of 21st century New Zealand. The de-identified data helps inform government policy that will improve the lives of children and families.

A further \$1.9 million in funding was allocated in May 2018 to support the current round of interviews and data gathering with study families, and to improve access to the data gathered by the study. We also run the Children and Families Research Fund, worth \$750,000 a year to policy-relevant research projects that will support the wellbeing of New Zealand children, families and whānau.

48 The study is based at the University of Auckland and managed by Auckland UniServices Ltd.

Data exchange – sharing data with other agencies

We worked with the Social Investment Agency to develop a prototype data exchange platform and solution. This will streamline secure data sharing with less manual overheads, eliminate the risk of confidential data leakage, and facilitate greater collaboration across the public sector.

Contribution to all-of-government frameworks

We collaborated with Statistics New Zealand and the Government Chief Data Steward to review all-of-government frameworks related to data usage and collection and the principles of data privacy and use. This will contribute to, and bring expertise into, the development of all-of-government data standards, infrastructure and process capability.

Government Analytics Network

In September 2017 a practitioner-led community of practice (the Government Analytics Network) was formed by a group of subject matter experts across government, including from MSD. We helped to form the Terms of Reference and participate in the ongoing governance of the group. The purpose of the Network is to share knowledge and enhance the utility of data and analytics. It now boasts approximately 80 participants.

We manage risk in a challenging environment

The increasingly complex and changing environment in which we work provides opportunities and challenges in maintaining and improving services to New Zealanders while managing known and emerging risks.

We have a dedicated Risk and Assurance team that supports our Leadership Team by:

- overseeing the process for managing organisation-wide risks
- providing assurance to change initiatives
- maintaining our organisational relationship with Audit New Zealand
- helping business groups identify risks
- providing independent advice that enhances our organisational risk management and assurance capability.

Independent Risk and Audit Committee

Our Risk and Audit Committee provides critical support to our Chief Executive through independent advice and challenge on risk, internal control and assurance matters. The Committee's advisory role provides an alternative perspective on risk management and internal control, internal assurance, external audit, financial and performance matters, and governance frameworks and processes. The external perspective provided by the Committee is of critical importance for the Ministry.

The Committee met five times during 2017/2018 and comprised the following independent external members:

- Graeme Mitchell (Chair and member until 14 September 2017)
- Kristy McDonald QC (Chair from 14 September 2017)
- Linda Robertson
- Sir Maarten Wevers KNZM⁴⁹
- Ian Fitzgerald (member from 14 September 2017).

The Committee provided advice and assurance on the following key areas of our work:

- health, safety and security
- ICT security
- internal and external fraud
- risk management frameworks
- financial reporting
- shared corporate services
- legislative compliance.

We continued to provide shared corporate services to Oranga Tamariki

The Government agreed in 2016 that we would provide a range of shared corporate services to Oranga Tamariki for at least the first two years of its operation. In April 2017 we entered into a shared services arrangement that allows Oranga Tamariki to focus on service delivery changes and the implementation of its new operating model.

This year we agreed with Oranga Tamariki to conduct a joint review to look at future provision of shared services. We are already working closely with Oranga Tamariki management to understand their expectations and requirements, and match those to the future direction of our own corporate services.

We implemented New Zealand Business Number requirements in our systems and processes

We have continued work to incorporate New Zealand Business Number (NZBN) information into our systems. It is now mandatory for the NZBN to be entered into our Client Management System for new records for providers who are registered with the Companies Office, while over 85 percent of social services providers have an NZBN number in the system. This places us in a good position to meet the Cabinet directive of 2016 that agencies are able to identify a business from its NZBN by 31 December 2018.

⁴⁹ Sir Maarten Wevers left the Committee following its last meeting of 2017/2018 on 23 May 2018, and has been replaced as a member by David Smol.

We had success at the Chartered Institute of Procurement and Supply Awards

In 2017 SmartStart, a cross-agency initiative of the Department of Internal Affairs, MSD, Inland Revenue and the Ministry of Health, won the Achieving Collective Impact category at the IPANZ Public Sector Excellence Awards, and the Best Public Procurement Project category in the Australasia Chartered Institute of Procurement and Supply (CIPS) Awards. MSD led the procurement phase, which won the Australasia award. SmartStart was developed around New Zealanders' life events, making it easier to navigate government services.

The SmartStart tool aims to make it easier for parents and caregivers to access relevant information and services for themselves and their babies. It also establishes a digital identity for a child to use throughout their life.



