



Ministry of Social Development **Statement of Intent** 2013–2016

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



MINISTRY OF SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

Published May 2013
Ministry of Social Development
PO Box 1556
Wellington 6140
New Zealand

Telephone: +64 4 916 3300
Facsimile: +64 4 918 0099
Email: info@msd.govt.nz
Web: www.msd.govt.nz

ISSN: 1176-242X (print)
ISSN: 1178-5160 (online)

Ministry of
Social Development
Statement of Intent
2013–2016

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



MINISTRY OF SOCIAL DEVELOPMENT
Te Manatū Whakahiato Ora

Contents

Minister’s foreword	1
Ministerial statement of responsibility	3
Chief Executive’s introduction	4
Chief Executive’s statement of responsibility	5
Nature and scope of functions	6
Strategic direction	8
Cross-agency leadership	10
Operating Intentions	12
Reducing Long-term Welfare Dependency	13
Boosting Skills and Employment.....	18
Supporting Vulnerable Children	25
Reducing Crime.....	34
Improving Interaction with Government	43
Seniors	48
Managing in a changing environment	49
Organisational health and capability	52
Our capital intentions	56
Appendix A: Legislation we manage and administer	58

Minister's foreword

The Statement of Intent 2013-2016 sets out the major priorities for the Ministry of Social Development over the next three years.

As Minister for Social Development I am driving three priority areas which will make a real difference to individuals, families and communities.

Reforming the welfare system, reforming the way we protect vulnerable children and reforming the way we contract and work with community organisations are interrelated work programmes that are progressing well.

This Government is taking action for New Zealanders by better supporting others, providing greater independence, protection for vulnerable children and working alongside communities better.

We've already made a difference through the welfare reforms implemented to date, with thousands moving off welfare and into work. The third and most significant phase of reforms comes into effect this year.

While the welfare reform programme itself is large and complex, the changes modernise and simplify the welfare system. Work expectations and social obligations are better balanced with incentives and support.

The new investment approach is a radical change for the welfare system and will target interventions and support to those most at risk of long-term welfare dependence. This active approach will see more people get the help they need to become independent.

By investing in people sooner, we will start to break that cycle of long-term welfare dependence.

The welfare reforms contain policies specifically related to children. Social obligations, protections for children built into the sanctions process and the focus on getting parents off welfare and into work fit with the Children's Action Plan, by keeping the focus on vulnerable children.

The Children's Action Plan will make a significant difference to children, helping identify those most at risk of abuse and neglect so we can act early.

By requiring government departments to take shared responsibility for children, a more co-ordinated approach will reduce the number of substantiated physical abuse cases and better protect children.

The Children's Action Plan is already seeing community organisations and government departments work better together, with greater cohesion. This change in style fits with a reformed way of working with the social sector.

Community has a vital role to play in changing the way we view and treat children. The public awareness campaign and child protect phone line to be implemented through the Children's Action Plan, will facilitate this.

This work will contribute to another Government priority – the reduction of youth offending. We know that children who are safe, well and loved are less likely to turn to a life of crime.

The welfare reforms and Children’s Action Plan work streams both require a significant reshaping of the way the Ministry works with other government agencies and with people and communities.

To lead the charge, the Government has tasked the Social Sector Chief Executives Forum with ensuring joined-up thinking and service delivery.

Investing in Services for Outcomes supports this goal, by better co-ordinating funding and contracting for services to leverage the best outcomes.

This simply means changing the way we relate, contract to and work alongside community organisations.

It is an internal and external approach to change, recognising we must change the way we work within the Ministry in order to improve services and support that non-government organisations provide communities.

The entire Ministry is involved in these fundamental changes to the way it works.

Delivering Better Public Services is one of the Government’s four priorities and within this work the

Ministry of Social Development is responsible for reducing long-term welfare dependence and assaults on children. This fits into our established priority areas that fit together to form a comprehensive plan to support New Zealanders.

This Statement of Intent reflects the challenging pace the Government has set for the Ministry, which is now leading or co-ordinating fundamental change programmes on more fronts than at any previous time.

New Zealanders expect no less and the Ministry has kept its foot on the peddle.

It is critical we continue to do so over the next few years. This Government is committed to making a difference and we can achieve that by taking action.



Hon Paula Bennett
Minister for Social Development

Ministerial statement of responsibility

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



Hon Paula Bennett
Minister for Social Development

Chief Executive's introduction

This Statement of Intent outlines this Ministry's goals in a changing environment, and the wide range of work we will undertake over the next three years to achieve results. It also describes how we organise ourselves to deliver services to those who need us.

Fundamentally, we are a Ministry of people serving people for the good of New Zealand and its diverse communities. Our aspiration for New Zealanders is that they can be safe, strong and ultimately independent and able to succeed on their own.

Our purpose is to help them get there. This is at the centre as we co-ordinate and lead across agencies to achieve the Government's expectations for Better Public Services. Our main focus is delivering fundamental change to achieve the *Reducing Long-term Welfare Dependency* and *Supporting Vulnerable Children* themes and the way we work with communities to achieve them. Nearly the entire Ministry is involved in managing and supporting the delivery of these major work programmes.

The Social Sector Chief Executives Forum is a key lever to get the improved results Government is expecting of us. The Forum provides an opportunity to make a collective impact for the individuals, families and communities that our social service agencies aim to support. We are stronger when we work together.

To tackle long-term welfare dependency, we have launched the most significant welfare reforms New Zealand has seen in our lifetime. Underpinning the reforms is the Investment Approach. It guides where we target support, what services will work best, and how to balance that with the resources we have. We are working closely with the Work and Income Board which provides expert guidance as we embed the reforms into daily practice.

The Children's Action Plan is another significant piece of work we will deliver for New Zealanders. Our target is to reduce the number of substantiated cases of physical abuse. The Action Plan was created to guide the way we use cross-government resources to meet community needs.

Investing in Services for Outcomes bring us more emphasis on shared accountability across service lines and higher expectations of customer service. We're expected to respond quickly and effectively to major policy changes. We're finding ways to make greater use of joint funding arrangements, joined-up frontline service delivery and closer work with non-government organisations and local government.

All of our key initiatives rely on enhanced technology to get better data so that we can make more highly-informed decisions and tailor services to improve results for clients while protecting our information and maintaining public trust. We will use recent lessons to ensure security and smart risk management is part of our DNA – an element of every decision that we make.

As a diverse but unified Ministry in a dynamic and demanding environment, we know that change and complexity will always be part of our work. We see that as an opportunity to find better ways to achieve our goals. We are clear about our purpose and role, we strive to improve, we are responsible for our actions, and we do the right thing with courage, transparency and integrity. When our clients and staff succeed, we have succeeded.



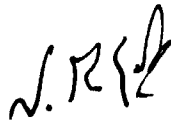
Brendan Boyle
Chief Executive
Ministry of Social Development

Chief Executive's statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry of Social Development. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2013/2014 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Brendan Boyle
Chief Executive
Ministry of Social Development



Nick Gale
Chief Financial Officer
Ministry of Social Development

Nature and scope of functions

Our purpose

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

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

The scope of our work

We administer over 20 billion dollars in government expenditure and provide services and assistance to more than 1.1 million New Zealanders and 110,000 families.

The Ministry provides services to the:

- Minister for Social Development
- Minister of Youth Affairs
- Minister of Health
- Minister of State Services
- Associate Ministers for Social Development
- Minister of Veterans' Affairs
- Minister for Senior Citizens
- Minister of Revenue
- Minister for Disability Issues.

We administer three Votes

These include:

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

Our role

We provide:

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

We have three clusters

These include the:

- Policy cluster – provides social sector-wide policy advice. The group advises on welfare reform, employment skills and income support, child, family and community policy, youth policy, and older people's policy. The group's evaluation, research and information unit provides a strong evidence base in support of the Ministry's advice, policy development and operational delivery. The policy cluster includes the Ministry of Youth Development (supporting the Minister of Youth Affairs), the Office for Disability Issues (supporting the Minister for Disability Issues) and the Office for Senior Citizens (supporting the Minister for Senior Citizens).
- Service Delivery cluster – provides services to clients through four service lines: Work and Income, Students, Seniors and Integrity Services, Child, Youth and Family, and Family and Community Services.
- Corporate cluster – supports the policy and service delivery clusters through the People, Capability and Resources, Risk and Assurance, and Corporate and Governance business units.

Advice on four Crown entities

We provide advice on the:

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

Support on statutory tribunals and advisory committees

We provide advice on the:

- Social Security Appeal Authority
- Student Allowance Appeal Authority
- Social Workers Complaints and Disciplinary Tribunal
- Taskforce for Action on Violence within Families
- Work and Income Board
- Nine Child, Youth and Family Residence Grievance Panels.

Legislation we manage and administer

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

Strategic direction

We help New Zealanders and their families to be independent and strong, and we target support to those who need it. We are focused on delivering results more effectively through our own services and alongside other government and non-government agencies.

Key opportunities and challenges

In the past the Ministry has usually handled only one major reform at a time. The environment we will operate in over the next four years sees us taking action across many decision areas of work.

The top priorities for the Ministry are Welfare Reform, the Children's Action Plan and Investing in Services for Outcomes (ISO) – alongside many other key initiatives across the Ministry's work streams.

Government has asked us for fundamental change to how we work, what we deliver and the way it is delivered – multiple changes, spanning the entire Ministry. To ensure we can achieve such a transformation our business strategy is built on:

- collective leadership – within the Ministry and across the social sector, managing across portfolios
- a culture of action and responsibility
- strong relationship management using common goals
- strong risk management framework
- an ability to demonstrate progress and share our stories simply yet effectively.

Our programme of Welfare Reform is both large and complex. We have made good progress and will push on to embed the changes heralded in the Social Security (Benefit Categories and Work Focus) Amendment Bill 2. Central to the reform is an investment approach to welfare. This approach directs resource to where it can make the most impact to support people off long-term welfare dependence to independence. We will also maintain a safety net for those who need it.

The Children's Action Plan enacts New Zealand's response to improving lives of vulnerable children. The Ministry leads many of the work streams. This work tests new forms of governance, strengthens Chief Executive accountability across agencies and has large scale impacts to the way we work.

ISO transforms the way we interact with non-government organisations providing greater clarity of expectations and accountabilities. Ensuring the most effective purchase and delivery through our sector partners is integral to our other reforms.

A strong Social Sector Forum of Sector Chief Executives is key to the successful achievement of Better Public Services. The Chief Executives have committed to delivering better results through innovation and a focus on rapid cycle change. Clear priorities such as Better Public Services Targets, the Social Sector Trials, Children's Action Plan, Contracting and Christchurch, will demonstrate the efficacy of the Forum.

Data sharing is another major intersection with our social sector and public sector partners. Smart use of available intelligence, shared data and better information systems underpin our reforms. It will bring a step change to our ability to make resource decisions at every level of the Ministry.

It is paramount that we have public trust and confidence in our ability to manage information responsibly. Better use of information is critical to our ability to progress each of the Government's reform priorities. We must balance this with an operating environment that supports responsible and professional management of privacy and client information. During 2012 the Ministry suffered a high profile security breach. While independent reviews found that it was not a systemic problem, we now operate in an environment with a much greater awareness of the need for responsible and professional management of privacy and information security. Appropriate risk escalation, strong governance and the integration of information security into strategic planning will also be expected best practice while at the same time encouraging innovation.

The Ministry is rapidly evolving towards new working practices as the environment around us changes. Increasingly the public are using technology to engage with us. It can be easier for them and is more cost-effective for us. We will make smart enterprise investment to ensure technology helps us to better reach and engage with our clients cost-effectively. This includes rolling out new self-service workstations across a range of Ministry sites. These workstations will run on a physically separate network from the Ministry's and provide clients with a range of self-service features, such as allowing them to check their eligibility for financial assistance, apply online and search for work on a range of job sites.

A major challenge for the Ministry is a fiscal one, on top of delivering Government's key priorities. We have managed within our departmental budget since 2007 through a strong Value for Money approach. To address pressures, we have committed to a far reaching programme of business process re-engineering and information services developments to remove transactional processes and shift effort to where it can add value. These savings are built into the funding projections for our major reforms and our four year plan.

We will continue to assess the staff capability mix to ensure we have the right people in the right places, as the Ministry changes to deliver reforms. We are also challenging ourselves to govern and manage better. We will ensure that we have the most appropriate leadership arrangements and understanding to meet our challenges into the future.

We must keep the Ministry strong and agile to adapt to the level of change required through the reforms. It is vital that we take management and staff with us – to ensure that they know what is going on, remain committed and are resilient. Embedding our new purpose and principles is a key opportunity to reinforce who we are and what we want to achieve, together.

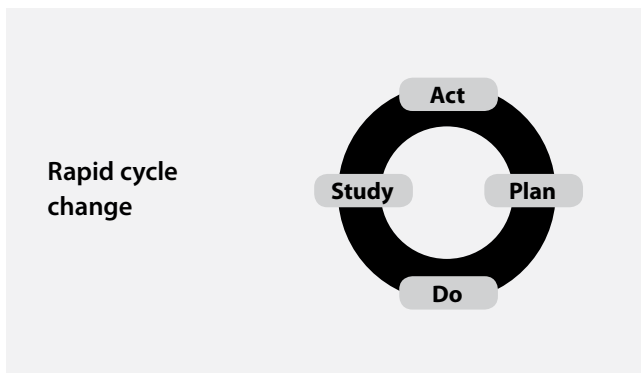
Cross-agency leadership

Social sector agencies are working together to organise and lead themselves in a way that makes services more accessible, improves efficiencies and gets tangible results for New Zealanders. With our Chief Executive as Chair, the leaders of Health, Education, Justice and the infrastructure leader from Ministry of Business, Innovation and Employment are the accountable members of the Social Sector Forum. Central agencies provide advice and other Chief Executives are also invited to work on relevant issues.

Social sector leadership

better results through innovation...

The forward focus is on innovation through investment in rapid cycle change. This will deliver better results for New Zealanders and help us improve the way we deliver social services in the future. Testing innovation relies on good information and fast feedback of results for expansion or improvement.



taking a portfolio approach...

The Social Sector Forum agencies are working together to innovate across a range and balance of initiatives, by actively managing their joint work as a portfolio.

Social Sector Forum Chief Executives are joining up and learning across their different governance responsibilities including the Joint Venture Board (Social Sector Trials) and the Vulnerable Children's Board (Children's Teams).

priorities...

Chief Executives have identified joint priorities to deliver better results and demonstrate innovation and learning within and between work streams. The priorities are:

- Better Public Services Result 1 – *reducing the number of people who have been on a working age benefit for more than 12 months*
- Better Public Services Result 2 – *increasing participation in early childhood education*
- Better Public Services Result 3 – *increasing infant immunisation rates and reducing the incidence of rheumatic fever*
- Better Public Services Result 4 – *reducing the number of assaults on children*
- Social Sector Trials – improving outcomes through community-based solutions
- Children's Action Plan – working together to protect vulnerable children
- Youth Mental Health Project – improving mental health outcomes for young people
- Contracting – using new contracting approaches to deliver results.

These have strong links to related cross-agency work on housing, increasing achievement at NCEA Level 2 and Level 4 and above on the New Zealand Qualifications Framework, and the reduction of crime and offending.

key connectors...

Social Sector Forum initiatives will also link to or work together with other key pieces of work happening across government including the Family Violence Taskforce, Children's Teams and Whānau Ora.

Leading on behalf of Government

We continue to look for ways to co-ordinate public sector effort as a whole and lead on behalf of the Government. We will link initiatives back to the Social Sector Forum.

The Taskforce for Action on Violence within Families provides advice to the Family Violence Ministerial Group. Our Chief Executive is the Deputy Chair of the Taskforce and the Deputy Chief Executives of Family and Community Services and Child, Youth and Family are both members.

We provide secretariat functions for the Taskforce, the Māori Reference Group and the Pacific Advisory Group that supports the Taskforce.

We administer the Office for Disability Issues and the Office for Senior Citizens. These offices promote and monitor the implementation of the New Zealand Disability Strategy and the New Zealand Positive Ageing Strategy respectively.

Our Chief Executive chairs the Chief Executives' Group on Disability Issues. The Group supports the Ministerial Committee on Disability Issues by leading the implementation of the Disability Action Plan.

The Ministry of Youth Development leads young people's input into policy development across Government. We will provide young people with opportunities to participate in, and contribute to, policy development by engaging with them and seeking their perspectives to inform decision-making.

How we will demonstrate success

The four Better Public Services targets that are priorities for the Forum provide the measures of our collective impact. By joining together we are:

- focusing on making a collective impact, working together to contribute to results
- pursuing our common agenda to deliver results, working across service boundaries and changing what we do to better support our target groups
- introducing new services and supports and using the information we hold in new ways to target our services.

Our strong combined leadership supports our agencies and the organisations we work with in communities to continue to learn, adapt and change.

Operating Intentions

Linking it all together

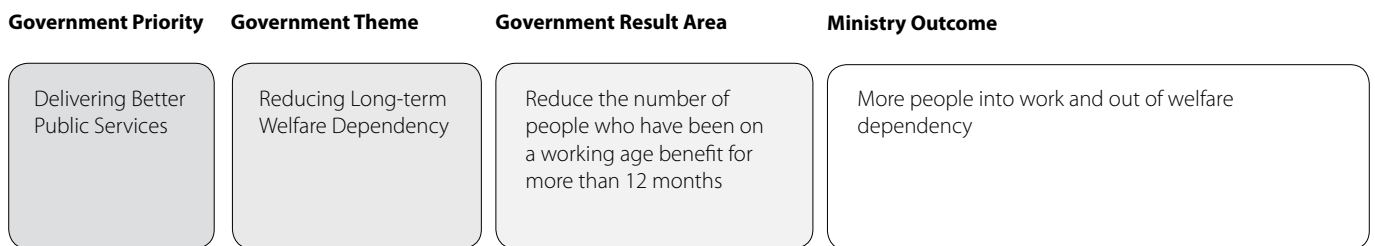
The Government has laid down a challenge to the public sector in four key priorities. The first – *Delivering Better Public Services* – has 10 specific result areas to measure against. We have a major role to play in delivering these results. We co-ordinate the cross-agency effort to achieve four of these result areas and we directly contribute to another four.

To ensure our direction is clear, our outcomes framework reflects the priority of *Delivering Better Public Services*. This means we can link our goals and resources directly to the Government Priorities and clearly track our progress.

Government Priority	Government Themes	Government Result Areas	Ministry Outcomes
Delivering Better Public Services	Reducing Long-term Welfare Dependency	Reduce the number of people who have been on a working age benefit for more than 12 months	More people into work and out of welfare dependency
	Boosting Skills and Employment	Increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualification	More young people are in education, training or work
			More young people contribute positively to their communities
	Supporting Vulnerable Children	Reduce the number of assaults on children	Fewer children are vulnerable
		Increase infant immunisation rates and reduce the incidence of rheumatic fever	More efficient and effective allocation of government resources to meet community needs
		Increase participation in early childhood education	
	Reducing Crime	Reduce the rates of total crime, violent crime and youth crime	Fewer children and young people commit crime
		Reduce reoffending	Fewer people commit fraud and the system is fair and sustainable
	Improving Interaction with Government	New Zealanders can complete their transactions with the Government easily in a digital environment	More people interact with the Ministry in a digital environment

Reducing Long-term Welfare Dependency

Work is at the heart of a better quality of life for New Zealanders. Being in paid work rather than on a benefit leads to better health and wellbeing. It brings in extra income, builds pride and connects people to their community.



What we want to achieve

The Government Theme of *Reducing Long-term Welfare Dependency* has one specific result area: *Reduce the number of people who have been on a working age benefit for more than 12 months* from 78,000 in April 2012 to 55,000 by 2017. We anticipate being at 69,500 by June 2014. The Ministry co-ordinates the cross-agency effort to achieve this result.

We will monitor alignment of this result area to the investment approach to ensure we have a target that reflects a focus on those most likely to stay on benefit, and who have a life time cost to New Zealand.

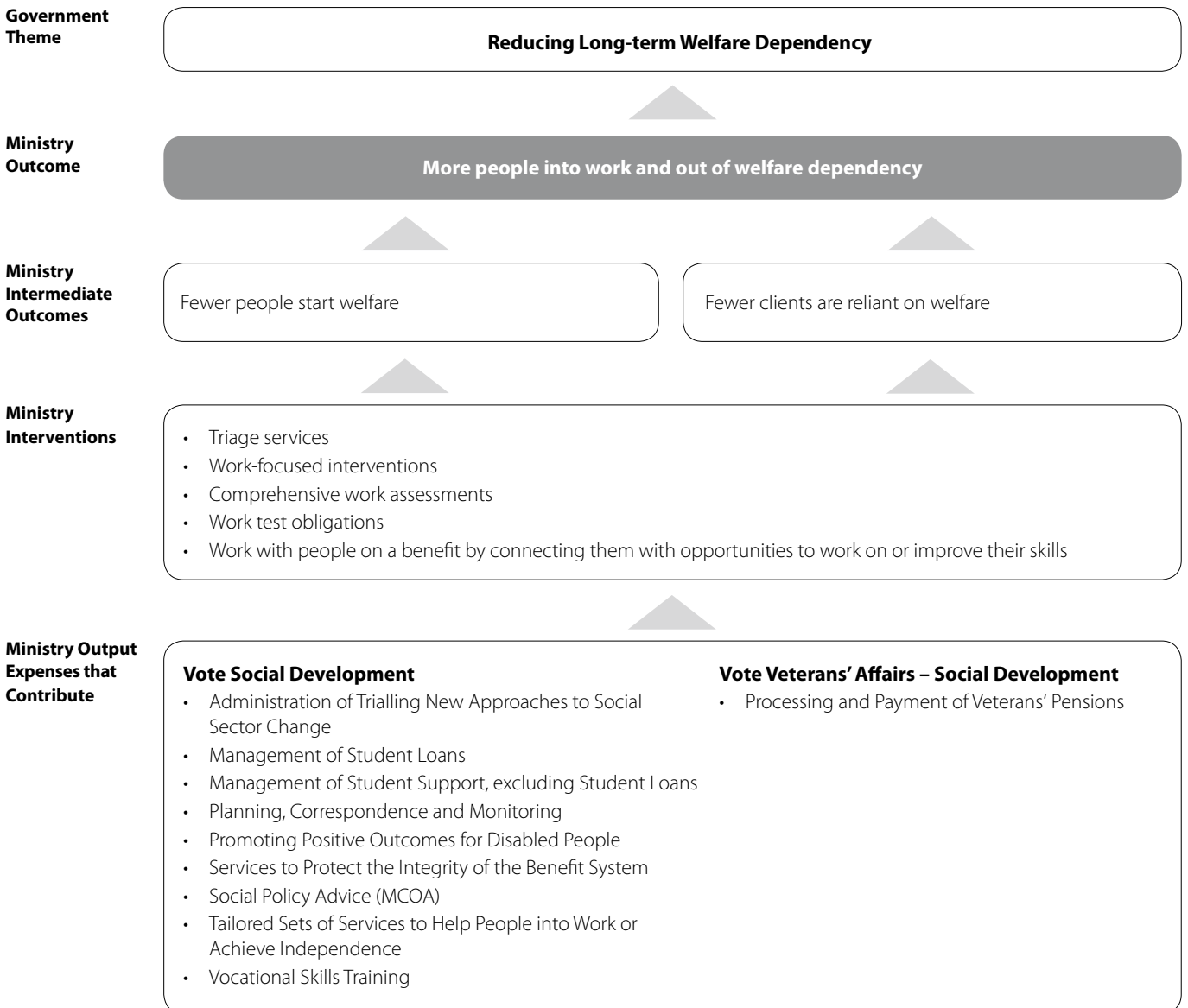
We are taking a more active approach to help people where ever possible to get into work and stay there. We will deliver the Government's Welfare Reform Programme and transform the welfare system into a modern, active and work-focused system that focuses on what people are capable of, not what they cannot do.

Specifically, in our context, we will deliver on the Ministry Outcome:

- *More people into work and out of welfare dependency.*

More people into work and out of welfare dependency

Linking it all together



More people into work and out of welfare dependency

The Ministry is targeting its resource to those who need it most and moving people off welfare and into work. This will lead to better lives for people and their families.

The next three years

implement welfare reforms...

Our priority for the next three years is to complete the fundamental reform of the welfare system and the way it is delivered. We will make the welfare system more active, modern and work-focused to reduce the long-term welfare dependency experienced by too many New Zealanders.

simplifying the current benefit structure...

From July 2013, benefit structures will be simpler to understand and use. The current benefit types – unemployment, domestic purposes, sickness, widow's and invalid's benefits – will be replaced. The three new benefit categories will be Jobseeker Support, Sole Parent Support and Supported Living Payments.

The changes clarify who is expected to be available for work and bring in requirements for jobseekers to be drug free. To support the policy changes, case managers will also have the ability to actively work with a larger number of clients and some client obligations will change.

The system will become more agile and make more sense. For those clients who have outstanding warrants of arrest, we will stop payments. The new system places health and education requirements on parents to ensure children in beneficiary homes get the best possible start in life.

These changes build on the platform of new work-test obligations for some welfare recipients that were introduced in October 2012.

sole parents with children over 14...

From July 2013, legislation changes will also see sole parent benefit recipients currently on Domestic Purposes Benefit – Sole Parent or Widow's benefit moving to Jobseeker Support (with full-time work obligations) when their youngest child turns 14.

investing up front...

There are large numbers of people on a benefit. Taking into account the longer-term costs of benefit spending, it makes economic and social sense to invest more up front so more people get into work sooner. For those who cannot work, the system will always provide support.

A key part of the welfare reform is the investment approach. It will help us make more informed decisions on where and when to focus our services for the greatest impact. This relies on flexible funding arrangements so that resources can be shifted to investments that offer a better return and accountability measures that support a shift to a long-term focus.

By using our own knowledge, actuarial advice and better data, we will make improved evidence-based strategic decisions to focus resources. This is not a one-size fits all approach. We will invest in those most likely to stay on benefit for a long time and who will incur the greatest welfare costs in the future.

With fast feedback and good data, this approach will grow and strengthen over time. Business intelligence is one of the key elements of the Investment Approach, bringing together high quality information about business, clients and evidence about what works to achieve employment outcomes. The right information will enable better identification and segmentation of different benefit groups as well as the enforcement of obligations and tracking of outcomes.

a new way of delivering services...

The Investment Approach is supported by a new work-focused service delivery model. Evolving over the next three years, we will introduce reduced caseloads enabling us to provide more intensive case management to those clients who need it. This will be achieved through introducing new information technology, improving information tools and smarter practices such as removing some transactional processing.

The model will have different levels of intensity that reflect how we work with clients based on their likelihood of long-term benefit receipt. The levels include:

- Work Focused Case Management – personal intensive support for work obligated clients
- Work Search Support – ‘one to many’ support for new clients with some employment barriers
- General Case Management – support for clients who do not have active work obligations
- Self Service Support – support for clients to manage their own job search activities.

Implementation will be progressive. Our services will be based on enhanced profiling to identify the optimum level of support required to meet client needs. Trialling new service methods to identify what works for client groups, means we can test our ideas and evaluate whether they should be implemented more generally. This is about finding the best ways of getting clients into work.

delivering results together...

Making the most of the strength and reach of our partners in the sector is key to the success of the welfare reform. We will work better with our service providers, being clearer about the outcomes we want and increasing flexibility for them to be achieved. Above all we are focused on results and on those services that make a difference.

Our work with industry associations and large employers on the demand side continues to generate employment opportunities. In partnership with industry we will purchase industry training programmes that focus on specific workforce skills and respond to skill shortages.

supporting people with ill health or disabilities into work...

The enabling good lives approach requires that there is a greater flexibility and individualisation of disability supports while at the same time ensuring the system enables people to be in control of their lives.

We are committed to a shared outcome under the Disability Action Plan to increase the number of disabled people in paid employment. The Ministry will work with health professionals to focus more on what disabled people can do and what support they need to be in work.

We are also thinking differently about how we work with people in the benefit system who are either sick or disabled.

From July 2013, legislation changes allow greater information requirements to stream beneficiaries into appropriate services according to the risk of remaining on long-term benefit.

Our approach to this group will include:

- simplified access to supported living payments for those who are terminally ill, or have severe, irreversible health conditions or disabilities
- improved self-assessment to determine eligibility and obligations using expanded sets of questions to collect a broader range of information
- less intensive interventions for people who only need income support and who have jobs to return to or require income support with less intensive case management
- structured interviews for clients not making progress as expected and to identify barriers to work
- in-depth and intensive independent work assessments carried by an independent health practitioner to determine a beneficiary's work ability.

We will trial a new process and certificate to support this shift.

Other changes to the way we work with these clients will include removing the requirement for additional assessments of work abilities and allowing easier access to the Supported Living Payment for those clients with a terminal illness, serious and deteriorating neurological conditions, or a severe intellectual disability.

the role of the Work and Income Board...

As we progress through these reforms, we will continue to work closely with the Work and Income Board. The advice and expertise provided to the Ministry by the Board, coupled with the assurance to Joint Ministers, tests and challenges our thinking as we implement Welfare Reform policy changes and

the Investment Approach. The Board will also continue to support and promote innovation. Robust debate and better decision-making will get people back into work faster.

How we will demonstrate success

We will know that we have achieved our outcome when more people get into work and out of welfare dependency.

We will co-ordinate the cross-agency response to Government Result Area Number 1 *Reduce the number of people who have been on a working age benefit for more than 12 months.*

The success of outcomes of the Welfare Reform programme will be measured through the actuarial Investment Approach, which will produce quarterly and annual valuations that will report changes in the future liability of the benefit system. It will attribute change to drivers of the future liability that the Ministry are able to influence.

Ministry Outcome – More people into work and out of welfare dependency		
Intermediate Outcome	Indicator	Target
Fewer people start welfare	The proportion of clients who get work before requiring a benefit	Increasing proportion
Fewer clients are reliant on welfare	The proportion of Jobseeker Support clients who do not remain on the benefit for longer than: <ul style="list-style-type: none"> • 26 weeks • 52 weeks • 104 weeks* 	Increasing proportion
	The number of full-time-work-obligated clients continuously receiving a benefit for more than 12 months	Decreasing number
	The proportion of Sole Parent Support clients who have work obligations and who are working part-time*	Increasing proportion
	The proportion of Supported Living Payment clients who choose to work and are in full or part-time employment*	Increasing proportion

*New indicator for 2013/2014

Boosting Skills and Employment

We support young people to be involved in education, training and employment. Young people are most successful when they are purposefully engaged and contributing to New Zealand’s economy and society.

Government Priority	Government Theme	Government Result Area	Ministry Outcomes
Delivering Better Public Services	Boosting Skills and Employment	Increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualification	<p>More young people are in education, training or work</p> <p>More young people contribute positively to their communities</p>

What we want to achieve

The Government Theme of *Boosting Skills and Employment* has two specific result areas. The Ministry contributes to the cross-agency response to Government Result Area Number 5 *Increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualification*.

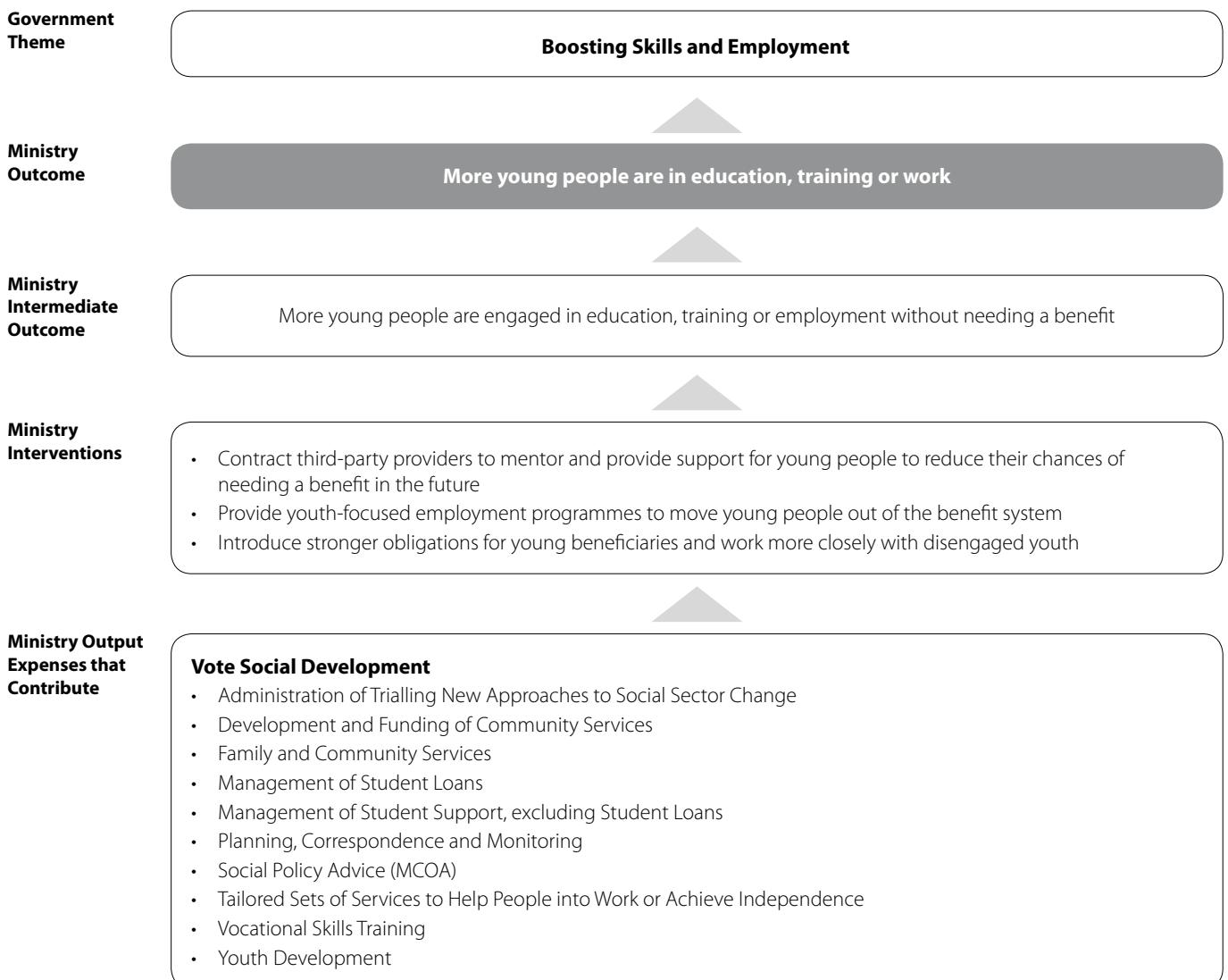
We are targeting young people at risk of long-term welfare dependency. This means being clearer about expectations for young people to be in work, education or training, and wrapping-around services and support to ensure they achieve. We will help young people make positive life choices and encourage them to be active citizens with a voice in decisions which affect them.

Specifically, in our context, we will deliver on Ministry Outcomes:

- *More young people are in education, training or work*
- *More young people contribute positively to their communities.*

More young people are in education, training or work

Linking it all together



More young people are in education, training or work

We will work with young people to keep them engaged and active in their communities by supporting them to be involved in education, training and employment.

The next three years

reforming the youth system...

Alongside our sector partners, we are making changes to our approach for how we work with young people. This means clearer obligations, better support and opportunities to get young people into work, education or training.

Intervening early and targeting our services to disengaged 16 and 17 year olds will help them get back into education, training or work. We want to stop young people drifting onto welfare and increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualifications.

More money has been put into services targeted to 16 and 17 year olds and 16-18 year old teen parents on benefit, and teenagers aged 16-17 who are not in education, employment, or training (NEETs). To support young people back into education, training or work-based learning, third party providers will work with these young people so that they can gain the skills to get a good job.

working together...

The Ministry of Education, schools and other tertiary providers continue to be our key partners to identify further opportunities for keeping young people engaged in education and training. We know we need to bolster our relationships with our sector partners to deliver the most effective service to young people.

The Social Sector Forum and other cross-agency collaborations are key levers in helping us to strengthen our relationships with NZQA and the Ministries of Education and Corrections to improve outcomes for youth at risk.

Better partnering with Youth Services providers will mean that we can purchase more specialised services with a greater scope for young people. We will continue to work

with contracted specialist providers with a focus on results, clear outcomes and greater flexibility. A substantial part of the funding for Youth Services providers will be milestone and outcome based so there will be incentives to deliver the results we need. Through ongoing evaluation we will identify what works and how we engage with providers in the future.

supporting teen parents...

We know that more than a third of those on the Domestic Purposes Benefit became parents as teens. Almost half of all those on the Domestic Purposes Benefit have no formal school qualifications.

Education is an important lever towards independence. We expect teen parents to resume or continue their education and we will provide support for them to do so. Contracted specialist providers will work with young parents to help them into settled accommodation and to learn to budget. Providers will also help young parents access education or training and meet their obligations.

accessing childcare...

Access to childcare can be a barrier. To support the policy changes the Guaranteed Childcare Assistance Payment was introduced in August 2012 to make sure that childcare costs for teen parents with children under five will not prevent them from studying. The changes allow both parents and their children to connect to education. These young people will receive extra money for staying in education for a sustained period of time.

keeping children healthy...

From July 2013 new requirements will be introduced that require young parents to enrol their child with a primary health care provider and complete Well-Child/Tamariki Ora checks.

accessing tertiary education is easier...

Today's students expect good online access. We will find ways to improve our online services to help students make good decisions as well as make the system easier to use.

Students who need more assistance or who have complex needs will continue to have access to our services by phone and face-to-face.

Guiding prospective students to make good decisions about their tertiary courses, and financing their study is important. In 2013 we will continue to deliver our Sussed education programme online and in person. This includes advice around career opportunities, remuneration and market needs now and in the future.

How we will demonstrate success

We will know that we have achieved our outcome when more young people have increased qualifications.

We will contribute to Government Result Area Number 5 *Increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualification.*

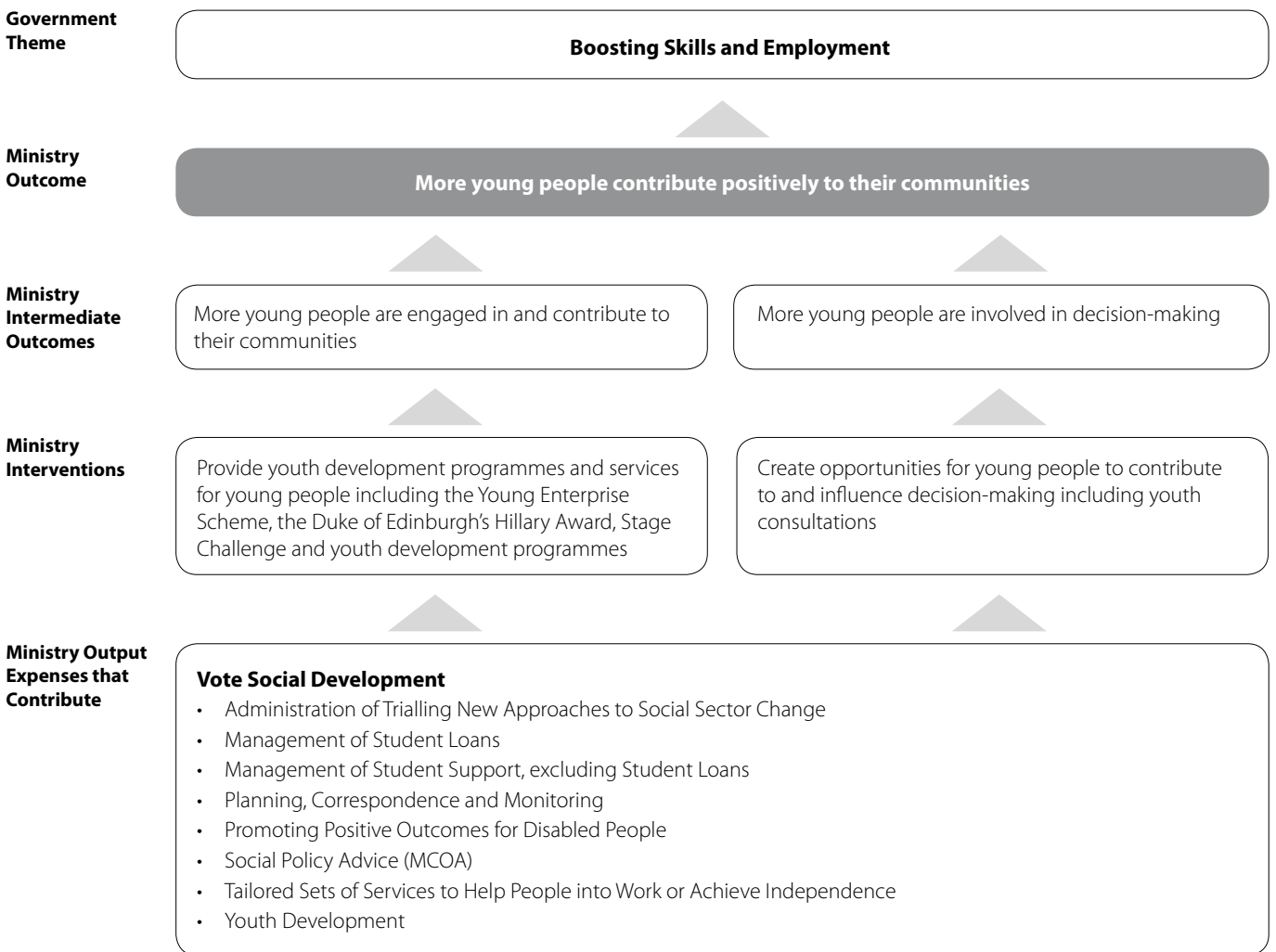
To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability documents.

Ministry Outcome – More young people are in education, training or work		
Intermediate Outcome	Indicator	Target
More young people are engaged in education, training or employment without needing a benefit	The proportion of Jobseeker Support clients (aged 18-24) who do not remain on the benefit for longer than: <ul style="list-style-type: none"> • 13 weeks • 26 weeks • 52 weeks* 	Increasing proportion
	The proportion of Youth Service clients (aged 16-18) who require a main benefit within three months of leaving the Service*	Decreasing proportion
	The proportion of Youth Service clients (aged 16-18) who achieve at least an NCEA Level 2 qualification*	Increasing proportion

*New indicator for 2013/2014

More young people contribute positively to their communities

Linking it all together



More young people contribute positively to their communities

We support young people to play a positive role in their communities and become active citizens.

The next three years

speaking up...

Young people need to have a voice in decisions that directly affect them. We will train and support young people to contribute effectively to local, regional and national decisions. Working alongside central and local government agencies, we will create more meaningful decision-making opportunities for young people.

We will facilitate Youth Parliament 2013 which connects young people directly into the parliamentary experience. This will provide an opportunity to have their views heard by key decision makers and the general public. It also exposes young people to government as a vehicle and grows public servants of the future.

growing leaders...

We give young people the opportunity to be the best they can be. We support programmes that promote leadership, grow confidence, and teach self-management skills and make leadership a possibility.

Through our assistance this year, up to 30,000 young people will benefit from the national programmes we will support over the year. These include the Young Enterprise Scheme, the Duke of Edinburgh's Hillary Award, Spirit of Adventure Trust, Smokefree Rock Quest, Stage Challenge and the Break-Away School Holiday Programme.

acknowledging right choices...

Through the Prime Minister's Youth Programme we will continue to reward and foster achievement for young people aged between 14 and 17 who have overcome adversity, turned their lives around and made positive choices for their future.

addressing mental health issues...

Mental health is a big issue for teenagers. Around one in five will experience some form of mental health problem during this crucial time in their lives.

Through the Prime Minister's Youth Mental Health Project, we will continue delivering initiatives which support young people's mental health and wellbeing. This includes two new funds:

- Social Media Innovations Fund – will improve young people's mental health and wellbeing through the innovative use of social media technology
- Information for Parents, Families and Friends Fund – will improve the quality of, and access to, information for families and friends of young people with mental health issues.

How we will demonstrate success

We will know that we have achieved our outcome when young people are positively engaged in their communities and are involved in decision-making.

We will contribute to Government Result Area 5 *Increase the proportion of 18 year olds with NCEA Level 2 or equivalent qualification.*

To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability document.

Ministry Outcome – More young people contribute positively to their communities		
Intermediate Outcome	Indicator	Target
More young people are engaged in and contribute to their communities	More young people involved in community-based projects and activities including the Youth Fund and Youth Development Partnership Fund	Increasing number
More young people are involved in decision-making	More young people involved in decision-making activities including youth consultations and youth councils	Increasing number

Supporting Vulnerable Children

All children belong in families that love and nurture them. We will re-orient the way we provide social services to focus on Government Priorities and to drive results for vulnerable families, children and young people.

Government Priority	Government Theme	Government Result Areas	Ministry Outcomes
Delivering Better Public Services	Supporting Vulnerable Children	Reduce the number of assaults on children	Fewer children are vulnerable
		Increase infant immunisation rates and reduce the incidence of rheumatic fever	
		Increase participation in early childhood education	More efficient and effective allocation of government resources to meet community needs

What we want to achieve

The Government Theme of *Supporting Vulnerable Children* has three specific result areas. The Ministry co-ordinates the cross-agency effort to achieve all three result areas including Government Result Area Number 4 *Reduce the number of assaults on children*.

With support from the Ministry of Education, we co-ordinate the cross-agency effort to deliver on Government Result Area Number 2 *Increase participation in early childhood education*.

With support from the Ministry of Health, we co-ordinate the cross-agency effort to deliver on Government Result Area Number 3 *Increase infant immunisation rates and reduce the incidence of rheumatic fever*.

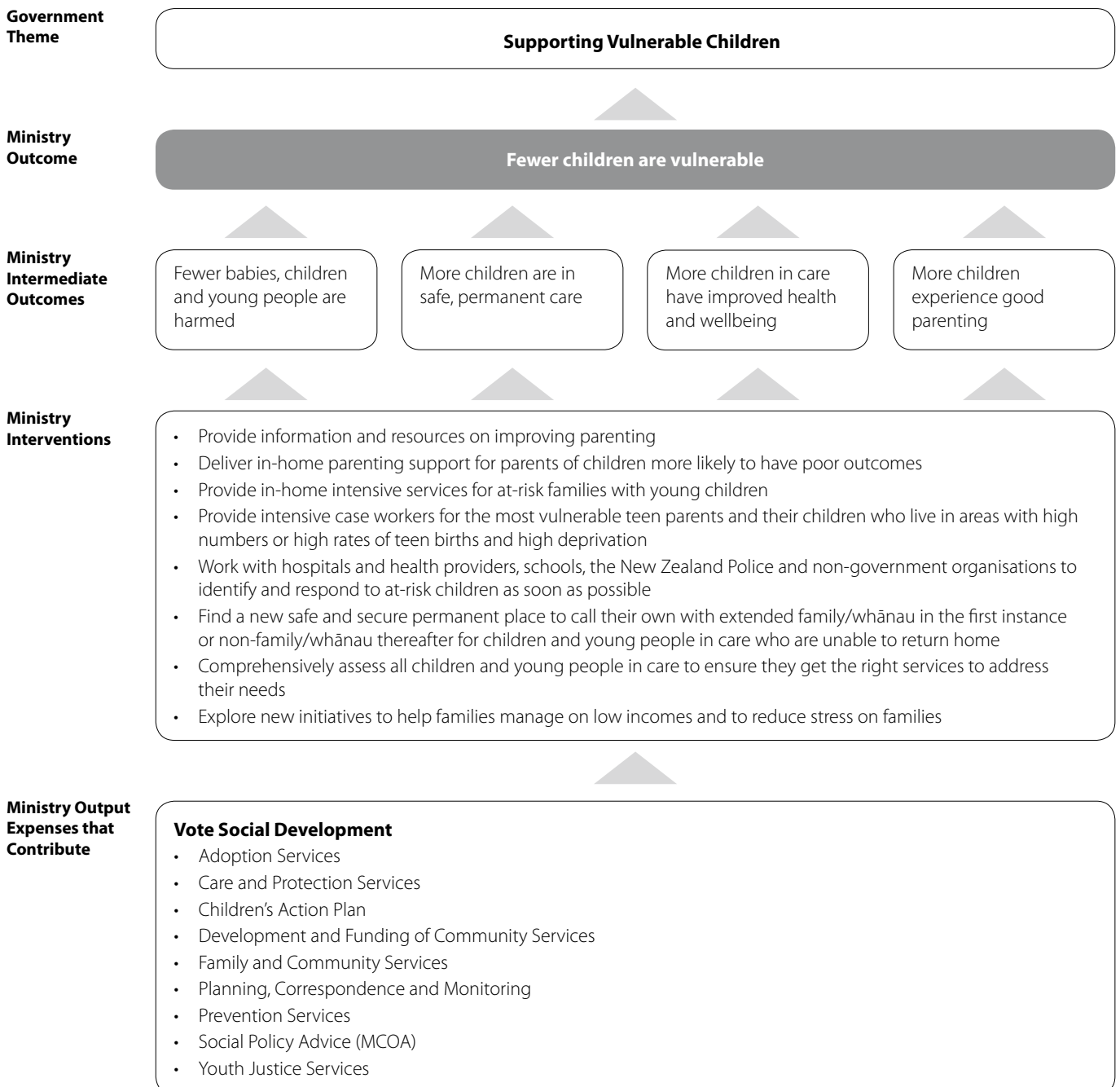
We will achieve this by working across government and delivering strong and effective social services to keep children safe. We also provide communities with the tools they need for children to thrive and families to succeed.

Specifically, in our context, we will deliver on Ministry Outcomes:

- *Fewer children are vulnerable*
- *More efficient and effective allocation of government resources to meet community needs.*

Fewer children are vulnerable

Linking it all together



Fewer children are vulnerable

Too many children have a childhood that makes it unlikely that they will thrive, belong and achieve. We help build stronger families and support parents to do better for their children. For those children who need it, we provide protection.

The next three years

action for children...

The Children's Action Plan will deliver the solutions outlined in the White Paper for Vulnerable Children by fundamentally changing and improving the way we identify, support and protect our vulnerable children.

Agencies, families and the wider community all jointly share the responsibility for protecting vulnerable children.

changing the law...

We will use legislation to make children safer. Legislation will enable us to introduce civil orders to keep our children safe from abusers, and special guardianship orders for safe and stable permanent care for children who have been removed from their parents.

Legislation will also provide an agreed framework that covers agencies working with children and require them to have policies and reporting systems in place that recognise and report child abuse and neglect. It will also introduce a requirement for mandatory safety checks to be made on those working with children to reduce the risk of harm.

joint accountability...

The Chief Executives of the Ministries of Social Development, Health, Education, Justice, New Zealand Police, Business, Innovation, and Employment (Housing) and Te Puni Kōkiri are already working together in this space. Further changes will see some Chief Executives jointly accountable for achieving better results for vulnerable children.

The Vulnerable Children's Board is chaired by the Chief Executive of the Ministry of Social Development. The Board reports to a Ministerial Oversight Group, chaired by the Minister for Social Development, comprising the Ministers of Finance, Justice, Health, Education, Police, and Whānau Ora.

standing together...

The National Children's Director, appointed by the Vulnerable Children's Board, is responsible for establishing the regional arrangements to support the new Children's Teams and co-ordinate the delivery of the Children's Action Plan. The Regional Children's Directors provide regional strategic leadership ensuring Children's Teams and services are effective for those vulnerable children who sit below the Child, Youth and Family threshold.

Progressive roll-out of Children's Teams in regions has begun with two Demonstration Sites being established in Rotorua and Whangarei.

community action...

Safe homes start in the community and we have a role of support. The Child Protect Line will be a way to report concerns by phone, email, text or online.

sharing what we know...

Often, when a child has been abused or maltreated, it is found that many people held pieces of information, which if put together would have shown how unsafe the child was. An information management system will be established across key government and non-government agencies to draw together information on the most vulnerable children. This will be a tool that agencies and professionals on the frontline will use. The security of the information management system will be paramount.

focusing on what works...

Our purchasing decisions will prioritise vulnerable children and we will be funding only those programmes and services that make a difference. The Families Commission helps to grow the effectiveness of programmes in the community through the newly established Social Policy Evaluation and Research Unit.

It will work also with the Ministry to build on our knowledge of effective parenting programmes.

We will look at our current funding and identify how Well Child/Tamariki Ora and Family Start can be better integrated.

resolution...

The Minister for Social Development commissioned an independent review of complaints processes relating to Child, Youth and Family as a key part of implementing the Children's Action Plan. This review will determine whether changes to current complaints processes need to be made and include the possibility of establishing an independent complaints mechanism. The Recommendations of the review are to be released before the end of 2013.

early childhood education...

Parents are the first teachers of their children. Our support programmes will help parents be better at helping their child's early development and learning.

From July 2013 legislation changes will introduce new expectations requiring beneficiaries with children to take all reasonable steps to ensure their children take advantage of early childhood education opportunities. These new obligations are consistent with the Government's Key Result Areas and the White Paper on Vulnerable Children.

For teen parents the Guaranteed Childcare Assistance Payment ensures that they can get access to quality early childhood education for their children. It also ensures that young parents can either meet their youth activity obligations or return to, or remain in, secondary education.

We will also work actively with caregivers and early childhood education providers to increase early childhood participation for children in vulnerable families and for those in care.

stronger social work frontline...

We are providing social workers in all decile 1-3 schools to ensure that we are getting the right support in schools to meet the needs of at-risk children and young people.

To increase the capability of Child, Youth and Family social workers, we are implementing a workforce strategy to develop the right skills needed for working with our children. This will be supported by continuing our drive to have a social work workforce that is registered.

home for life...

We understand the importance of providing a safe and stable place for a child to call home. We will work with families to enable the return of children safely to their care. Where this is not possible we will look to find a home for life with extended family/whānau in the first instance or non-family/whānau.

Strengthening our partnerships with iwi will be key to increasing the placement options for children that cannot return home or be placed with extended family/whānau. This will be achieved through the development of strong relationships and clear goals. Our Memorandum of Understanding with Ngapuhi is a good example of this.

services for children in care...

We are working with Government agencies to enhance services to ensure children in care are safe, healthy, achieving, positively participating and that they have a sense of belonging. For children and young people in care we will:

- develop a multi-agency strategy, under the Children's Action Plan, with cross-agency responsibility and accountability to deliver results
- develop new frameworks for assessment, care planning, implementation and review of plans
- ensure comprehensive assessments to ensure they have the right services to address their needs.

For caregivers we will:

- provide child-centred care through high quality placements and tailored support
- establish a national register of approved iwi caregivers
- ensure high quality recruitment, assessment, review and approval processes.

ensuring children's voices are heard...

We are working effectively with children and young people in care by involving them, listening to them and taking notice of what they say. Feedback is used at national and local level to shape future service delivery and development.

It is key that children and young people are involved in decisions that affect them. This includes processes around the needs, strengths and risks assessment, and integrated care plans.

How we will demonstrate success

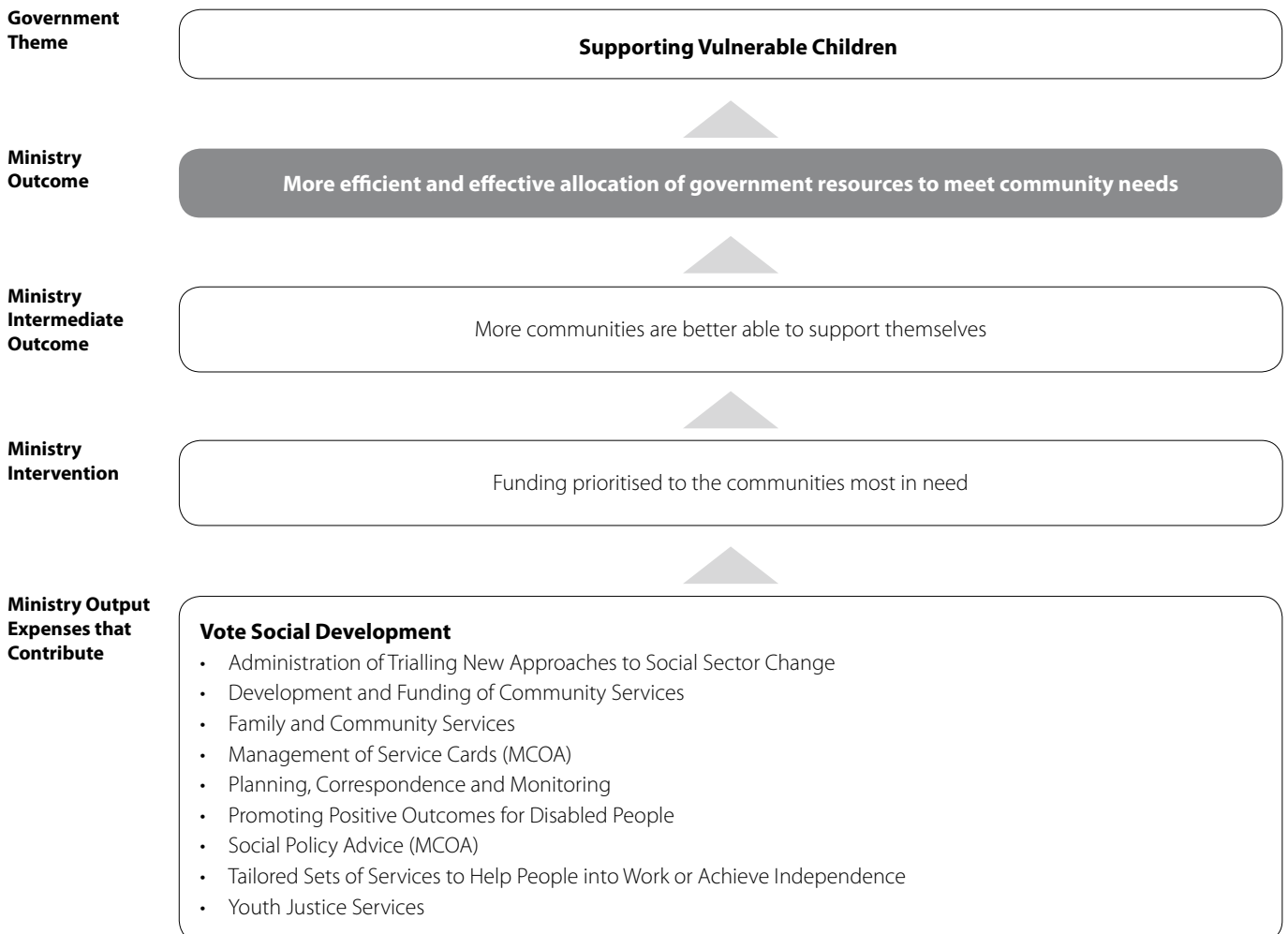
We will know that we have achieved our outcome when there are strong and effective social services to keep children safe and provide communities with the information and support they need to enable children to succeed.

We will contribute to Government Result Area Number 2 *Increase participation in early childhood education*, Government Result Area Number 3 *Increase infant immunisation rates and reduce the incidence of rheumatic fever* and Government Result Area Number 4 *Reduce the number of assaults on children*.

Ministry Outcome – Fewer children are vulnerable		
Intermediate Outcome	Indicator	Target
Fewer babies, children and young people are harmed	The proportion of children and young people who have been abused/neglected within six months of a previous finding of abuse/neglect	Decreasing proportion
More children are in safe, permanent care	The proportion of children aged under five years old who are unable to return home who are in a home for life placement within 12 months of coming into care	Increasing proportion
More children in care have improved health and wellbeing	The proportion of children in care, who have improved access to a comprehensive assessment and referral to appropriate services in order to achieve improved health and education outcomes	Increasing proportion
More children experience good parenting	The proportion of the families who receive in-home parenting support and have up-to-date Well Child/Tamariki Ora check ups	Increasing proportion
	The proportion of the families who receive in-home parenting support who have children enrolled in Early Childhood Education	Increasing proportion
	The proportion of all parents/primary caregivers who received support and have improved their parenting practices	Increasing proportion

More efficient and effective allocation of government resources to meet community needs

Linking it all together



More efficient and effective allocation of government resources to meet community needs

We will drive positive results for individuals, vulnerable families, children and young people by targeting funding to services and community initiatives that respond most effectively to Government priorities.

The next three years

A key priority for Government is reforming the way agencies contract services, in particular with non-government organisations. Government priorities and community needs will drive funding decisions. This is about focusing on how Government works, the capability of providers and the connection between the two.

Across many communities the way government contracts have developed has led to inefficiencies in some delivery including some duplication of services and gaps in other places. This is obviously not the best for these communities or our providers.

Contracts reflect the Ministry's relationship with our service providers and represent the goals and aspirations of both parties. Changes made over the next three years, through Investing in Services for Outcomes, will provide a simpler and more streamlined contracting approach.

Improved contracting will transform the way the Ministry operates, ensuring funding is used effectively in a sector with more providers working together to make a bigger and better difference. Investment in Ministry-funded service providers will focus squarely on achieving the best possible outcomes for people, families, whānau and communities.

re-orienting service provision...

We will invest in long-term programmes and services. For our providers this means changing the way they provide services through focusing on sustainable client outcomes targeted at vulnerable citizens.

From July 2013, we will start shifting to funding for outcomes approach. We will start with the providers receiving more than \$4 million from the Ministry.

The Ministry will introduce a single approval process for all providers. Our intention is to move all providers to a single contract and consistent approval, monitoring and reporting framework. From July 2014, we will focus on reducing compliance and maximising efficiency for the organisations receiving less than \$1 million.

understanding community needs...

We must not lose sight of the importance of understanding local needs and what works best for different communities.

We know we need to do more to understand what actually makes a difference for individuals, vulnerable families, children and young people at a grass-roots level. Currently we have 12 Community Response Model forums that will continue to provide the Minister with advice on community priorities, and opportunities to address the Government's social development priorities within their communities. We are using Non-government Organisation Advisory Groups which the Minister for Social Development established to support the robust development of the ISO approach. Members are drawn from the community and bring with them a wealth of expertise.

We will continue to look at ways we can work closely with local communities to get their input into what matters and makes a real difference for them.

identifying the right services...

The Ministry will ensure funding is targeted to the right services for the right clients through the best providers.

Our Organisational Self-Assessment Tool will allow our providers to assess their organisational capability for strength and sustainability.

A Capability Investment Resource will support the social sector to work in more flexible, results-focused, innovative and integrated ways. In future years the Capability Investment Resource will encourage and incentivise providers to join up and to effectively and efficiently deliver outcomes.

Sitting alongside this is a Capability Mentoring service to ensure Ministry-funded organisations are aligned with the ISO approach.

streamlining contracting...

We are streamlining our contracting and relationship management approach to reduce compliance costs both for the Ministry and providers. A consistent contracting framework across service lines and a common point of contact for providers transacting with us will be key.

Providers will have longer-term contracts and a stronger relationship with the Ministry. This approach starts with the Ministry, but could be expanded across government's investment in the social sector.

reducing compliance costs...

Streamlining our approach means reduced compliance costs, increased accountability and stability – for providers, communities and for us. We will prevent unnecessary duplication of administration and reporting meaning better value to taxpayers.

responding to family violence...

We will continue to support direct services to families/whānau where family violence has occurred. These services will help restore safety and wellbeing as well as create long-term changes to prevent family violence from reoccurring.

E Tu Whānau: to address family violence works directly with whānau, hapū and iwi to identify solutions and implement them at a local level. It focuses on building the capability of whānau, hapū and iwi, as well as providers to work with

flexibility and innovation in service response so that the needs of a particular community can be responded to. It is supported by the Māori Reference Group, who provide advice on Government's strategic policies, services and planning priorities that address violence in Te Ao Māori.

We also support Pacific providers to build their capability to provide culturally appropriate interventions to victims of family violence, perpetrators and their families. The Pacific Advisory Group will continue to provide advice on Government's strategic policies, services and planning priorities that address violence in the diverse range of Pacific communities.

We will maintain our strong commitment to the national Campaign for Action on Family Violence (It's not OK campaign). Through the campaign we will support communities to create safe environments for children and families, encourage people to take action when they know violence is happening and motivate people to change their damaging behaviour. This includes providing information about how children are affected by family violence and how they can be helped.

leading at a national level...

We will continue to step in where there are gaps in particular communities. This includes Civil Defence Emergency Management following events such as the Canterbury earthquakes.

By supporting vulnerable and marginalised newcomer communities, such as refugees and new immigrants, we will enable them to participate fully in New Zealand society.

Working alongside the disability community, we are committed to cross-agency efforts to remove barriers and build opportunities, particularly for work. The Enabling Good Lives approach will critically change the disability support system from providing a standard menu of services to a more flexible and tailored approach, where the disabled person and their family retain choice and control over support. It emphasises facilitation of building community support and focusing on achieving ordinary life outcomes.

Community projects help to change the attitudes and behaviour that limit opportunities for disabled people, and we will continue to build partnerships through the Making a Difference Fund.

How we will demonstrate success

We will know that we have achieved our outcome when communities are strong, families are strong and children get the support that they need. We will demonstrate our success by monitoring the proportion of families who receive support and assistance from funded providers.

We will co-ordinate the cross-agency response to Government Result Area Number 2 *Increase participation in early childhood*

education, Government Result Area Number 3 *Increase infant immunisation rates and reduce the incidence of rheumatic fever* and Government Result Area Number 4 *Reduce the number of assaults on children*.

To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability documents.

Ministry Outcome – More efficient and effective allocation of government resources to meet community needs		
Intermediate Outcome	Indicator	Target
More communities are better able to support themselves	The proportion of providers who deliver on all contracted results	Increasing proportion
	The number of communities funded by need and population	Increasing number
	The proportion of providers on outcomes based contracts*	Increasing proportion ¹

*New indicator for 2013/2014

1. Eleven selected providers will be on outcomes based contracts by June 2014, with other providers also moving over progressively.

Reducing Crime

We support the social and justice sector efforts to reduce crime – particularly youth crime through our work with at-risk children and young people, and child and young offenders.

Integrity is at the core of how we work and it is vital that the people of New Zealand have confidence in the integrity of our staff and the welfare system. We respond strongly to instances of fraud so that only those entitled to welfare, superannuation and student support get it.

Government Priority	Government Theme	Government Result Areas	Ministry Outcomes
Delivering Better Public Services	Reducing Crime	Reduce the rates of total crime, violent crime and youth crime	Fewer children and young people commit crime
		Reduce reoffending	Fewer people commit fraud and the system is fair and sustainable

What we want to achieve

The Government Theme of *Reducing Crime* has two specific result areas. The Ministry contributes to the cross-agency response to Government Result Area Number 7 *Reduce the rates of total crime, violent crime and youth crime* and Government Result Area Number 8 *Reduce reoffending*.

We are working with at-risk children and young people who are more likely to progress to offending. The aim of this is to stop young, low-level offenders graduating to more serious offences, and improve outcomes for children and young people in the youth justice system.

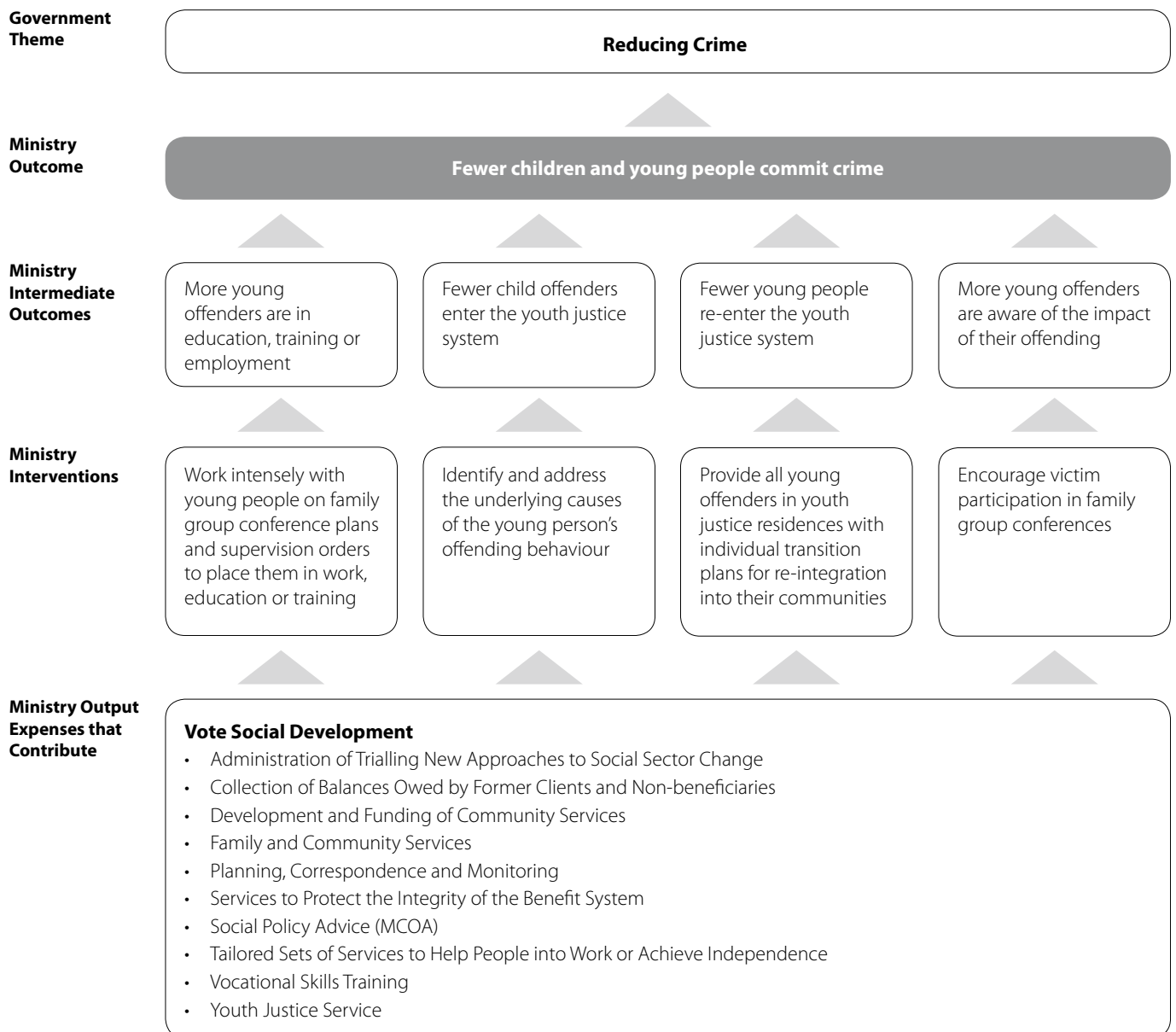
We will deliver a zero-tolerance approach to external fraud. We want all New Zealanders to know that we take theft of taxpayers' money seriously.

Specifically, in our context, we will deliver on Ministry Outcomes:

- *Fewer children and young people commit crime*
- *Fewer people commit fraud and the system is fair and sustainable.*

Fewer children and young people commit crime

Linking it all together



Fewer children and young people commit crime

Young people who commit offences should be held to account, but they also need the right support and interventions to address their behaviour and turn their lives around. We will help young offenders get back on track towards productive adult lives.

The next three years

To help young people who have broken the law return to a positive path, we will work with them intensively over a sustained period of time.

Focusing more closely on identifying and addressing the underlying causes of a young person's offending has a greater chance of making real change. We can better target our support by managing young people on the basis of their risk to the community and themselves, and what needs to be done to reduce that risk.

Our relationships across the sector will be smarter, more co-ordinated and more open to achieve better results. This will include information sharing, shared reporting and expectations of outcomes.

youth crime action plan...

We will continue to work with the Ministry of Justice, the New Zealand Police, Te Puni Kōkiri, the Department of Corrections and the Ministries of Health, and Education to develop a Youth Crime Action Plan. The plan will build on what we have learnt over the past 10 years and is expected to be finalised in 2013. It will ensure that the services we have in place are aligned to prevent offending and reoffending behaviour of young people. Together we can address difficulties facing young offenders and their families, such as unemployment, limited ability for parents and families to provide appropriate support, and inter-generational problems.

Working more closely with the Police means that young offenders who appear before the Youth Court may spend less time in the Court system. Young offenders will also receive more timely interventions to address their offending behaviour and make early, sustainable exits from the youth justice system.

programmes and services for young people...

The Fresh Start suite of programmes are a key lever to work with at-risk youth. We will continue to strengthen the effectiveness of programmes through better practice guidance. Working alongside providers to strengthen contract requirements and improve service delivery along with close monitoring of outcomes will also improve performance.

The improvements provided under the Services for Children in Care package have the potential to reduce the flow of these children and young people into the youth justice system.

response to child offenders...

We are focused on preventing child offending and addressing the related vulnerabilities of child offenders. Work is underway across the Ministry, the Ministry of Justice and Police to improve early identification of, and effective responses to children who offend.

We will continue to lead the Government's response to the select committee inquiry into child offenders, working with the Police, and the Family Court to stop the flow of children into the youth justice system.

Government Result Area Number 8 *Reduce reoffending* informs a number of actions for the Ministry's youth crime work. These include better information sharing, improved family group conferences and better responses to children coming into the justice system.

New approaches for early intervention are being tested at five Child, Youth and Family sites as part of this strategy.

Supervision with Activity programmes...

Supervision with Activity Court orders have proved effective. We will continue to monitor the number and results of Supervision with Activity orders to provide young offenders with plans to address their risks and needs.

Most young people will remain in their communities with a variety of support systems in place to help them manage their behaviour. Others will start their plans with short residential programmes, targeting the underlying causes of their offending so that they get out of their cycle of offending.

structure and routine for offenders...

The Military-style Activity Camp (MAC) programme currently targets the most serious, youth recidivist offenders, when other options have been exhausted.

We deliver this programme in partnership with the New Zealand Defence Force and community social services providers. We will continue to work closely with the New Zealand Defence Force to get the best outcomes for youth offenders.

We will continue to monitor and review MAC outcomes to inform and improve future programmes. For example mentoring is now provided as part of MAC transition plans.

underlying causes of offending...

Every child or young person undergoing a youth justice family group conference, or appearing at Youth Court, will have their needs identified and a plan developed that responds to those needs.

This means child or young offenders get the services they need, including mentoring and drug and alcohol programmes, and their families get parenting support to help their young people stay on track.

We will ensure that child and youth offenders who also have care and protection concerns get the range of support and services to fully address their needs.

reintegrating young offenders back into communities...

We work with young people in our youth justice residences by providing them with a safe place and support to get their life together.

Every young person entering a youth justice residence will have their needs identified and a plan developed that responds to those needs, including transition to work, education or training when they leave.

Expert clinicians and professionals help us to implement evidence-based best practice interventions and programmes to reduce the likelihood of young people reoffending.

Residential staff are being trained in motivational interviewing, a technique which has been evaluated and shown to support reduced recidivism.

supporting innovation...

A number of our providers are looking at new ways of working with Māori offenders, who are overrepresented in the youth offending statistics.

Working with young Māori offenders is a priority under the Child, Youth and Family Strategic Plan (Mā mātou, mā tātou: Changing young lives) and the Youth Crime Action Plan. We are exploring ways that local community groups can fully participate in our responses to youth offending.

We will better support victims to enable them to fully participate in the youth justice process, including increased levels of victim attendance and participation in family group conferences. We have also contributed to work being led by the Minister of Justice on a Victims' Code.

How we will demonstrate success

We will know that we have achieved our outcome when the rates of youth crime and reoffending have reduced.

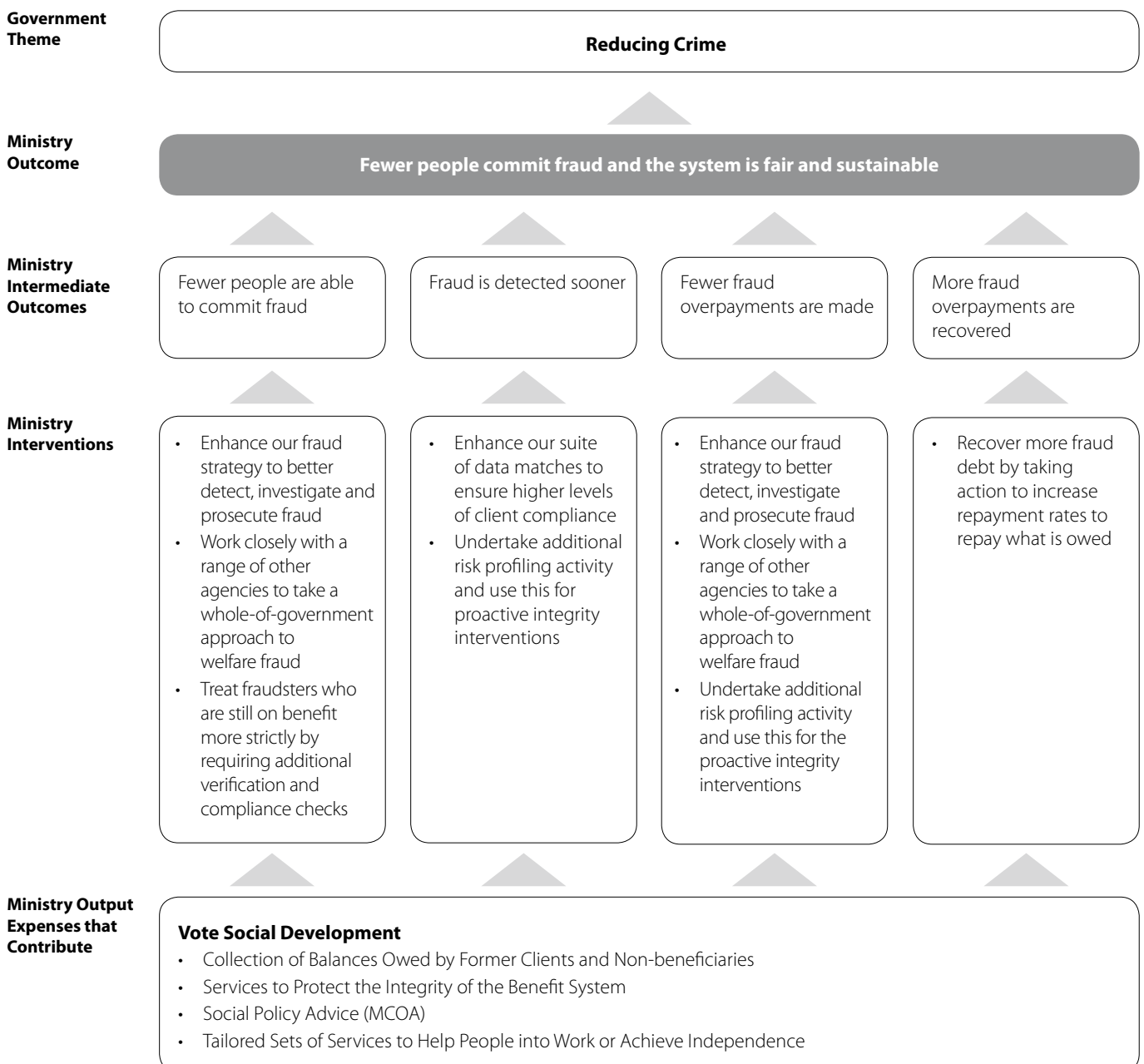
We will contribute to Government Result Area Number 7 *Reduce the rates of total crime, violent crime and youth crime* and Government Result Area Number 8 *Reduce reoffending*.

To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability documents.

Ministry Outcome – Fewer children and young people commit crime		
Intermediate Outcome	Indicator	Target
More young offenders are in education, training or employment	The proportion of young offenders who are in education, training or employment following our intervention	Increasing proportion
Fewer child offenders enter the youth justice system	The proportion of child offenders who enter into the youth justice system	Decreasing proportion
Fewer young people re-enter the youth justice system	The proportion of young offenders who reoffended within one year of a previous offence	Decreasing proportion
Fewer young people re-enter the youth justice system	The proportion of young offenders whose reoffending within one year has reduced in severity	Increasing proportion
More young offenders are aware of the impact of their offending	The proportion of victims participating and engaging in family group conferences improves	Increasing proportion

Fewer people commit fraud and the system is fair and sustainable

Linking it all together



Fewer people commit fraud and the system is fair and sustainable

We take fraud seriously. We will continually review and adapt the actions we take to prevent, detect and investigate fraud.

The next three years implementing fraud reforms...

Making it difficult for people to defraud taxpayers, making it easier to catch those who do, and increasing the likelihood of recovering debt caused by fraud remains our priority over the next three years.

Starting from 1 July 2013, we will progressively implement Fraud Reform changes. New measures will ensure that social assistance is only provided to those who meet the eligibility criteria and that applicants understand their obligations.

A new way to work with low-trust beneficiaries who have previously acted dishonestly will also be introduced.

People who fall into this group will have their ability to 'self-serve' removed and will be required to do more to prove their circumstance. This includes:

- being assigned to a specific case manager
- having to complete all transactions face-to-face
- having their access to complete online transactions removed and access to online services and information limited
- being required to provide validation of information for each transaction, including verification of income and cash assets.

These changes will apply to beneficiaries who have acted dishonestly in their dealings with us, and have been convicted of welfare fraud or have an overpayment established following an investigation.

more tools to recover fraudulent debt...

Pending legislative changes being passed successfully by Government, the fraud reforms will provide us with more tools to ensure that offenders, who are convicted of fraud, are made to pay back their debt.

The new tools to increase fraud debt collection will include:

- greater use of Police Asset Recovery teams to seize assets to repay debts
- the use of reparation orders in most prosecution cases. This puts some/all of the fraud debt into the Ministry of Justice to collect with all their powers including stopping non-payers at the border and their debtors being credit checked
- debt sharing of relationship fraud debts. The approach for relationship fraud will be strengthened, including holding the spouse or partner of a beneficiary liable for the fraud. This change will see both partners held to account for their offending.

We anticipate that these legislative changes will result in money owed to the Crown being repaid quicker.

enhancing current practice...

Where we can, we will take a proactive multi-agency approach to fraud that will involve a more collaborative work programme with key agencies when it comes to identifying and investigating cases of fraud.

To improve our ability to detect welfare fraud and correct benefit entitlements more quickly for those beneficiaries that have income, we are phasing in a new information sharing system between Inland Revenue and the Ministry. This will capture beneficiaries' changes in employment and income earlier and more comprehensively through a streamlined process. Starting with working age beneficiaries, we will then include students, seniors and other types of income including earnings from self-employment, interest and dividends, and rental income.

We anticipate that, in the short-term, we will find more instances of fraud as we implement the new information sharing system with Inland Revenue. However, over time, we expect this to reduce as the information provided becomes near real-time. This will, in turn, reduce compliance costs across the system.

risk-based profiling...

Where there is a likelihood of fraud, risk-based profiling helps us to respond. Continuing our focus on removing barriers that impede investigating and prosecuting cases of fraud is also a priority.

We share information daily with the Department of Corrections, and weekly with the Department of Internal Affairs, the Accident Compensation Corporation, Inland Revenue, New Zealand Customs Service and Housing New Zealand. We will continue to enhance our data matching with government agencies.

How we will demonstrate success

We will know that we have achieved our outcome when fewer people are committing fraud, fraud is identified earlier and debt recovery is increased. We will continually adapt and improve the measures we have in place to prevent, detect and investigate internal and external fraud.

We will contribute to Government Result Area Number 7 *Reduce the rates of total crime, violent crime and youth crime* and Government Result Area Number 8 *Reduce reoffending*.

To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability documents.

Ministry Outcome – Fewer people commit fraud and the system is fair and sustainable		
Intermediate Outcome	Indicator	Target
Fewer people commit fraud	The number of people who offend*	Decreasing number
More fraud overpayments are recovered	The amount of money recovered from fraud overpayments*	Increasing amount
Fraud is detected sooner	Age of offending ^{2*}	Reducing age
	The average value of fraud overpayments	Decreasing value

*New indicator for 2013/2014

2. This indicator is intended to measure the length of offending for cases where benefit fraud has been committed. We anticipate that, by detecting fraud sooner, the duration of benefit fraud offending will decrease.

Improving Interaction with Government

We will use technology to support continuous innovation and improvements across our business. Technology will also provide easier and more cost-effective ways to engage with our users.

Government Priority	Government Theme	Government Result Area	Ministry Outcome
Delivering Better Public Services	Improving Interaction with Government	New Zealanders can complete their transactions with the Government easily in a digital environment	More people interact with the Ministry in a digital environment

What we want to achieve

The Government Theme of *Improving Interaction with Government* has two specific result areas. The Ministry contributes to the cross-agency response to Government Result Area Number 10 *New Zealanders can complete their transactions with the Government easily in a digital environment*.

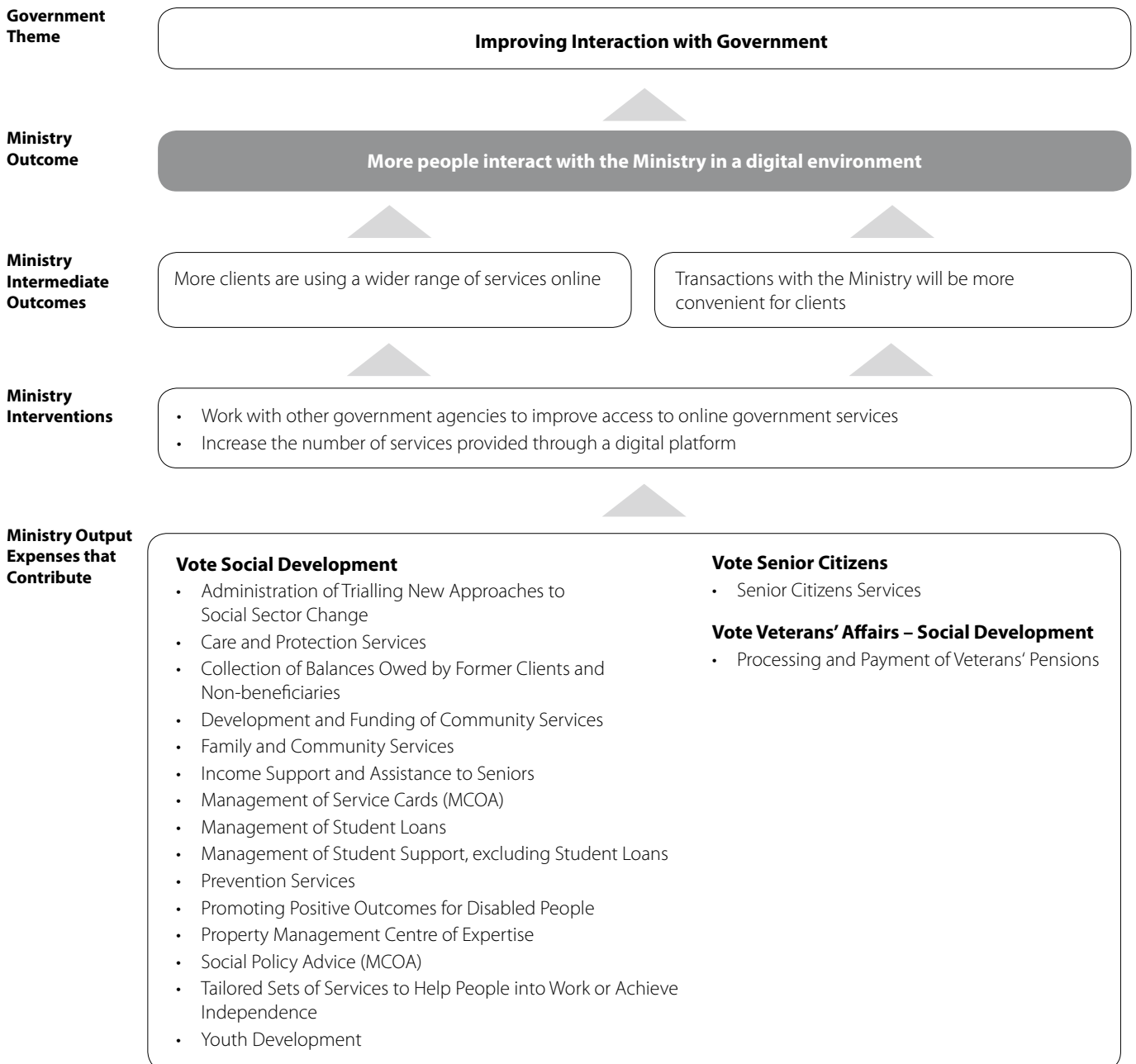
We will do this by continuing to successfully deliver new and improved online services across the Ministry's business lines, and further developing the digital environment for transactional services. We will assess our service channels to see which level is required for each client type. Face-to-face services will always be available for those who need it. Through our extended Value for Money programme we will take a whole of business view of initiatives and investment choices.

Specifically, in our context, we will deliver on the Ministry Outcome:

- *More people interact with the Ministry in a digital environment.*

More people interact with the Ministry in a digital environment

Linking it all together



More people interact with the Ministry in a digital environment

We will take advantage of technology to increase our efficiency while better matching the needs of our clients.

The next three years

The Ministry is rapidly evolving towards new working practices as the environment around us changes. We are being challenged to continue the excellent support we offer our clients but do it more efficiently and ensure value for money.

Technology can support the Ministry to deliver on government priorities, implement superior targeted services to clients and create improvements in efficiency.

streamlining our service channels...

We will develop a common cross-Ministry channel strategy to direct the best collective use of our technology, processes and people. We are committed to innovating inside and outside the Ministry. This will include outsourcing to partners or centralising of some transactional activities.

The strategy will help us make clear choices about what services are offered through which channels and to which groups of clients.

using technology to deliver services...

Smarter enterprise IT investments coupled with process reviews can help us deliver better services and a more efficient operation. Currently around 60 to 70 per cent of the work that Work and Income, Seniors and StudyLink undertake involves very similar transactional activity and the same functions.

Increasingly our clients are using technology to engage with us. It can be easier for them and is more cost-effective for us. We are working to make our online services easier and faster to use. This will allow us to redirect resources to those who want more personal assistance.

We receive almost all Student Loan and Student Allowance applications online. The majority of students have access to 'MyStudyLink' – a secure online tool which allows students to manage their personal information, check their payments and view the majority of their correspondence online.

driving innovation...

Through the use of innovation we will ensure that technology trends such as Cloud services, Social Media, the Mobile channel and Business Intelligence are understood and capitalised on to maximise our delivery.

We will continue to look at the use of technology to provide more efficient and effective services to clients, and to help our staff do their jobs better, wherever they are. Some of the areas we will maximise include:

- providing our services via the mobile channel – providing a greater choice of how clients interact with the Ministry
- using iGovt Logon services for Online services and RealMe for identity verification to simplify interactions
- developing an enhanced text messaging service to enable StudyLink to send one-off tailored text messages to students
- building a new business-to-business link with Inland Revenue to give students a single view of their student loan balances.

older people...

The start of the baby boom generation is now eligible for superannuation. Many have not been our clients before and are keen to minimise their interaction with us.

Strengthening our online presence and simplifying our processes will help our senior clients complete transactions themselves in a way that suits them.

Other improvements include options for senior clients to receive email updates about superannuation and the SuperGold Card. As well as the ability to access their details online and receive information about the range of support services available from other agencies and organisations.

Community Services Card...

By simply showing their card, Community Services Card holders are able to access subsidies on the costs of health care.

People receiving main benefits, Veterans' Pensions and the Residential Care Subsidy automatically receive a Community Services Card. Most students in receipt of a Student Allowance are also issued cards automatically.

working with others...

We will work with the Department of Internal Affairs and Inland Revenue through the Service Transformation Programme to improve the management and accelerate the integration of service delivery for New Zealanders.

Together we will move services online and make them mobile, to reduce costs across government and to improve the overall service experience for users.

providing information to communities...

We have worked with the Ministries of Justice, Education and Health and Te Puni Kōkiri to develop the Contract Mapping website.

The website enables the public to view information on social services funded by the Government. Community providers can use this resource to find out what types of services are already available or may be needed in their area.

How we will demonstrate success

We will use technology to provide easier and more cost-effective ways to work with our clients.

We will know that we have achieved our outcome when clients move to new delivery channels with ease, and we see more people using the digital environment as a preferred way of doing business with the Ministry.

We will contribute to Government Result Area Number 10 *New Zealanders can complete their transactions with the Government easily in a digital environment.*

To be accountable and demonstrate our progress, we will use short and long-term measures to track our achievement. Our short-term performance will be measured against the performance measures in our key accountability documents.

Ministry Outcome – More people interact with the Ministry in a digital environment		
Intermediate Outcome	Indicator	Target
More clients are using a wider range of services online	The proportion of people aged 65 and over taking up online services	Increasing proportion
	The proportion of clients applying for a benefit online	Increasing proportion
Transactions with the Ministry will be more convenient for clients	The proportion of students applying for student support online	Maintain
	More students access their 'MyStudyLink' e-accounts using smart applications	Increasing number
	More eligible students review and approve their Student Loan contract through their 'MyStudyLink' e-accounts*	Increasing number

*New indicator for 2013/2014

Seniors

We have a leadership role in promoting positive ageing of Older New Zealanders – that they are independent, respected, valued and recognised as an integral part of their families and communities. We deliver services to almost every senior citizen in New Zealand.

The next three years

a key demographic...

The first of the baby-boom generation born between 1946 and 1964 have reached 65. We recognise the potential future economic contribution of older people through work, as consumers and as a large section of our client base.

business of ageing...

Many New Zealanders are choosing to work past the qualifying age of New Zealand Super.

The Business of Ageing work helps us to understand the challenges and opportunities of an ageing workforce as well as improving labour market productivity. We will update the fiscal impact projections to inform older workers and employers.

We will continue to use these projections in our work across government and non-government organisations to develop policy and services to meet the needs of older New Zealanders.

expanding SuperGold Card...

The SuperGold Card helps older New Zealanders participate in their communities by providing government concessions such as free off-peak public transport and discounts from a wide range of business categories including those in the health sector. The number of businesses involved has grown rapidly and we have aggressive targets to expand the number and range.

Further enhancements to the website now allow users to search for discounts more easily and create a personal discount directory.

inclusion not isolation...

Communities are often best placed to tackle social isolation once awareness is raised.

We are supporting Napier Connects – a community-led project to test some practical actions to encourage people to volunteer in their communities and reduce social isolation for older people.

caring in the community...

The New Zealand Carers' Strategy is still a cornerstone for our work to support informal carers. We are working with the Carers' Alliance and Carers' New Zealand as the new Strategy Action Plan for 2013-2018 is developed and implemented.

respect and dignity...

New Zealand has an unacceptable level of elder abuse and neglect cases. The Ministry supports community responses to elder abuse through Elder Abuse and Neglect Prevention services.

Through the It's Not OK campaign and other awareness raising activities, we will continue to help people recognise elder abuse and know how to deal with it. Awareness is key to providing people with the confidence to act.

Alongside Age Concern NZ, Police, Ministry of Health and the Commission for Financial Literacy and Retirement Income we will implement a joint Action Plan on elder abuse and neglect prevention in 2013.

We are also co-ordinating a network of community volunteers and linking them to Neighbourhood Policing Teams to assist Police to recognise and respond to elder abuse in the community.

financial protection...

Amendments to enduring powers of attorney have provided better protection for the welfare and rights of vulnerable people. Consultation has begun to assess the effectiveness of the Protection of Personal and Property Rights Amendment Act 2007. Advice will be provided to the Minister for Senior Citizens about any further changes in 2013/2014 year.

Managing in a changing environment

We must keep developing our programmes to respond to the changing needs of our clients, while getting value from every dollar spent.

Managing costs

The Ministry has been committed to managing cost pressures through a Value for Money approach since 2007. We have produced consistent efficiencies to manage within our departmental budget since then. However, the task of identifying efficiencies is getting tougher.

We face on-going and additional pressures on a decreasing baseline. The Four Year Plan requires the Ministry to absorb a government efficiency dividend and salary increments through to 2016/2017 while at the same time delivering on a large and complex reform agenda.

Supporting Better Public Services

Wherever possible we will reduce costs and free up resources for specialist staff working intensively with high needs clients.

Straight Through Processing is a key component and will enable the Ministry to deliver common services more efficiently and effectively (with shared accountabilities and resources across service lines). It is intended to provide a central delivery channel supporting client self-service with minimal staff intervention.

Efficiencies through innovation

We need to be able to innovate while at the same time manage risks. We are committed to a far reaching programme of business transformation which relies heavily on information services developments. Making smarter enterprise investments will help us to deliver better services and a more efficient operation.

Procurement opportunities

We will continue to review our procurement of goods and services using a Ministry-wide approach to maximise our purchasing power. These opportunities include property, fleet, travel, telecommunications, information systems, utilities, post services and other administration costs.

In addition, we are also reviewing the procurement of goods and services for welfare recipients. We will continue to help clients get better deals by investigating opportunities for preferred suppliers that may lead to improved access to services, discounts or rebates.

Working across agencies

We will continue to work with other agencies to share resources, expertise and infrastructure to be more effective and efficient. These initiatives include:

- being the functional leader for property and the home to the Property Management Centre of Expertise
- whole-of-government contracts for air travel and legal services
- forming a media monitoring cluster with 18 different agencies
- whole-of-government infrastructure as a service model to save costs on networks and data storage
- providing better, lower-cost core IT services to a number of Crown entities.

For example, the functional leadership role of the Property Management Centre of Expertise has been strengthened to ensure we maximise the opportunities and leverage government's use of accommodation to support the rebuild of the Christchurch CBD.

The enduring office accommodation programme for Government in Christchurch presents a unique opportunity to co-ordinate office and service delivery networks for those 18 agencies represented in Christchurch. It also represents an opportunity to innovate and demonstrate emerging workplace practices for other Public Sector environments across New Zealand.

The Property Management Centre of Expertise has engaged with agencies and the local property market to develop an RfP process that will enable an enduring central city office accommodation solution that supports the rebuild and provides:

- an emphasis on collaborative shared space and minimising dedicated spaces
- agile shared infrastructure (hard and soft fit-out, and ICT) with minimal use of fixed partitions
- innovative workplace practices (such as shared workspaces, remote working and activity based design)
- leading edge occupancy density (13 square metre per FTE)
- consideration of the environment.

Providing assurance

The Ministry's Risk and Assurance Group provides independent assurance and advice to the Audit Committee, Chief Executive and the Leadership Team. It advises on the systems, processes and controls that the Ministry relies on to deliver effective and efficient services to all New Zealanders.

The Group undertakes a programme of audit, assurance and advisory activity to evaluate and improve risk management, controls and governance processes in the Ministry. The Group also facilitates and supports the implementation of the Ministry's risk management approach and promotes good risk management practices.

The Ministry's Audit Committee, operating independently of the Leadership Team, provides expert advice directly to the Chief Executive. The Audit Committee's independent Chair has extensive private sector business experience.

Governance

The Chief Executive is supported by nine Deputy Chief Executives to form the Leadership Team. The Leadership Team meets weekly to provide Ministry-wide direction and leadership through:

- Leadership Team Forum, which focuses on strategy and topical discussions to ensure appropriate sequencing of activity through sharing operational and sectoral intelligence, and is held twice a month
- Leadership Team Governance meetings, which focus on Ministry-wide strategic decision-making to ensure sufficiency, momentum and balance across the Ministry's portfolios, and are held twice a month. The Leadership Team Governance meeting has a regular standing agenda item giving increased visibility of IT and Information Security matters. This is supported by a Security and Integrity Steering Group.

Risk management

The Risk and Assurance Group completed a comprehensive refresh of the Ministry's risk management approach in 2012/2013. The aim is to better support quality decision-making and promote good judgment about the risks and opportunities for the Ministry.

Complementing this work is the development of the Ministry's risk appetite by the Leadership Team. Our risk appetite gives the rationale and guidance for the Ministry's approach to different types of risk.

There is also renewed emphasis on, and a clearly defined process for, quality information provision to senior management in a comprehensive and consistent format so as to inform decisions on enterprise-wide risk.

That information will inform the regular discussions of the Chief Executive and Leadership Team on strategic objectives, opportunities and risks, and the appropriate strategies to manage them.

Information security

Our success is reliant on public trust and confidence in our ability to manage information responsibly. Better use of information is critical to our ability to progress each of the Government's reform priorities.

During 2012 the Ministry suffered a security breach. Two independent reviews by Deloitte found that it was not a systemic problem and we now operate in an environment with a much greater awareness of the need for responsible and professional management of privacy and information security. We have committed to a broad programme of work to embed best practice and integrate information security into strategic planning.

One of our Deputy Chief Executives has been tasked with specific leadership responsibilities across the Ministry and we have also appointed a Chief Information Security Officer. The Leadership Team has further and more direct oversight of information security issues through our governance processes and we have set up an independent Expert Advisory Group on Information Security to oversee best practice in the implementation of the Vulnerable Children's Information System.

Organisational health and capability

We deliver services that touch the lives of almost every New Zealander in their lifetime. At the same time we are driving large and complex policy and system changes to achieve more effective and efficient outcomes for New Zealanders. The Ministry must achieve a significant step-change to deliver Government priorities – supporting our people and streamlining our processes is key to our success.

Our people

Our work is both challenging and meaningful. The Ministry employs over 20 per cent of the public service across a range of professions.

The Ministry is made up of a diverse range of staff:

- 23 per cent of staff are Māori
- 13 per cent are of Pacific descent
- 7 per cent are of Asian descent
- 64 per cent of managers are women
- 67 per cent of tier two (Deputy Chief Executive level) are women.

Our staff turnover was 10.2 per cent to June 2012 compared with the public service average of 11.4 per cent.

The Government announced a new cap on the size of core government administration in March 2012. The Ministry's service lines Child, Youth and Family, and Work and Income were excluded from the definition of core government administration.

Between December 2008 and December 2012 the Ministry reduced the number of positions in core government administration from 2,506 to 2,269 (full-time equivalent staff numbers and vacancies).

Strengthening our culture

We recognise that we have 'strong cultural alignment' within our organisation, and this new approach will require changes to the way we think and behave.

In the past we have been structured on a model with strong autonomy. We will be moving towards a new way of working where there is less duplication, increased cross collaboration, and accountability is distributed to lower levels of the organisation.

When staff are engaged at work it shows in the results they achieve. This is good for us as an organisation and good for the people we work with.

We ran our third whole-of-Ministry engagement survey in March 2013. On the back of this work and our new underlying principles we are looking at tools to help us shape our culture, our behaviour and our leadership – culture must be aligned with our strategy and what we must deliver.

The Chief Executive engages regularly with all staff through the Intranet and email when face-to-face communication is not an option. These channels are used regularly to post announcements, marking special occasions and acknowledging significant achievements. Each month staff are connected to key management decisions through the e-LT electronic write-up of key governance meetings.

The Chief Executive holds a series of staff forums in the Far North, Auckland, Hamilton, Wellington, Christchurch and Dunedin each year. He will also meet staff during regional visits and floor walks around Ministry offices.

Positive and stable industrial relations

We know that positive and stable industrial relations support a high-performing organisation. Across the Ministry, we have more than 60 per cent of our staff on five separate collective employment agreements.

Three collective agreements expire in 2013 with the Public Service Association (PSA) and the Work and Income Northland Staff union.

The PSA have almost 6,000 members across the Ministry, including 500 delegates.

How we work with the PSA

Our Innovative and Productive Public Services Agreement with the PSA confirms our positive working relationship. The agreement outlines our shared commitment to work together on innovation, productivity and value for money. It outlines how we will engage and develop our joint work programmes.

Recognising that this is a time of profound change for the public service our agreement with the PSA helps us work together to achieve the Government Priority *Delivering Better Public Services*.

The joint working parties are focused on:

- managing workloads across the Ministry
- reviewing pay and progression systems within the Ministry.

A new engagement framework has also been agreed with the PSA within Child, Youth and Family.

Health and wellbeing

We continue to work towards Tertiary Level Accreditation in the Accident Compensation Corporation Partnership Programme. Through this programme we are achieving significant discounts on our levies. In addition, the programme supports injured staff to return to work as soon as practicable, reducing the cost and impact of work-related accidents.

Canterbury people – leading through the recovery

Canterbury managers, staff and clients continue to experience the after effects of the earthquakes and the on-going challenges of the recovery phase, both psychosocial and environmental.

We commissioned a wellbeing review completed in February 2013 and its resulting recommendations have been adopted by the Canterbury Leaders Group to form its wellbeing planning for 2013 and beyond. The key areas of focus in this plan include:

- acknowledgement and recognition, leadership visibility and manager coaching, training and support
- resilience training for staff and managers
- effective communications and support for change management activities
- support for staff dealing with stressed and angry clients.

The outcomes these initiatives are designed to achieve include maintaining or improving core service delivery and stronger staff and manager wellbeing.

Staff integrity and conduct

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

A new Code of Conduct for all Ministry staff was launched in 2011 and is a common baseline for all staff. This Code closely reflects the State Services Commission Standards of Integrity. It emphasises the key standards that staff must be fair, impartial, responsible and trustworthy.

The Code applies to anyone who works for us. It must be read and agreed to by all new employees. It is easily accessible to all staff on our Intranet.

We are focused on ensuring that our systems, processes and practices stay strong to reinforce the behaviour we expect.

Developing our future leaders

We develop our future leaders by offering leadership development opportunities, including workshops, secondments, executive coaching and emerging talent programmes. Our Leadership Development Strategy focuses on:

- supporting people to make successful transitions from one level to the next
- investing heavily in first time leaders, as this is a challenging transition
- building in-house capability to design and deliver training and executive coaching
- joining with other government agencies to design and deliver common training programmes.

The in-house programmes that deliver on this strategy include:

- the Emerging Leaders programme
- the 12-month Team Leader programme
- Te Aratiatia and Te Aka Matua
- Chief for a Day – a programme which equips managers with the tools to make complex decisions, brief ministers and handle media issues
- Transitions – a cross-agency programme preparing senior managers for greater responsibility.

Developing skills to make a difference

Our staff need to be able to learn and respond well to change, while keeping a clear focus on results. We are making sure staff get the training they need. Our training programmes include the:

- National Certificate in Public Sector Services (Client/Customer Service) – reflecting the changing public sector environment and relationship management skills
- National Certificate in Business (First Line Management) – supporting emerging Work and Income managers
- National Certificate in Public Sector Services (Community Advisor)
- National Certificate in Contact Centre Operations
- National Certificate in Employment Support
- Work and Income Curriculum – a comprehensive in-house system of learning
- Career Progression and Development Framework for the policy cluster
- Diploma in Public Sector leadership
- National Certificate in Public Sector – Induction
- National Certificate in Business Administration and Computing
- Cadetship – Modern Apprenticeship Programme.

We have also recently initiated an IT Graduate programme.

Child, Youth and Family offer training through our practice curricula which support quality social work practice. We offer on-going professional development by supporting advanced and specialist qualifications, such as:

- Bachelor of social work BSW (including biculturalism in practice)
- Master of social work (including applied)
- Postgraduate certificate in children's issues
- Postgraduate diploma in child-centred practice
- MA (childhood and youth studies).

Tapping into innovation

In the past we have been fleet footed and innovative in making incremental changes. However, we now face the challenge of significant programmes of work, short timeframes for implementing larger scale change, and increased expectations of what the Ministry can deliver.

We will also need to be consistently thinking ahead and involving more people in thinking about how we meet these challenges.

eliminating waste...

Staff often have valuable ideas about how to eliminate wasteful processes, remove 'rework' and reduce the cost of poor quality and to provide better client services. We will look at broadly similar processes that are undertaken across the Ministry to help reduce the workload per client. This will mean fewer transactions through better process and self-service, and faster transactions through better process and systems.

encouraging innovation...

The Ministry provides several ways for staff to submit innovative ideas. We are also discussing the introduction of the PSA's Sustainable Work Systems programme.

We have instigated an innovation practice within our IT department, which works closely with service delivery units, to seek and trial IT solutions to business problems.

The practice is primarily funded through joint operations with our technology partners. One recent innovation was a pilot for social workers using iPads for home visits in Christchurch following the earthquakes.

We will be extending the number of mobile applications that we support, helping staff use their time to help more people, not doing administration. Other innovations include trialling electronic meeting papers and tablets for our governance secretariat and trialling mobile devices for legal services to use during downtime.

Our capital intentions

Forecast capital expenditure

	Forecast 2012/2013 \$'000	Forecast 2013/2014 \$'000	Forecast 2014/2015 \$'000	Forecast 2015/2016 \$'000
Computer hardware	12,420	17,977	13,857	10,907
Computer software	17,821	17,821	17,821	17,821
Leasehold improvements	13,840	11,046	12,046	13,046
Motor vehicles	8,000	8,000	8,000	8,000
Plant and equipment	780	780	780	780
Residential buildings	4,578	7,372	6,372	5,372
Total	57,439	62,996	58,876	55,926

Variance explanations

Overall capital expenditure levels are relatively stable over the above forecast period.

The Ministry's asset portfolio had a net book value of \$352 million as at 30 June 2012.

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

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

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

Our capital planning processes are supported by robust asset management systems, which include on-going assessments and stocktakes of capital assets.

We have programmes to manage the replacement of assets. Motor vehicles are replaced on average every three years/60,000 kilometres, photocopiers every five years and computers and other IT peripherals every three to five years. We also maintain appropriate warranty and support provisions on all key assets.

Our property

We operate out of 300 locations nationwide. We have a property maintenance plan to ensure our property is prudently managed.

We will continue to review both our National Office and regional accommodation needs to ensure all our spending provides value for money and is linked to the delivery of effective services.

We will collaborate across government agencies where appropriate, for efficiencies in the use of property to deliver government services.

Capital asset management

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

Appendix A: Legislation we manage and administer

The key pieces of legislation we manage:

- Adoption Act 1955 (operational administration)
- Adoption (Inter-country) Act 1997 (operational administration)
- Adult Adoption Information Act 1985 (operational administration)
- Charities Act 2005
- Children, Young Persons, and Their Families Act 1989
- Children's Commissioner Act 2003
- Department of Child, Youth and Family Services Act 1999
- Department of Social Welfare Act 1971
- Disability (United Nations Convention on the Rights of Persons with Disabilities) Act 2008
- Disabled Persons Community Welfare Act 1975 (except Part 2A)
- Education Act 1989 (Part 25)
- Employment Services and Income Support (Integrated Administration) Act 1998
- Families Commission Act 2003
- Family Benefits (Home Ownership) Act 1964
- New Zealand Sign Language Act 2006
- New Zealand Superannuation and Retirement Income Act 2001 (Parts 1 and 4 and Schedules 1 and 6)
- Social Security Act 1964
- Social Welfare (Transitional Provisions) Act 1990
- Social Workers Registration Act 2003
- War Pensions Act 1954 (operational administration for Veterans' Pensions).

Bills on the 2013 legislation programme in the name of the Minister for Social Development and Associate Ministers for Social Development are:

Category 2 (must be passed in 2013):

- Social Security (Benefit Categories and Work Focus) Amendment Bill
- Families Commission Amendment Bill.

Category 3 (to be passed if possible in 2013):

- Social Security (Fraud Measures and Debt Recovery) Amendment Bill
- Social Assistance (Living Alone Payments) Amendment Bill
- Social Security Amendment Bill (No 3).

Category 5 (to be referred to a Select Committee in 2013):

- Vulnerable Children's Bill.

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

- Child Support Amendment Bill
- Family Court Proceedings Reform Bill
- Housing Restructuring and Tenancy Matters Amendment Bill
- Housing Sector (Functions and Transfers) Bill
- Housing Reform Bill
- Legal Assistance (Sustainability) Amendment Bill
- Minimum Wage (Starting-out Wage) Amendment Bill
- Social Security (Clothing Allowances for Orphans and Unsupported Children) Amendment Bill (private members bill)
- State Sector and Public Finance Reform Bill
- Statutes Amendment Bill
- Statutes Amendment Bill (No 2)
- Student Loan Scheme Amendment Bill (No 2)
- Victims of Crime Reform Bill.

New Zealand Government