

Who we are and what we do

Our role

We are the lead agency for managing and delivering New Zealand’s welfare system

Our work

The Ministry of Social Development (MSD) has a broad range of responsibilities, and our work touches the lives of almost every New Zealander. We work to deliver effective welfare services as well as a range of other supports. We recognise the diverse needs of our clients and people we work with, and prioritise those with the greatest need, including Māori, Pacific peoples, youth, seniors and disabled people.

The majority of our work directly supports clients by:

- providing employment services and support
- providing income support and superannuation
- providing student allowances and student loans
- assessing eligibility for social housing (also known as public housing)
- designing, allocating funding to and delivering community services with partners
- providing disability support services
- advising on child poverty reduction
- being the primary provider of social policy advice to the Government
- ensuring legislation we administer is effective and fit for purpose
- working with other agencies and the wider social sector to deliver to the Government’s priorities and targets and improve the lives of all New Zealanders
- working with iwi and Māori to support the Crown’s obligations under the Treaty of Waitangi.

Our other responsibilities include:

- monitoring a small number of Crown entities and providing advice to the responsible Minister
- other functions performed by specialised business units, including Te Kāhui Kāhu (Social Services Accreditation), the Office for Seniors, the Ministry of Youth Development, Historic Claims and the Child Wellbeing and Poverty Reduction Group.

What we want to achieve

Our purpose

We help New Zealanders to be safe, strong and independent

Our outcomes

- New Zealanders participate positively in society and reach their potential
- New Zealanders get the support they require
- New Zealanders are resilient and live in inclusive and supportive communities

Our strategic shifts

Te Pae Tawhiti – Our Future is MSD’s foundational strategy. It describes the three strategic shifts we are making across our organisation to achieve our outcomes. Our Māori and Pacific strategies, Te Pae Tata and Pacific Prosperity, embrace the three shifts and describe how they will be realised for Māori and Pacific peoples.

A positive experience every time

Mana manaaki



Partnering for greater impact

Kotahitanga



Supporting long-term social and economic development

Kia takatū tātou







Our purpose, outcomes and strategic shifts present MSD’s long-term strategic direction

Our focus areas

Focus areas identify our medium-term priorities

Our six focus areas cover most of what we do. They identify our medium-term priorities and reflect our role in contributing to the Government’s priorities, including employment and emergency housing targets. Building on the work done to date with our people and partners, focus areas drive our work planning as we put our three strategies into action and bring our purpose to life.

- **Getting New Zealanders working** | We support people to prepare for, find and stay in work. We intervene early to get people into work or training and support clients to understand their obligations to prepare for and find work. By helping families into work, we help lift children out of material hardship.
- **Providing the income support people need** | We provide a financial safety net for those in need.
- **Supporting people with their housing needs** | We help people with their housing costs, including paying grants for emergency housing, assess their housing needs for the Social Housing Register and refer them to providers, and support people out of emergency housing.
- **Partnering with others** | We work with providers, community and iwi, and other government agencies to deliver efficient and effective services that improve life outcomes for our clients and communities. We work with employers and industry to find jobs for our clients. We recognise the valuable connections our partners have with their communities.
- **Providing services that disabled people need** | We provide disability support services to eligible disabled people who need them. These services complement other services and support disabled people may already receive and help address the barriers disabled people face in accessing the same opportunities for a good life as other New Zealanders. We also support disabled people who need environmental support services to engage with daily life, and children who are referred for specialist support to reach developmental milestones.
- **Enabling MSD people to help New Zealanders** | We provide staff with the skills and tools they need to help people. Our technology is resilient, continually evolving and supports digitally enabled services. We use data and evidence to support fiscally sustainable decision making.

Helping us get there

Improving how we operate so we can better deliver our services for New Zealanders

We are transforming the way we deliver services:

- system and process changes will improve New Zealanders’ experiences of engaging with us and ensure MSD can meet future challenges
- initial changes include a new Digital Employment Service and a modern Service Experience Platform.

Having the right organisational foundations is essential to:

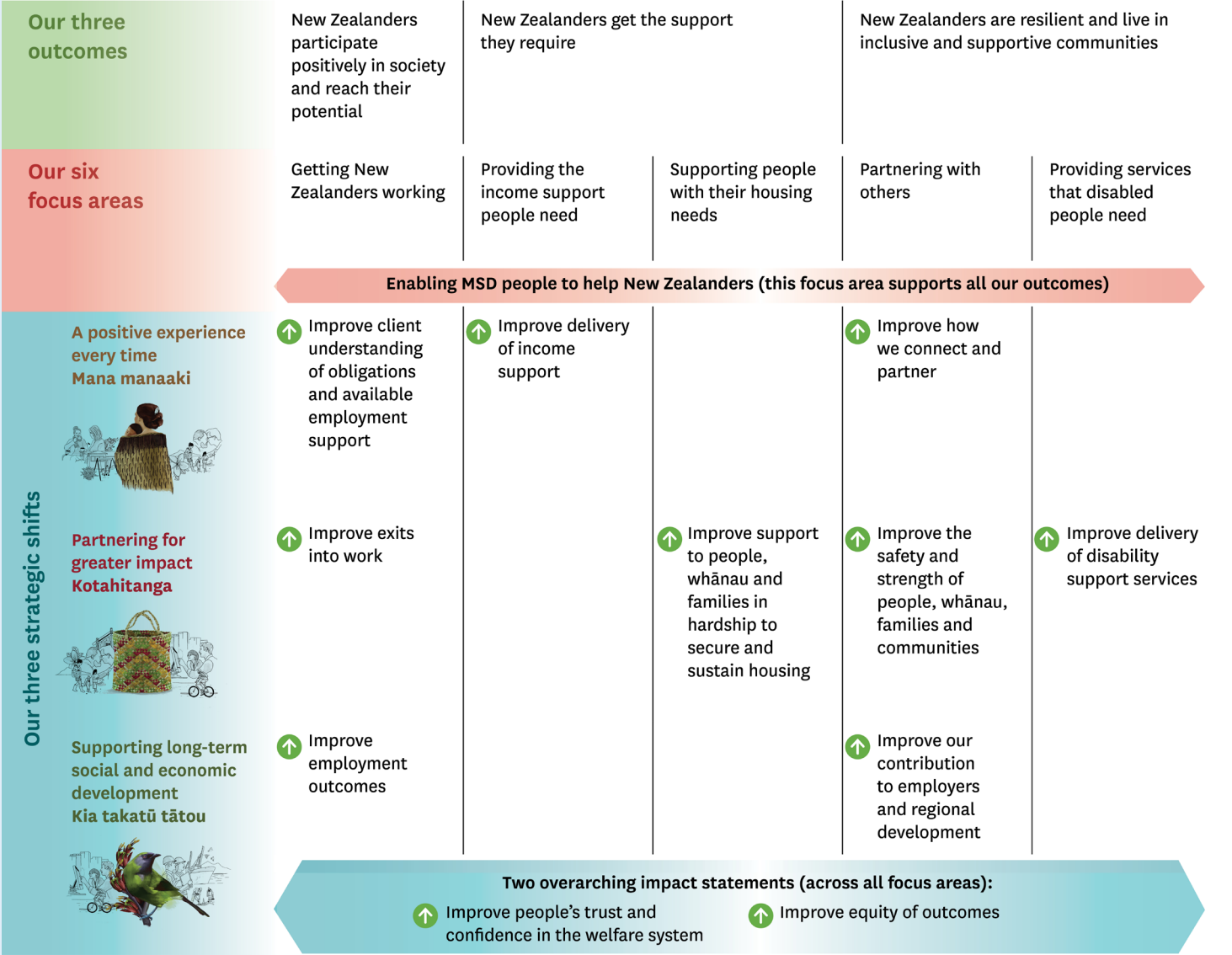
- ensure we respond to the diverse needs of clients and people we work with
- improve delivery of disability support services
- strengthen our responsiveness to Māori and Pacific peoples
- support fiscally sustainable decision making
- look after the health, safety, security and wellbeing of our people, clients and others we work with
- manage risk in a challenging environment
- support strong decision making through governance
- enable smarter investment and asset management
- strengthen our commercial operations.

Our outcomes framework

Our outcomes framework shows how we will deliver to our outcomes, focus areas and strategic shifts.

The weave/raranga emphasises that changes to how we are delivering our services (through our three strategic shifts) will have an impact on what we want to achieve (our outcomes and focus areas).

Our 11 impact statements collectively represent how we will assess progress on delivering to our outcomes, focus areas and strategic shifts. They unpack our focus areas into more specific medium-term goals.



Our performance framework

Our performance framework shows how we measure and report on our performance against our outcomes. We report on progress using Government targets, Key Performance Indicators (KPIs) and Estimates performance measures.

Government targets

There are nine targets for public service agencies to achieve by 2030. MSD’s targets are:

- 50,000 fewer people on the Jobseeker Support benefit
- 75 percent fewer households in emergency housing (jointly with the Ministry of Housing and Urban Development).

These targets are most directly reflected in three of our impact statements and associated KPIs as shown below in blue and purple.

Key Performance Indicators

A suite of 18 KPIs map to our 11 impact statements and help us to monitor progress. The results of our KPIs will be provided in our annual reports and published on our website.

Impact statement	Associated KPI(s)
Improve client understanding of obligations and available employment support	Client outcome: Awareness of obligations
Improve employment outcomes	Client outcome: Staying in work Future reliance: Estimated average future years on a main benefit Effectiveness: Employment programmes
Improve exits into work	Effectiveness: Benefit exits into work
Improve delivery of income support	Accuracy: Accurate benefit entitlement assessments Timeliness: End-to-end time to receive a financial benefit Debt: Average overpayment debt
Improve support to people, whānau and families in hardship to secure and sustain housing	Effectiveness: Housing support resolution Timeliness: Time taken to be placed on the Public Housing Register (also known as the Social Housing Register)
Improve how we connect and partner	Partner experience: Experience of youth development partners
Improve the safety and strength of people, whānau, families and communities	Client experience: Effectiveness of services addressing family violence Client experience: Effectiveness of services addressing sexual violence
Improve our contribution to employers and regional development	Qualitative approach: Examples of MSD’s work that show improved contribution
Improve delivery of disability support services	Qualitative approach: Examples of MSD’s work that show improved delivery
Improve people’s trust and confidence in the welfare system	Client trust: Net trust score Client experience: Overall service score
Improve equity of outcomes	Equity: Cohort data across our KPIs

Estimates performance measures

Our Estimates performance measures, as set out in the Vote Social Development and Vote Disability Support Services Estimates of Appropriations, track our delivery of the initiatives and services we are funded to provide. Some Estimates performance measures are also KPIs.