



4 June 2026

Tēnā koe

Official Information Act Request

Thank you for your email of 10 April 2026, requesting information regarding the Regional Performance Measures, including driving behaviours and other roles subject to performance agreements as well as Emergency Housing data.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on each part of your request set out separately below.

1) In the OIA response 19 March 2026. MSD advised that in the meetings of the Group General Manager with all Regional Commissioners and Regional Directors the following was discussed:

"what behaviours might be drivers, what behaviours the Ministry wanted to be driven, how they would report on the measures".

Please provide the details of:

-What was raised as "behaviours that may be drivers"

-What was raised as "behaviours the Ministry wanted to be driven"

Messaging given to leaders emphasised the importance of the measures in ensuring the services we deliver are client-centric and focused on driving outcomes for clients and aligned to the Ministry's overall purpose of helping New Zealanders to be safe, strong and independent. Emphasis was placed on holding ourselves to a high standard to ensure we meet client, employer and provider needs quickly and accurately.

2) Please also provide what new reporting is used and shared with the Regional Commissioners and Regional Directors from the Group General Manager (or on his behalf). If this is a regular report, two samples are sufficient (i.e. if monthly, then the month of November 2025 and month of February 2026, or if weekly, then from the first week of these months).

This reporting is accessed by Regional Commissioners and Directors through a SAS Visual Analytics report, which effectively operates like a live dashboard. The tool with the underlying data is updated weekly, with each update overwriting the previous week's data. As a result, reporting for previous weeks cannot be retrieved and provided as requested without amounting to the creation of new data under the Act. This would involve specialist staff developing bespoke code in order to produce this information to respond to your request.

Therefore, I am refusing your request under section 18(g) of the Act as the information you had requested is not held by the Ministry and I have no grounds to believe that the information is either held by or closely connected to the functions of another department, Minister of the Crown or organisation.

However, you can find the Ministry's monthly benefit reporting online here which may be of interest to you: www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/monthly-reporting/

3) Please include any instructions that introduced / explained or announced this reporting.

No written instructions were provided with the introduction of reporting. Communication was done verbally through regular channels such as standard meetings and manager drop-in sessions. The reporting itself contains standard data definitions for each measure to ensure users can accurately interpret how the measure is calculated (e.g. regional breakdowns, changes in new application appointments, percentages of work ready clients, benefit exits).

4) In the OIA response 19 March 2026, MSD provided the Performance agreements for the Regional Commissioner. Please advise what other roles are subject to a similar agreement/intent document/ performance expectation letter (i.e. Regional Directors/ Group General Manager/ Service Centre Managers/ Case Managers).

Please provide a copy of the agreement for each role.

I would like to thank you for the refinement of this request above on 6 May 2026:

Thank you for this. Would it be possible to get Christchurch and Auckland (Incl South Auckland, West, and Central)?

The following documents are in scope of your refined request and attached to this response:

- Performance Agreement template
- Letter of Expectation – MCSD, MCSO, MRS, MRE, MRG example
- Letter of Expectation – Regional Director example

Please note these templates were utilised in both the Canterbury and Auckland regions.

5) Please provide a monthly and regional breakdown of the grants and declines of Emergency Housing applications since Jan 2023.

Please find the information requested in the attached **Appendix**: Emergency Housing Grants and Declines during the period 1 January 2023 to 31 March 2026.

Some information in the attached **Appendix** has been marked as 'S'. this information is withheld under section 9(2)(a) of the Act, in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in the information.

This approach is in line with the Ministry's data suppression rules which can be found here: www.msd.govt.nz/about-msd-and-our-work/tools/how-we-keep-data-private.html

Please note that Emergency Housing is still available for people who meet the criteria and have nowhere else to go. If someone is not eligible for an emergency housing grant, there are many other ways the Ministry may be able to help. Most people who are declined Emergency Housing continue to receive other forms of support from the Ministry, including Accommodation Supplement, Temporary Additional Support, Housing Support Products, hardship assistance, or referrals to Transitional Housing.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request for information regarding the Regional Performance Measures, including driving behaviours and other roles subject to performance agreements as well as Emergency Housing data, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

A handwritten signature in black ink, appearing to be 'Anna Graham', with a stylized, flowing script.

Anna Graham
General Manager
Ministerial and Executive Services

Letterhead

[Date]

[Insert Manager Client Service Delivery, Manager Client Service Operations, Manager Regional Services, Manager Regional Employment or Manager Regional Housing]

[Insert region]

PERFORMANCE EXPECTATIONS AND ACCOUNTABILITY – FY2025/26

Tēnā koe [Insert name],

Thank you for your work and contribution over the past year. Your leadership has contributed to the positive outcomes for the Canterbury region. To meet this year's goals and challenges, it is important to continue to build on the progress made and to continue to drive and lift performance to deliver on our targets and results.

This letter outlines our expectations for your role as [Insert Manager Client Service Delivery, Manager Client Service Operations, Manager Regional Services, Manager Regional Employment or Manager Regional Housing] for the upcoming performance period and accompanies the Performance Measures FY2025/26.

Our purpose at the Ministry of Social Development (MSD) is to help New Zealanders to be safe, strong and independent – *Manaaki Tangata, Manaaki Whānau*.

The Government has set nine targets across the public service. Behind every target is a person, whānau and community. The targets led by MSD are;

- *Reducing the number of people receiving Jobseeker Support by 50,000 to 140,000 by 2030.*
- *(In partnership with the Ministry of Housing and Urban Development (HUD) Reducing the number of households in emergency housing by 75% by 2030 – to fewer than 800 households.*

Specific expectations for Client Service Delivery – Canterbury

As a key part of the Auckland South leadership team, you are accountable for MSD's services and achieving outcomes in your service centre that align with our strategic and operational priorities. The key areas of focus for FY2025/26 are:

- **Leadership of teams** – You are expected to lead, equip, and enable your teams, fostering a culture of engagement and alignment with MSD's priorities. Your leadership should promote collaboration, innovation, and accountability across all levels.
- **Consistency and efficiency of service – "We Together"** – You will champion the 'We Together' initiatives, ensuring consistent practices across our region. This includes aligning with national efforts in employment services, case management, contracted services, and housing services, in collaboration with other MSCDs or MSCOs, regional teams, Regional Director and Regional Commissioner.
- **Effective and efficient commissioning** – You are responsible for ensuring that externally commissioned services are fully utilised and deliver meaningful impact. This includes optimising workforce deployment to enhance capability, responsiveness, and effectiveness.
- **Driving Performance** – Continuous improvement is essential. You are expected to monitor and enhance service delivery performance across key areas including employment services, case management, contracted services, housing services, and other critical indicators such as accuracy and timeliness.

Performance targets for our region have been agreed upon and are supported by indicators that reflect both operational effectiveness and strategic alignment with MSD's national priorities.

Four to six weekly performance visits will continue to assess progress against our Performance Measures. Where performance does not meet expectations, you will be required to develop and implement targeted improvement plans to address gaps and restore performance.

Your leadership is pivotal to MSD's success. We look forward to continuing our collaboration to support and enable our teams and deliver results for our clients and whānau. We trust in your ability to lead with integrity, deliver results, and uphold the values of the Ministry.

Ngā manaakitanga

Regional Commissioner,

Regional Director,



MINISTRY OF SOCIAL DEVELOPMENT

TE MANATŪ WHAKAHIATO ORA

[Date]

IN CONFIDENCE

[Regional Director and title]

[Region]

PERFORMANCE EXPECTATIONS AND ACCOUNTABILITY - FY2025/26

Dear [Name]

Thank you for all your work and leadership over the past year. To meet this year's goals and challenges, it's important to build on the progress already made and continue lifting performance to deliver even stronger results.

This letter outlines my expectations for your role as Regional Director for the upcoming performance period and accompanies your Performance Agreement for FY2025/26.

Our purpose at the Ministry of Social Development (MSD) is to help New Zealanders to be safe, strong and independent - *Manaaki Tangata, Manaaki Whānau*.

The Government has set nine targets across the public service. The targets led by MSD are:

- Reducing the number of people receiving Jobseeker Support by 50,000 to 140,000 by 2030.
- (In partnership with HUD) Reducing the number of households in emergency housing by 75% by 2030 - to fewer than 800 households.

Specific expectations for Client Service Delivery – [Region Name]

Your key areas of focus for FY2025/26 are:

- **Effective and efficient regional operations** - As Regional Director, you are accountable for MSD's operations in (region), leading the operational teams and ensuring the regions workforce is fully utilised and effectively managed.
- **Leadership of regional teams** - You are expected to lead, equip, and enable your teams, fostering a culture of engagement and alignment with MSD's priorities. Your leadership should promote collaboration, innovation, and accountability across all levels.

- **Consistency and efficiency of service – ‘We Together’** - You will champion the ‘We Together’ initiatives, ensuring consistent practices across your region. This includes aligning with national efforts in employment services, case management, contracted services, and housing services, in collaboration with myself, national office teams, and Client Service Support teams.
- **Driving Performance** - Continuous improvement is essential. You are expected to monitor and enhance service delivery performance across key areas including employment services, case management, contracted services, housing services, and other critical indicators such as accuracy and timeliness.

Performance targets for your region have been agreed upon and are supported by indicators that reflect both operational effectiveness and strategic alignment with MSD’s national priorities.

Quarterly performance reviews will assess progress against your Performance Plan. Where performance does not meet expectations, you will be required to develop and implement targeted improvement plans to address gaps and restore performance.

Your leadership is pivotal to (region)’s success. I trust in your ability to lead with integrity, deliver results, and uphold the values of the Ministry.

Ngā mihi

[Name]
Regional Commissioner, Client Service Delivery

Copy: [Copy]

Encl: [Encl]

File Ref: [File Reference]

[Role] Performance Agreement

Period: [Date]

[Role]:

Manager:

Agreement discussion date: [Date]

Review cadence: Quarterly

Current review: Q1

Next Scheduled Review: Q2

Purpose of Agreement

This Performance Agreement operationalises the expectations outlined in your FY2025/26 Letter of Expectation.

As [Role] you are accountable for ensuring your region achieves its goals, enabling your team to support clients in achieving positive, sustainable outcomes.

This agreement defines the critical performance areas and associated indicators that reflect both operational effectiveness and strategic alignment with the Ministry of Social Development's (MSD) national priorities. This agreement includes:

- Key performance expectations and indicators.
- Required actions to meet performance expectations.
- Timeframes for implementing and sustaining improvements identified during reviews.

Performance will be formally reviewed quarterly and assessed using the following ratings: Exceeding, Achieving, Needs Improvement.

Your leadership is essential to achieving these outcomes, and this agreement reflects your accountability for both strategic direction and operational delivery.

As your manager, I am committed to supporting your success. We will meet monthly for informal performance discussions and quarterly for formal reviews to assess progress and identify areas for improvement.

Acknowledgement

I acknowledge the terms of this Performance Agreement and confirm my understanding of the expectations and available support.

Employee signature:

Print name:

Date:

Manager signature:

Print name:

Date:

Performance Measures

Performance area	Standard / indicator	Progress indicator / result	Review notes / agreed actions
Accuracy	<i>95% combined result of ARP and internal checking</i>		
Timeliness of service	<i>90% of client requests completed within 5 days; Appointment SLAs maintained</i>		
Job Seeker reduction	<i>Monthly phased reduction target achieved; Monitored via placements, exits, prevention</i>		
Employment Sustainability	<i>70% of clients remain off benefit for 26+ weeks</i>		
Employment services effectiveness	<i>70% of listed positions filled; Work Services placement targets met</i>		
Case management effectiveness	<i>Indicators align to effective practice: engagement, IEP quality, completion, referral, workload</i>		
Contracting effectiveness	<i>Alignment with regional purchase plan; targeted investment; outcome achievement; reinvestment plan</i>		
Housing services effectiveness	<i>Monthly phased reduction target achieved</i>		
Financial performance	<i>Regional spending within allocation (Personnel, Admin, MCA)</i>		

People	<i>Leave liability, unplanned leave, attrition rate</i>		
Capability	<i>Regional capability understood; active growth plan via matrix and training</i>		

Final review comments and performance rating**Manager comments:****Employee comments:****Performance rating:**

- ☐ Exceeding
- ☐ Achieving
- ☐ Needs Improvement