



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

SOCIAL DEVELOPMENT

Briefing to Incoming Associate Minister

July 2019

About MSD

Helping people, whānau, families and communities is at the centre of what we do. The As you'll know, MSD is one of New Zealand's largest government departments employing more than 7,000 staff in around 150 locations around the country. At our heart, we are about helping New Zealanders to be safe, strong and independent.

We work with over 1.9 million New Zealanders every year and we are in contact with nearly all New Zealanders at some point in their lives. We deliver a wide range of functions including statutory employment and income support services, social housing assessments and services, funding for community service providers, student loans and allowances and retirement income for older people.

Our focus areas for the next 12 months are:

- Welfare overhaul
- Employment
- Service experience
- Partnership
- Housing

To achieve this we are:

- Shifting resources to our priorities
- Better supporting our regions
- Being joined up by default
- Weaving Te Pae Tata (our Māori strategy) into the way we work
- Using data and analytics to drive performance
- Keeping up the momentum by using agile/90 day planning
- Backing our people



Our purpose

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

Our services

We deliver the following financial assistance:

Benefits

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

Retirement benefits

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

Other financial support (including non-beneficiaries)

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

Accommodation costs

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

Student financial support (via StudyLink)

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

Child-related benefits

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

Discounts and concessions

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

We provide employment and housing support and services by:

- connecting clients to employers and job opportunities through intensive job search assistance, and offering employment workshops
- up-skilling clients through industry-based recruitment partnerships, pre-employment training, and other services and programmes eg Drivers' Licence programmes
- responding to local labour market conditions by working with local employers and industry partners
- supporting young people to gain the skills they need to work and have an

independent future through the Youth Service and Mana in Mahi and young people not in education, employment or training

- engaging with people on their eligibility and referring them to emergency, transitional and public housing.

We support others to design and deliver community services, including:

- supporting victims, survivors and perpetrators of family violence and sexual violence
- initiatives which work to change attitudes and behaviours, and grow leadership within communities to address family violence
- reducing the isolation, abuse and neglect of older people
- building people's financial capability and resilience
- ensuring refugee and migrant communities have access to social services and can participate in local initiatives
- supporting community providers to further develop their capability.

We provide policy advice to Ministers on:

- income support
- employment support including youth employment, and health and disability employment
- housing
- families and communities
- issues faced by children and young people, people with a disability and older people
- social sector initiatives

We produce and publish the following reports:

- modelling of the benefit and public housing systems
- Household Incomes Report
- evaluations of services, programmes, pilots and trials

- quarterly performance reporting
- Families and Whānau Status Report.

We protect the integrity of the welfare system by:

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

In addition to these core functions, we also:

- monitored four Crown entities: the Office of the Children’s Commissioner, the Families Commission (operating as Superu), the New Zealand Artificial Limb Service and the Social Workers Registration Board
- supported three statutory tribunals and advisory committees: the Social Security Appeal Authority, the

Student Allowance Appeal Authority, and the Social Workers Complaints and Disciplinary Tribunal

- advocated for key population groups through the Office for Seniors, the Office for Disability Issues and the Ministry of Youth Development
- resolved claims of abuse and neglect for people who were under the supervision, or in the care, custody or guardianship, of the State, or who had come to the notice of the State, before 2008
- administered many key pieces of legislation that provide the framework to support the decisions we make and to ensure a fair system for all New Zealanders

We are setting up independent monitoring of the children’s system

- This will strengthen the independent oversight of Oranga Tamariki’s care services for children and rangatahi.

A copy of the latest Benefit Factsheet is attached as **Appendix one**.

Our Strategic Context

Te Pae Tawhiti – our future

To achieve our purpose and deliver what we want for New Zealanders, we've identified three key shifts to focus on:

Mana manaaki – A positive experience every time

Looking after the dignity of people with warmth, listening, respect, compassion, openness and fairness. Helping people, whānau, families and communities is at the centre of what we do.

Kotahitanga – Partnering for greater impact

We're stronger when we work together with whānau, families, hapū, iwi, providers, communities and other government agencies. By allowing others to take the lead in some services, our clients could connect directly with trusted partners who are better placed to meet their needs.

Kia takatū tātou – Supporting long-term social and economic development

We will ready ourselves for the future and take a long-term approach to community, regional and economic development. To improve employment outcomes people will need our support to acquire skills for current and future job markets. We will broaden our role in community development and social services to support people who are volunteering, training or caring for whānau and families.

Appendix two provides more detail on *Te Pae Tawhiti*.

Te Pae Tata

Our strategic direction *Te Pae Tawhiti – Our Future* signals the organisational shifts needed to achieve better outcomes for all New Zealanders. *Te Pae Tata – our Māori Strategy and Action Plan* – embraces these shifts and articulates how we will work with Māori to achieve better outcomes for Māori.

A copy of Te Pae Tata is attached as **Appendix three**.

Investment and priorities

Welfare overhaul

Following the release of the Welfare Expert Advisory Group (WEAG) Report, Budget funding of more than \$600 million over four years has been provided to:

- index main benefits to the growth in net average wages
- lift abatement thresholds for those on benefits who work, in line with minimum wage increases
- remove deductions from benefits for sole parents who don't declare the name of the child's other parent.

Funding of \$76.3 million is also being provided for an extra 263 frontline MSD staff over four years to help support more people into work.

Employment

We know that most people want to work and can with the right support. Our strategic shift **Kia takatū tātou** is about long-term social and economic outcomes – when we help a client into a job that's right for them and their employer, it ensures that job is sustained over time. We will use the Budget 2019 investment in frontline staff to energise what we do for employment across all our work.

Through Budget 2019, Mana in Mahi has been scaled up to 2,000 places over the next four years. Mana in Mahi is an initiative designed to support young people into full-time work. It gives them a pathway to achieve an industry qualification or apprenticeship and helps businesses to grow.

Phase one of Mana in Mahi has delivered over **200** people into meaningful work since its launch in August 2018

Service Experience

Our strategic shift **mana manaaki** is about a positive experience every time. We'll take the changes we've been making to the frontline further by helping clients get what they need the first time they approach us. Te Pae Tata will provide the foundation for us to deliver better for Māori.

The Strengthening Service Culture Activity plan is made up of 10 initiatives. Some of the key themes under the activity plan are:

- Creating a warm and welcoming atmosphere for clients by making improvements to our service centre environment
- Making it easier for clients to tell us about their experiences
- Making changes to our language in all our communications so they are warmer, more engaging and easier to understand
- Making it easier for clients to access information and the support that's right for them and their individual circumstances

Delivering our services in a kind, respectful and empathic way and developing a commitment so clients know what they can expect from us.

Partnership

We can't do it alone – we're part of a wider community including employers, providers and other government agencies who work with the same clients we do and iwi who we want to partner with. Our strategic shift **Kotahitanga** reflects that we'll only succeed if we partner well. We'll look harder at how we can create even better and deeper partnerships across a range of areas. Budget 2019 investment over four years for Family Violence and Sexual Violence (\$123.9m) and Communities, children and youth (\$164.9m operating, \$10.2m capital) will support a range of services delivered by non-government organisations and community-based providers. This includes \$24.9m funding for Community service providers – supporting social service delivery

Housing

There is no quick fix for New Zealand's housing market. Having a place to call home is the foundation for almost everything else in your life, but for many of our clients, it is not a stable foundation. To show **Mana manaaki** we need to do the best we can until greater supply becomes available. The Ministry has responsibility for a range of client-facing housing-related functions including:

- client-facing housing support, such as financial assistance and support for emergency or transitional housing, eg Emergency Housing Special Needs Grants
- managing the public housing register, which includes assessing clients
- the lead for policy advice on Accommodation Supplement (AS) due to its close ties with the income support system. Policy advice with respect to AS is done in consultation with the Ministry of Housing and Urban Development.

There were **295,410** people receiving AS as at the end of March 2019
(279,283 – end of March 2018)

Overview of Votes and Budget 2019

The Votes and appropriations

As the administering department for Vote Social Development and Vote Social Housing, we administer \$25 billion of public money annually and provide services and assistance to more than a million New Zealanders every year. Our client base includes working-age people, families and communities, students, youth, disabled people, and seniors.

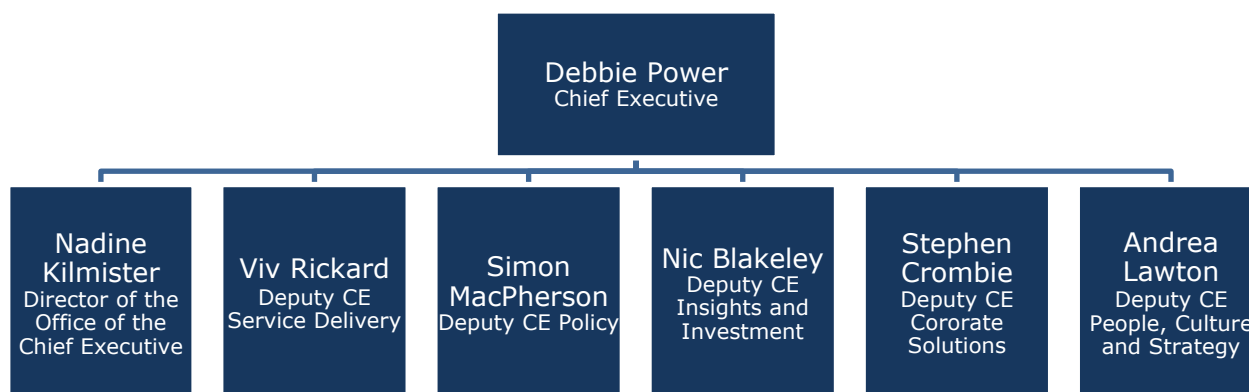
We provide services to the following Ministers, who have responsibility for appropriations in the Votes we administer:

- Minister for Social Development
- Minister for Housing and Urban Development
- Minister for Youth
- Minister of Revenue
- Minister for Seniors
- Minister for Disability Issues
- Minister of Veterans' Affairs
- Minister for Employment

The Government, through Vote Social Development, is spending a total of almost \$27.83 billion on social support and services for New Zealanders in 2019/20.

Budget 2019 overview is attached as **Appendix four**.

Our Structure



Office of the Chief Executive

The Office of the Chief Executive (OCE) group provides high-level strategic, organisational and operational advice to the Chief Executive, and manages key external relationships across the social sector as well as across the entire state sector. It works with all areas of the Ministry to co-ordinate and provide advice to the Chief Executive and Ministers' Offices.

Service Delivery

The Service Delivery arm of the Ministry has around 5,500 staff in over 150 locations across New Zealand. This includes service centres, community links, processing centres, contact centres, and regional offices.

Our clients are at the centre of what we do. We are focused on helping our clients help themselves to be safe, strong and independent, whether that is working with a jobseeker to find employment, supporting a superannuitant to live independently or helping a student get sorted so they can focus on their study.

Our job is to make dealing with us as easy as possible so that we can focus our effort where we will make the biggest difference – on supporting our most vulnerable clients towards independence.

We work with non-government organisations (NGOs), other government agencies, and the business sector to design and support them to deliver initiatives and services that build strong, capable communities, which increase opportunities for youth and help individuals and families/whānau to live without violence.

Service Delivery is responsible for:

- income support for those on low or no incomes, including students (via StudyLink) and those without work, and retirement income for seniors
- employment support, through case management, training and other services to help those who are able to get back into sustainable employment
- assessing housing needs and connecting with housing providers to provide safe accommodation
- community partnerships and programmes, including services to prevent and respond to family and sexual violence.

Policy

The Ministry's policy functions are brought together in the Ministry's Policy team. The group provides advice and support to Ministers, and supports government decision-making by providing advice on policy, legislation and investment across a range of topics and issues, including:

- income support
- employment support including youth employment, and health and disability employment
- housing
- families and communities
- issues faced by children and young people, people with a disability and older people
- social sector initiatives.

The group comprises Community and Families Policy (including the Office for Disability Issues), Employment and Income Support, Housing Policy, Seniors and International Policy (including the Office for Seniors).

Insights and Investment

The Insights and Investment group is a centre of expertise for data, analytics, strategic thinking and investment advice for the Ministry.

The group drives evidence-led decision-making across the Ministry and turning insights into action by:

- building social investment tools, processes and frameworks for the Ministry
- providing knowledge and insights that inform decision-making and making actionable recommendations
- creating the foundations of data, evidence and knowledge.

Insights and Investment comprises Insights-MSD (business reporting and monitoring, information development, research and evaluation and advanced analytics functions), the Actuarial team, the Organisational Planning, Performance and Governance team (organisational strategy and governance, accountability and performance advice) and the Strategic Issues and Investment team (specialist and strategic advice to enhance the Ministry's decisions and investments).

Corporate Solutions

The Corporate Solutions group provides corporate support services to the Ministry, including Information Technology, Finance, Human Resources, Enterprise Risk and Security, Legal Services, Property and Facilities, and Social Sector Accreditation. The independent children's monitoring unit is also housed here.

A number of these corporate services are also provided to the Ministry for Vulnerable Children, Oranga Tamariki and the Social Investment Agency as part of our shared services agreements.

People, Culture and Strategy

The People, Culture and Strategy group brings together teams who focus on developing effective organisational strategy and performance outcomes, leading people and organisational culture and change, managing MSD's ministerial services and leading communications, external engagement and

reputation. This ensures MSD has a compelling strategy, and that organisational culture and capability is in place to deliver on and communicate the important work we do for our clients and New Zealanders.

Key Ministry officials

Name	Title	Mobile
Debbie Power	Chief Executive	s 9(2)(k)
Nic Blakeley	Deputy Chief Executive, Insights and Investment	s 9(2)(k)
Viv Rickard	Deputy Chief Executive, Service Delivery	s 9(2)(k)
Simon MacPherson	Deputy Chief Executive, Policy	s 9(2)(k)
Stephen Crombie	Deputy Chief Executive, Corporate Solutions	s 9(2)(k)
Andrea Lawton	Deputy Chief Executive, People, Culture and Strategy	s 9(2)(k)
Nadine Kilmister	Director, Office of the Chief Executive	s 9(2)(k)