



MINISTRY OF SOCIAL DEVELOPMENT  
*Te Manatū Whakahiato Ora*

MINISTRY OF SOCIAL DEVELOPMENT  
ANNUAL REPORT 2006/2007

EVERY DAY WE  
MAKE A DIFFERENCE



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## Our Vision

### What we want to achieve

An inclusive New Zealand where all people are able to participate in the social and economic life of their communities.

## Our Purpose

### What we are here to do

We lead social development to achieve better futures for all New Zealanders.

## Our Values

### The principles we will work by

**People** Our clients are our number one priority, our people are our number one asset.

**Performance** We deliver evidence-based policy solutions and business results.

**Professionalism** We aim to be leaders in our fields. We work together to put the interests of our clients and the organisation first. We each own what we all do.

**Partnerships** We partner with stakeholders, business and communities.

**Public service** We commit to serve the people of New Zealand with honesty and integrity. We are accountable for what we do.



# EVERY DAY WE MAKE A DIFFERENCE

MINISTRY OF SOCIAL DEVELOPMENT  
ANNUAL REPORT 2006/2007



## CHIEF EXECUTIVE'S FOREWORD

Since the establishment of the Ministry of Social Development in 2001, our aim has been to improve the wellbeing of New Zealanders.

First we focus on getting our core delivery right, then focus that delivery on achieving the best outcomes for people. Our approach today is to look at a person's life and the barriers holding them back – such as problems with income, ill health, childcare and transport. We then wrap a range of services and support around them to help them live their lives successfully. Through close co-operation with other agencies we help people get the support they need, when they need it, no matter where it has to be found.

The past year saw the Ministry and the Department of Child, Youth and Family Services merge together. This has given us opportunities to join up prevention with care and protection, and youth justice. Crucially, this has strengthened our position to help people from birth to old age.

We've teamed up with others to tackle some big issues affecting society. For example, we've taken action on changing attitudes towards family violence, promoting the message that family violence is never okay. We're improving our response to notifications of abuse and neglect, developing new ways to manage the increase in referrals by working with other agencies and non-government organisations.

Over the year we've made a significant contribution to the action plan to improve outcomes for young people in Counties Manukau, addressing the problem of youth gangs. New teams have been established in Child, Youth and Family to tackle youth offending, with dedicated Youth Justice Managers working in communities alongside the Police and courts.

Our new work-focused services in Work and Income mean we are looking at how we can best support people who are able to get a job, or undertake planning or training towards getting a job in the future. This means that we've widened our employment services to include sole parents and the sick and disabled who want to and are able to work. At the end of the year the unemployment rate was 3.6 per cent, one of the lowest in the OECD, and the lowest rate since the surveys began. Initial evidence suggests that the number of people receiving a sickness benefit has levelled out, with people who might otherwise have come onto sickness benefit being supported to stay in work.

"We've teamed up with others to tackle some big issues affecting society. For example, we've taken action on changing attitudes towards family violence, promoting the message that family violence is never okay."

The final part of the Working for Families package, delivered in partnership with Inland Revenue, was rolled out in April 2007. Working for Families is a significant step to making it easier to work and raise a family. August saw the launch of the SuperGold Card to over half a million New Zealanders, replacing the Super Card and Community Services Card issued to New Zealand Superannuation or Veteran's Pension recipients. With 188 businesses already offering discounts and concessions at over 2,000 outlets nationwide, we are working to increase these numbers over the coming years.

Our Regional Commissioners for Social Development play a key role in driving social development all around New Zealand. The new regional approach to planning in 2006/2007 brought the Ministry's service lines together to partner with agencies, local authorities and communities in a co-ordinated way. This has meant we've been able to create new approaches and services that are tailored to meet the needs of the local community. The merger with Child, Youth and Family is bringing new strength to our capability to serve our local communities.

Our outcomes focus provides a strong framework for the whole Ministry to work towards. Whether staff work in policy, corporate or service line groups we all aim to work together to deliver the best possible public services.

I continue to be hugely proud of the energy and professionalism that staff bring to their work every day and the partnerships they build with other government agencies, local councils and communities. Our focus on working with others to help people is making a real, tangible difference to the lives of individuals, families and communities across New Zealand.



**Peter Hughes**  
Chief Executive





## OVERVIEW

The Ministry of Social Development's vision is an inclusive New Zealand where all people are able to participate in the social and economic life of their communities. We aim to help New Zealanders live better lives; yet, at the same time, we all know that nothing in life is ever that simple. The fabric of society is intricate and interwoven, and there are no quick-fix solutions to the array of issues that affect some people.

We are here to help people to help themselves and be successful in their lives.

Our work is challenging as we face complex social issues, and often work with people facing difficult personal situations. We're committed to trying new approaches and to learning through doing.

### ABOUT THE MINISTRY

The Ministry was formed in 2001 through the amalgamation of the Ministry of Social Policy and the Department of Work and Income. Initially, the Ministry had responsibility for paying social security entitlements and New Zealand Superannuation and for helping people into employment. We were also responsible for assessing and paying Student Loans and Allowances. Since that time, we have expanded our services to even more New Zealanders.

### OUR APPROACH TO HELPING NEW ZEALANDERS

Our approach to helping New Zealanders has a whole-of-life focus. We aim to improve outcomes for New Zealanders at each stage of their lives: children and young people; working age people; and older people. We support families and communities to support their members. We ensure there's an adequate safety net in place to protect and support vulnerable people, while they need it. At the same time we proactively invest in ways to enhance self reliance and reduce a person's need for future social protection.

In 2003, the Ministry of Youth Affairs was integrated into the Ministry of Social Development. In July 2004, Family and Community Services was established to lead and co-ordinate government and non-government actions to support families and communities. In 2005, the Regional Commissioners for Work and Income became Regional Commissioners for Social Development, with a mandate to lead social development at regional and local levels.

Our work supports the Government's priorities of Economic Transformation, Families – Young and Old, and National Identity. While we contribute to all of these priorities, we have a particular focus on families. We lead the Government's response to giving our children the best start in life, promoting positive choices for older New Zealanders and eliminating family violence.

On 1 July 2006, the Ministry and the Department of Child, Youth and Family Services merged, strengthening our ability to achieve better outcomes for children, young people and families. The combination of roles mean that we're better positioned to improve the lives of New Zealanders.

Our outcomes framework describes what it is we seek to achieve for all New Zealanders. Realising potential and improving outcomes for disadvantaged groups are integral to each outcome area. Following the merger with Child, Youth and Family, we reviewed our framework and amended our contributing outcomes for children and young people for 2007/2008, to capture the joined-up work we do. These changes are reflected in our *2007/2008 Statement of Intent*.

There are almost 10,000 staff now working within the Ministry in over 200 locations around New Zealand. We serve over a million clients from Kaitia to Bluff to the Chatham Islands, making the Ministry the largest public service department.



"The Ministry works as a team. Research, policy, delivery and corporate people all make a big difference when they pull together."

#### DON GRAY

Deputy Chief Executive,  
Social Development Policy  
and Knowledge

MINISTRY OF SOCIAL DEVELOPMENT  
OUTCOMES FRAMEWORK



**LEADING SOCIAL DEVELOPMENT**

A whole-of-government approach to achieving the Government's social vision.



**CHILDREN AND YOUNG PEOPLE**

All children thrive in childhood, are respected and valued, have the opportunity to reach their full potential and participate positively in society now and in the future.



**WORKING AGE PEOPLE**

People achieve economic independence throughout their working lives. They are able to participate in and contribute to society and have a sense of belonging.

AN INCLUSIVE NEW ZEALAND WHERE ALL PEOPLE ARE ABLE TO PARTICIPATE  
IN THE SOCIAL AND ECONOMIC LIFE OF THEIR COMMUNITIES.

**OLDER PEOPLE**

Older people are valued as important members of society and have the right to dignity and security in their senior years. They have opportunities to use their skills, knowledge and experience to contribute to society.



**FAMILIES, WHĀNAU**

Families and whānau are strongly and richly interconnected with their communities. They are able to support their members' wellbeing, identity, participation in society and interdependence.



**COMMUNITIES, HAPŪ, IWI**

Communities, hapū and iwi are able to determine and achieve their vital and unique social, economic and cultural goals for the betterment of New Zealand.



## ULTIMATELY A STRONG SOCIETY WILL LEAD TO A STRONG AND SUSTAINABLE COUNTRY.

### POSITIONED TO DELIVER

To enable us to provide a diverse range of services in the best possible way, we've teamed up our nine business groups into three clusters:

#### Policy

Social Development Policy and Knowledge (including the Offices for Disability Issues, Senior Citizens and the Community and Voluntary Sector) and Social Services Policy (including the Ministry of Youth Development).

#### Service delivery

Work and Income, Specialist Services, Child, Youth and Family, and Family and Community Services.

#### Corporate

People, Capability and Resources, Corporate and Governance, and Risk and Assurance.

Clustering enables our people to:

- understand the big picture of what is going on in their cluster areas and in the Ministry as a whole
- identify, compare and benchmark good and best practice
- network internally.

Each of the nine groups is headed by a Deputy Chief Executive, who together, with the Chief Executive, form the Leadership Team.

### HIGHLIGHTS FOR THE YEAR

The next few pages will highlight the Ministry's progress and achievements over the past year. These highlights all support the State Sector Development Goals and include:

- strengthening our services to improve outcomes for children and young people, from early intervention, to ensuring safety through care and protection and support for young offenders – *networked State agencies, co-ordinated State agencies, accessible State services, 'no wrong door'*
- how we've made our services more active, providing maximum employment opportunities through Industry Partnerships and the Job Search Service, through to ensuring students have access to quality information that enables them to get the most from study, while minimising debt – *networked State agencies, co-ordinated State agencies, accessible State services, 'no wrong door'*
- how we recognise the value of communities and the support we need to give them to ensure their capability and capacity keeps growing – *co-ordinated State agencies, accessible State services, 'no wrong door'*
- how we work with others to address complex social issues, recognising that many of the people we interact with also deal with other government agencies – *co-ordinated State agencies, accessible State services, 'no wrong door'*
- our foundations, such as our people and information technology infrastructure, that keep us strong and give us the capability to provide high-quality policy advice and deliver the right services at the right time, to the right people – *employer of choice, excellent State servants*
- how we maintain our performance and integrity through a governance framework, risk-smart culture and integrity services – *trusted State servants*.





## THE YEAR IN REVIEW

### STRENGTHENING OUR RESPONSE TO CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

#### MERGING WITH CHILD, YOUTH AND FAMILY

We know that we can achieve more when we team up with others. The Government announced the Ministry and the Department of Child, Youth and Family Services would merge from 1 July 2006. This means that we can strengthen our services and response to children, young people and their families who need additional support.

As a result of the merger, Child, Youth and Family has been able to leverage off the Ministry's policy and research and evaluation strengths. We're now revisiting the Children, Young Persons, and Their Families Act 1989 to see if changes or additions would strengthen the fulfilment of the principles and the family decision-making model at the heart of the Act. We published our discussion document in April 2007 – *Safeguarding Our Children: Updating the Children, Young Persons, and Their Families Act 1989*. This document brought together the major themes and ideas that have emerged from our consultation so far to stimulate discussion and contributions from the care and protection and youth justice sectors. We're continuing work in this area with the aim of presenting proposals to the Government later in 2007.

#### INCREASING OUR RESPONSIVENESS

Child, Youth and Family has changed the way it works with young people who have committed an offence. Multi-disciplinary youth justice teams have been created to support a shift in focus from simply holding young offenders to account, to also addressing what contributes to offending. Working with others is central to the new way of working. Police Youth Aid and representatives from other government and community agencies are an integral part of the teams, which work to develop an in-depth understanding of local issues, and to bring together the right supports to prevent reoffending.

Over the last year, we've improved our response times for how we handle reported incidents of abuse or neglect. We aim to build on this. We've been exploring ways to increase our responsiveness by partnering with communities and non-government organisations to provide a 'differential range' of responses to the needs of children, young people and their families. Differential response acknowledges that a one-size-fits-all solution isn't appropriate – we need to have a range of services that take account of each family's specific circumstances. Many of the notifications we receive don't require a statutory response, but the families involved would benefit from services and support provided within their community. Even where a statutory response is required, there's an opportunity to broaden the options available to us.

Around the country, Child, Youth and Family is partnering with Work and Income to increase the range of services and supports that are available to clients. Work and Income case managers work alongside Child, Youth and Family staff, attending family group conferences and helping families address financial issues. They also support young people involved in the youth justice system, or who are transitioning from care, to get into work or training, which is a significant step towards a positive and offending-free future.



"By developing local solutions in partnership with others, we're able to better meet the diverse needs of children, young people and their families."

**RAY SMITH**  
Deputy Chief Executive,  
Child, Youth and Family



MEET

# Sputnik

& DOUGIE THE DOG





## MEET SPUTNIK

That's his tag-name. But if he writes it on any of the walls in the Epuni Care and Protection Centre Residence, he'll have to scrub it off. He's in the process of learning that there are consequences for his actions.



A lot of the time, he's a smiling, bubbly 11-year-old boy but he can be attention-seeking, prone to angry outbursts and totally unable to hear reason when in a wild rage. He's been aggressive, but some recent experiences are teaching him empathy.

Each fortnight, Sputnik gets to train and feed a puppy from the SPCA. SPCA trainers sit with the children in the residence and teach them how to pat, cuddle and train the puppies. The trainers explain that the puppies need a lot of cuddles so they won't be afraid and lash out at people when they get into a home. Many of the children are victims of abuse, but through contact with animals, they can learn the empathy that's been lacking in their own homes.

The SPCA developed the programme, which is also run in Auckland. Some of the residents at Epuni, and most of the young people in the neighbouring Severe Conduct Disorder Unit where they also visit, have a history of violence towards animals. Epuni manager Ross Barber says: "Developing empathy is natural, but exposure to violence interrupts this process. Contact with safe, loving others can begin to redress this harm."

"I'm going to get a dog of my own one day," says Sputnik. "He'll be my best friend, and I'll call him Sputnik II."

### OUTCOMES FRAMEWORK

#### CHILDREN AND YOUNG PEOPLE

All children thrive in childhood, are respected and valued, have the opportunity to reach their full potential and participate positively in society now and in the future.



## INTERVENING EARLY

Successful early interventions are known to have positive, long-term and wide-ranging effects on the individual and society as a whole. Children who get a good start do better in life. Capable and resilient families ensure the best health and educational outcomes and reduce the risk of offending in adults or being long-term unemployed and help reduce family abuse and neglect.

Over the last year, we've strengthened early intervention services for children, young people and families, so we can prevent problems from happening and stop existing problems from getting bigger.

Family and Community Services gets alongside communities, and the families they support, to address issues together in the children's young years, or in the early stages of problems developing. They build on core services already in place, like antenatal care, WellChild and early childhood learning, and work closely with the Ministries of Health and Education.

Some of the programmes that have been delivered through Family and Community Services in the last year include:

- **Family Start** – provides intensive home-based, child-centred support service for families with high needs to ensure their children have the best possible start in life. We funded 26 Family Start sites across the country, with 11 of these newly established in the past year.
- **Early Learning Programme** – providing financial assistance for Family Start families to enrol children in early childhood education. We extended the programme to an additional eight locations (Whangarei, Whakatane, Porirua, Masterton, Dunedin, Invercargill, Kaitaia and Waitakere), increasing the total number of locations offering the programme to 17. Four further sites are planned for 2007/2008.
- **Early Years Service Hubs** – established to provide families with young children access to a range of services. We have selected preferred providers for Hubs in Whangarei, Tokoroa and Murupara and are confirming ones for Mangere and South Dunedin. Eight further Hubs are planned for 2007/2008.
- **Roots of Empathy** – aimed at reducing levels of aggression and violence among school children by raising emotional awareness and increasing levels of empathy. Roots of Empathy was launched in May 2007. It is being trialled in 10 classrooms during the 2007 school year, with 30 classrooms to participate in 2008.
- **Service co-ordinators for teenage parents** – providing teenage parents with better access to support services for themselves and their children. Eight co-ordinators are being employed in Whangarei, Auckland, Mangere, Manurewa, Rotorua/Kawerau, Hastings, Christchurch and Gisborne.
- **Strategies with Kids Information for Parents (SKIP)** – a programme promoting positive parenting. We distributed over 1.5 million resources over the past year and saw an increase in awareness about the programme amongst parents rise to 45 per cent (against a target of 27 per cent).
- **Toddlers without Tears** – aimed at helping parents understand and manage toddler behaviour to reduce potential behaviour problems developing as children grow. The programme has been piloted in the Auckland region with 79 families participating and will be expanded into two additional regions in 2007/2008.

Over the last year we've strengthened early intervention services for children, young people and families, so we can prevent problems from happening and stop existing problems from getting bigger.



Through the Ministry of Youth Development, we promote the interests of young people aged between 12 and 24 years.

We encourage and assist the involvement of young people in the social, educational, economic and cultural development of New Zealand, both locally and nationally.

## PROMOTING THE VOICE OF YOUNG PEOPLE

Often children and young people feel that they're not being heard and that decisions are made for them, but that they're not necessarily included in the decision-making process. Through the Ministry of Youth Development, we promote the interests of young people aged between 12 and 24 years. We encourage and assist the involvement of young people in the social, educational, economic and cultural development of New Zealand, both locally and nationally.

In the 2006/2007 year, the Ministry of Youth Development ran or supported a number of initiatives that promote the opportunity for young people to participate in decision-making processes and in activities at a local and national level. These include:

- **Activate** – a youth advisory group for the Ministry that made oral submissions to select committees on Bills impacting on young people including: the Employment Relations (Probationary Employment) Amendment Bill; Young Offenders (Serious Crimes) Bill; and the Minimum Wage (Abolition of Age Discrimination) Bill. Activate also presented their viewpoints at various youth-related national conferences.
- **Stage Challenge®** – for students to have fun and do their best without the use of tobacco, alcohol and other drugs. Students are required to create and present an original story on stage through dance and drama, as well as provide a back-stage support crew. We were a supporting sponsor of the SUPRÉ 2007 Stage Challenge® for a fourth year, which saw a total of 25 shows at 13 locations around the country involving 14,500 young people.
- **Youth Week 2007** – we funded the co-ordination of Youth Week 21–27 May 2007. The theme was Youth Participation, with events organised by young people and youth workers throughout the country that encouraged young people to get involved, have a say, influence opinions, showcase their creativity and talent, share ideas, access information and have fun.
- **Review of the Regulation of Alcohol Advertising** – we facilitated youth consultation on the review, working with the Ministry of Health and the Alcohol Advisory Council of New Zealand to create a youth-friendly version of the consultation document. This document, along with information for people who work with youth, supported young people in making submissions on the review.





## MAKING OUR SERVICES MORE RESPONSIVE

### WORKING WITH OUR CLIENTS

More New Zealanders are in employment than ever before, with the Household Labour Force Survey for the June 2007 quarter showing an unemployment rate of 3.6 per cent – the lowest equal on record. Perhaps the most satisfying result is that more people consider themselves part of the workforce than ever before. The participation rate – which measures those who are in work or looking for work – is at the highest level it's ever been.



"By working together we overcome challenges to ensure we do the right thing for our clients and the wider New Zealand community."

#### PATRICIA READE

Deputy Chief Executive,  
Work and Income

We do, and will continue to, recognise people's individual circumstances. We will offer a broader range of services through the Working New Zealand package, announced in October 2006. We have implemented our New Service Approach that allows us to tailor our services to an individual's circumstances and work-readiness, instead of making decisions based on their benefit type.

A key part of this approach is the Job Search Service provided through Work and Income. The Job Search Service provides intensive job-search support that is targeted to the person's individual needs and helps to ensure we have the right services and support in place right from the start to help people gain, retain or resume employment. For some people, where work isn't an immediate option, we'll be able to give them job-search support at a time appropriate for them.

In addition, we have introduced specialist advisors and employment co-ordinators who will help provide the right support and services for clients with ill health or a disability. These initiatives will support those who want to work or move into employment that's right for them.

We see Working New Zealand and the New Service Approach increasing opportunities for people to work and increasing the number of people taking up paid work where appropriate. At the same time, people who should not reasonably be expected to plan a return to work in the foreseeable future, because of severe ill health or a disability, or due to caring responsibilities, will continue to receive financial support, and we'll link them to regionally available support services.

### WORKING WITH EMPLOYERS

Helping people into sustainable employment means we need to match our clients to what employers want. With the stronger economy and its effect on the labour market, we've had to strengthen our relationships with industry, both nationally and locally, to identify their needs and hiring requirements. We have done this through seasonal work strategies, developed at the local level to meet the needs of a particular region, Industry Partnerships and providing the Skills Package to upskill workers.





Each region has its own employment needs, and to help meet these we have continued to develop seasonal work strategies to support local employers. We have worked closely with the Department of Labour to develop the new *Recognised Seasonal Employment Policy*. This is a new seasonal work policy to meet the needs of the horticulture and viticulture labour market, as they often suffer from a shortage of workers. If industry members are unable to find New Zealand citizens or residents to plant, maintain, harvest and pack crops, they can apply to recruit non-New Zealand citizens or resident workers.

Through Industry Partnerships, we've developed a number of formal relationships that minimise skill and labour shortages, and maximise job opportunities for our clients, which is a win-win outcome for everyone. At the end of June 2007, we had entered into 39 partnerships with industry associations and industry training organisations as well as nationally significant employers. Twenty-one of these partnerships were newly established in the past year, including partnerships with the New Zealand Arboricultural Association, Air New Zealand, Heritage Hotel Management Ltd, Linfox Logistics (NZ) Ltd, the Roofing Association of New Zealand and a number of Chambers of Commerce located throughout the country.

Our approach includes working with employers in the development of tailored recruitment services as well as training and support programmes. Known as Straight 2 Work, these training programmes enable us to train clients to an employer's entry-level requirement. This enables people to get on-the-job support and to settle in quickly, while the employer immediately gets a skilled worker.

We're particularly proud to receive an award for the most significant contribution by a government department at the Vero Excellence in Business Awards this year for the Straight 2 Work training programme. These awards honour those organisations and individuals that make real contributions to supporting businesses in New Zealand.

Throughout the year, we have also provided the Skills Package, to support clients with ongoing skills training that employers find difficult to address. We know some clients have literacy and numeracy difficulties that make it harder to learn job skills, and can also lack confidence to do further job-related education that could lead to better pay and career prospects. Through the Skills Package, delivered in the workplace, we have provided post-placement support on a 6-9-month tailored programme delivered by an industry endorsed trainer. This enables the training to be tailored to the needs and expectations of both the employers and trainees.

**Through Industry Partnerships, we've developed a number of formal relationships that minimise skill and labour shortages, and maximise job opportunities for our clients, which is a win-win outcome for everyone.**



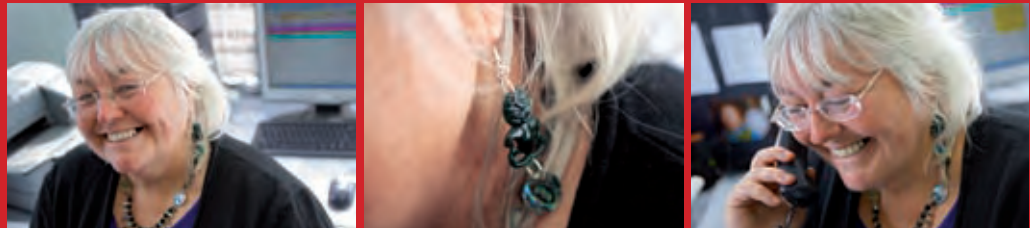
MEET **Linda**





## MEET LINDA

At 52, Linda was living abroad and decided to return to New Zealand to be closer to her family. Despite her previous work experience and proven customer service skills, Linda found it harder than expected to find a job. Under increasing financial pressure, Linda applied for an Unemployment Benefit to help support her while she looked for work.



Her Work and Income case manager referred her to a Straight 2 Work Contact Centre Operations programme, which included a four-week training course and six months' post-placement career support and planning. "I was so excited when I heard about the programme. I felt it was just what I needed to boost my confidence, update my skills and help me into a job," said Linda.

She was right. Her training armed her with a host of interview techniques, as well as upskilling her in areas such as customer service and keyboard skills. Work and Income also provided a grant for Linda to buy new clothes for interviewing. As soon as she graduated, Linda landed a job as the administration clerk for Tiki Tours, a tour company specialising in day and overnight trips for senior citizens.

Already Linda has updated all the files, launched a freephone number for the company and taken over the writing of the Tiki Tours newsletter. She arranges quotes, puts together day and overnight trip packages and visits retirement villages to talk about the tours. She also goes on some of them.

Linda says, "It's such a good feeling to be working again, and I absolutely love my job. I've brought the skills from all of my past jobs, including what I learned while raising my daughter, into my new role."

Her manager, Tom Lindsay, says he knew straight away Linda would be a perfect fit – her experience, skills, energy, confidence and personality gave her the edge over the other 78 applicants.

### OUTCOMES FRAMEWORK

#### WORKING AGE PEOPLE

People achieve economic independence throughout their working lives. They are able to participate in and contribute to society and have a sense of belonging.



## MAKING WORK PAY

April 2007 saw implementation of the final component of the Working for Families package, which is designed to make it financially easier to work and raise a family, through:

- making work pay, by supporting families with dependent children so that they're rewarded for their work effort
- ensuring income adequacy, with a focus on low- and middle-income families with dependent children, to address issues of poverty, especially child poverty
- achieving a social assistance system that supports people into work, by making sure that people get the assistance they are entitled to, when they should.

The impact of Working for Families has been substantial and widespread, with three out of four families qualifying for extra financial assistance.

Help with childcare and accommodation costs is also available. The Childcare Subsidy is available for up to 50 hours a week of childcare for children under five. The OSCAR (Out of School Care and Recreation) Subsidy can help with the costs of before- and after-school care for up to 20 hours per week for children aged five to 13, and 50 hours during school holidays.

Working for Families has supported families with children, and is also a positive example of how agencies can work together to achieve a government priority with New Zealanders at the centre. Working for Families is well known for what it does, rather than who delivers it, including having its own website [www.workingforfamilies.govt.nz](http://www.workingforfamilies.govt.nz).

**The impact of Working for Families has been substantial and widespread, with three out of four families qualifying for extra financial assistance.**





MEET the **Tofilaus**



## MEET THE TOFILAUS

Working for Families has provided a doorway to new opportunities for one Wellington family.



Setoga (Toga) and Liz Tofilau live with their three children. Toga works for the Salvation Army centre in Wellington as a youth worker. Liz is an early childhood teacher at Soma Preschool in Lower Hutt.

Working for Families has changed their day-to-day lives. The couple own their own home, and the extra they get (around \$200 a week) has provided some new opportunities, previously unaffordable. Toga is now studying health and psychology at Weltec in Petone one day a week, and Liz doesn't have to work full-time. She's started a family savings account and individual savings accounts for each of the children.

"Being at home with the kids and spending time with them before they grow up and go to school is something that's really special," says Liz. "I'm also working two days a week and loving that – everything seems to be working quite well. I'm looking forward to Toga getting fully trained so he can get a qualification. We're also looking to save more money so we can get the opportunity to go on family holidays."

"Working for Families has opened up opportunities for us as a family, and I can honestly say we're really grateful for that."

### OUTCOMES FRAMEWORK

#### FAMILIES, WHĀNAU

Families and whānau are strongly and richly interconnected with their communities. They are able to support their members' wellbeing, identity, participation in society and interdependence.





## HELPING YOUNG PEOPLE GET ON IN LIFE

The gains that we've made in reducing youth unemployment are particularly significant because we're breaking cycles of intergenerational unemployment. There are some parts of New Zealand that have no unemployed youth; however, there are other parts of New Zealand where young people aren't getting into training, education or work, and we're working to make sure that we address this. In June 2007, 998 16–19-year-olds were in receipt of an unemployment-related benefit; this has fallen by 1,790 since June 2006 and 9,680 since 2002.

The Youth Transition Service is one way we're able to connect with young people and get more of them thinking about their futures: getting a job; being in training; or studying towards a qualification. The goal is to have all 15–19-year-olds in work, education or training, or other activities that contribute to their long-term economic independence and wellbeing. This goal is shared by the Mayors Taskforce for Jobs, a nationwide network of mayors that aims to have people in productive activity that supports their future.

Where Youth Transition Services is available, it works with local providers giving support to young people through further education, training or other activities. Each Youth Transition Services provider has experience in working with young people and helping them make good choices for the future. To date, more than 10,000 young people have been engaged by the Youth Transition Service, and we look to increase this number as we expand the service. Many of the young people who have used the service have been supported into quality career and training opportunities – including employment or returning to school, where that is the best option. For those who find tertiary education is the best option, we provide information and support through StudyLink.

StudyLink works in co-operation with education providers, student bodies and other agencies to ensure that students get the information they need and the financial support they're entitled to, so they can successfully complete their tertiary study. We want students to complete their study without incurring an unreasonable debt burden, which means making wise, up-front decisions about the best course of study for them and the best way to fund it.

We're working with students to support them through our On-Course programme in schools and through our StudyWise programme. Both target first-time students to ensure they make considered decisions. In 2006/2007, we let 20,000 first-time Student Loan borrowers know about the options available and the realities of borrowing through the StudyWise programme. An evaluation of the programme showed that 84 per cent of students found StudyWise helpful.

We recognise that young people use technology as part of their everyday life, and that to reach them we need to adapt how we operate. We need our technology to be useful, and we want to make study the priority, with students able to sort out finances at the time and in the way that best suits them. This year, greater levels of self-service were achieved by StudyLink. Our marketing and outbound calling campaign helped more students apply for their 2007 loans and allowances earlier, with around 80 per cent applying online (28 per cent more than last year). We've also enhanced our online availability, and between November 2006 and March 2007, 58,500 students used Right Now to have their specific questions answered in this medium. We're working to make more online self-services available to students by the end of 2007.



“For me, it's about helping our staff to get on and do what they do well, and providing them with the tools and the support they need, but not getting in their way. Our people are on the ground, they know what the right thing to do is and so it behoves us to empower them to just get on and do it.”

**CHRISTINE STEVENSON**  
Deputy Chief Executive,  
People, Capability and  
Resources





MEET

# Stephen



## MEET STEPHEN

Stephen Nahu is a mature student studying a full-time extramural travel and tourism course in Hamilton. Originally he'd planned to work full-time while studying just to cover his living costs, but a talk with StudyLink staff member Christie Lane soon changed his mind and opened up a host of possibilities.



Christie took Stephen through a StudyWise interview to help him make an informed decision about what financial assistance he could get while he studies. During the interview they identified that Stephen was eligible to receive a Student Allowance.

They discussed career information and goals, and where to access other financial assistance and grants available. This meeting led to Stephen setting up a StudyLink e-account and applying for the Student Allowance online right there and then. The Student Allowance package gives him the opportunity to concentrate on his studies without the added pressure of needing to work full-time as he'd originally thought.

Stephen says he's delighted with the StudyWise interview experience and is actively working towards his goal of being employed full-time in the tourism industry.

### OUTCOMES FRAMEWORK

#### WORKING AGE PEOPLE

People achieve economic independence throughout their working lives. They are able to participate in and contribute to society and have a sense of belonging.

## IMPROVING SERVICES TO OLDER PEOPLE

In the last year, we have been preparing for the implementation of the SuperGold Card. The SuperGold Card is available free to all New Zealand residents who are aged 65 years or over, and those under 65 years receiving New Zealand Superannuation or the Veteran's Pension. The cardholder will have access to discounted services, as well as easy access to central and local government entitlements previously received through a Super Card or a Community Services Card.

In August 2007, over half a million New Zealanders were sent their SuperGold Card, providing discounts at over 2,000 outlets nationwide. The SuperGold Card enables people to access cheaper banking and insurance; make savings on phone calls and the Internet; enjoy discounts on clothing, building supplies, household products and furnishings; and enjoy cheaper travel, rental cars and hotels. We will continue to expand the range of discounts and services available over the coming year.

To support the introduction of the card, two freephone numbers have been established – one for cardholders and one for businesses interested in offering discounted services. At the same time, a dedicated website and a directory of services promote the range of concessions and discounts available to cardholders across the country.

We launched our first dedicated community-based service for older people in Whangarei in February 2007. Our Work and Income Superannuation team provides a service every Friday from Morrison Hall. If successful, we hope that the service will be expanded to incorporate a range of other services that all older people can access.

Throughout the year, we also worked on a range of activity to improve the delivery and access to Work and Income services for older people including:

- carrying out outbound telephone campaigns to raise awareness of age-related assistance to superannuitants aged 70–79
- reviewing our communication with people aged 65 and over, focusing on forms and brochures, which resulted in improvements to the superannuation application form by removing duplication of client information and focusing the style and language on the application.

### The SuperGold Card freephone numbers are:

0800 25 45 65  
for cardholders

0508 65 00 00  
for businesses

### Dedicated website:

[www.supergold.govt.nz](http://www.supergold.govt.nz)



"We're a people organisation. Our whole role in government is to put people at the centre of decision-making."

### NICHOLAS POLE

Deputy Chief Executive,  
Social Services Policy



## BUILDING STRONG COMMUNITIES

New Zealand is becoming a more diverse nation. The issues and challenges facing one community can be quite different from those experienced elsewhere. The people who live and work in the community best understand the challenges being faced at a grass-roots level. Government agencies can offer support and assistance, but it's better that it comes from the community and its leaders. They recognise where the greatest gains can be made and what needs to be done to make the biggest difference. In these cases, the strongest role that government agencies can play is one of helping communities to find the solutions that will best fit their needs. Strong communities make for a strong, successful nation.

"This is where people can come and get their issues sorted. We provide people with a local connection to services they would otherwise have to drive to a bigger centre to find. Our Heartland Services Centre is a big part of our community. When you deal with people face to face, you can see right away that you're doing the right thing for them. People like the convenience and the personal service."

**ANNE THOMSON**

Co-ordinator,  
Heartland Services Centre,  
Fairlie

We realise that one of the most important roles we can play is one of facilitator for those local authorities, service providers and non-government agencies who, every day, work to make a difference in their community. We do this in a number of ways.

### CONNECTING COMMUNITIES WITH GOVERNMENT SERVICES

Heartland Services Centres have been in operation since 2001, bringing services back to the heart of communities. Originally, Heartland Services started out as a one-stop shop offering services and information from a range of government agencies in rural New Zealand. These areas had no access to government services and often did not even have a New Zealand Post Shop. The goal was to bring government services back to rural centres, provide a personal link to agencies, and remove the need for people to travel long distances to get to major centres.

Heartland Services now has 36 centres across the country, including the Chatham Islands, and has been extended to include urban areas (Hornby, The Pulse in Whangarei, and Aranui) where the members of those communities have experienced difficulty in accessing government services. The urban Heartland Services Centres cluster services in one location, promote a greater degree of co-operation between government services, and between government services and community-based services, and strengthen the relationships between the frontline staff in the centres, benefiting the people who use them.

Some centres also support local voluntary groups, providing them with access to a variety of government and community resources. In Fairlie, for example, the Heartland Services Centre, which has wireless Internet access, has partnered with the local college to provide a venue for computer-based adult education training.



Over the year, we have continued to assist communities with providing services that meet their own needs through Local Services Mapping (LSM). LSM is a community-based collaborative process that is 'owned' by local communities and facilitated by Family and Community Services. Local government is a key partner.

LSM is designed as a three-phase process:

- **Developing a community report** – identifies gaps and overlaps in services, local needs and opportunities, and highlights priority issues for the community
- **Action planning** – outlines the required actions by providers and funders at a local, regional and national level to implement responses to issues in the community report
- **Implementation and monitoring** – ensures the actions identified are implemented and lead to the desired outcomes.

With a strong focus on community outcomes, LSM has become a vehicle for strengthening services and building viable partnerships with local communities, non-government and volunteer organisations, and iwi/Māori.

Providing a link between government and the various organisations that exist within a community is essential. We recognise that sometimes the best way to help is to ensure that the right tools are in place to support community groups in their work and that communities have a way to connect with government agency partners to develop better working relationships. This is what the community and voluntary sector does.

## STRENGTHENING THE COMMUNITY AND VOLUNTARY SECTOR

Over the past year, the Office for the Community and Voluntary Sector has been working to facilitate co-operation and good relationships between the government and the community and voluntary sector. The Good Practice in Action seminar series continued over the year, for government agencies to promote the sharing of information and good practice. These seminars are supported by two online toolkits that provide guidance to government agencies when they're funding and developing relationships with non-profit organisations.

The Office hosted the Community-Government Forum in June 2007. This brought together a diverse mix of people from the sector to raise issues and share proposals with Ministers and government agencies.

Throughout the year, the Office continued its work on defining the sector to strengthen its capability. The working paper *Defining the Non-Profit Sector: New Zealand* was launched and, for the first time, captures the diversity, origins and challenges of this vital sector of New Zealand society. This work will contribute to an international study by Johns Hopkins University, USA, which will improve the visibility of the sector globally.

Thirty-seven territorial local authorities are engaged in the LSM process.

LSM community profile reports are available online at [www.facs.govt.nz](http://www.facs.govt.nz)

In Kawerau, the district council established an LSM operational group (K-Oper-8) to overcome barriers to effective service co-ordination and to identify new projects that will contribute to a safe and healthy community.

"Establishment of the K-Oper-8 group has given council the opportunity to take on a real community leadership role with respect to cross-sectoral collaboration. ...We've developed strong relationships that allow us to be creative in using community strengths to address community issues."

**MALCOLM CAMPBELL**  
Mayor,  
Kawerau District Council



MEET

# Brian





AND

# Eunice



## MEET BRIAN AND EUNICE

Imagine waking in the middle of the night to the roar of a wall of water heading straight for your house. That's the nightmare a Taranaki couple faced recently when a surge of mud, water and debris from a burst dam swept through their home in the valley between Oakura and Okato around midnight.



Brian was knocked down by the torrent as it burst through the back door, but he and his wife Eunice managed to scramble through rapidly rising water to find their five-year-old grandson in the dark and escape through a bedroom window. The flood destroyed their home and swept away virtually all of their belongings, including vehicles and thousands of dollars worth of uninsured contracting equipment.

Work and Income staff member Brenda Cliff visited the family the next morning and was able to arrange an emergency grant for clothing for the family. Friends and family rallied to help the couple as the full impact of having lost their home, belongings, livelihood and nearly their lives started to hit them.

The couple is known to be very humble and independent so it was with some reluctance that they approached Work and Income for assistance with a bond for their new rented accommodation. During the conversation, case manager Raewyn Johnson discovered that the couple had none of the basic equipment to set up their new home.

It took some convincing, but eventually both Raewyn and Brenda accompanied the couple to a local chain store where they filled their trolley with pillows, duvets, blankets and sheets, cutlery, crockery, toaster, kettle, frying pan, saucepan, rubbish tin, clothes hangers and a vacuum cleaner. Brenda then went with them to the local hospice shop where they were able to purchase two beds.

"The couple was very emotional and grateful," Raewyn said. "The total cost of the grant was \$586.00, which was a comparatively small amount but you would think we had given them the world!"

### OUTCOMES FRAMEWORK

#### COMMUNITIES, HAPŪ, IWI

Communities, hapū and iwi are able to determine and achieve their vital and unique social, economic and cultural goals for the betterment of New Zealand.



## COMMUNITY SOLUTIONS TO COMMUNITY NEEDS

Another way we are strengthening communities is through the Settling In refugee and migrant programme. Led out of Family and Community Services, we work directly with refugee and migrant communities around New Zealand to help them identify their social service needs and find their own solutions. We know that it's the people in the refugee and migrant communities who best understand what they need and what the best solutions are for them, and we know, through our strong networking of providers, we can turn those solutions from an idea into reality.

Through our staff out in the regions, we are currently operating the Settling In refugee and migrant programme in seven regions: Auckland, Hamilton, Hawke's Bay, Wellington, Nelson/Tasman, Marlborough and Christchurch. In each region, we provide tailored support ranging from assisting with the establishment of the Marlborough Migrant Centre, to organising a two-day camp for Kurdish women to come together to learn from each other about settlement issues for women and children, to working with government funders to ensure funding was put in place in Mt Roskill to work with refugee youth in the region.

## HELPING COMMUNITIES IN TIMES OF NEED

Sometimes we need to react quickly to the needs of the local community. This year, New Zealand has experienced a series of extreme weather events that have affected both our staff and the communities we serve – we've seen a drought in Hawke's Bay, flooding in Northland and the East Coast, tornadoes in Taranaki, severe winds in Auckland and the Coromandel Peninsula, and cold snaps in the South Island.

At all levels, staff across the Ministry have worked hard to ensure the safety and security of the people in our communities. They have provided assistance and support to those affected, including telephoning older people to ensure that they were safe during the Northland floods and supporting the National Crisis Management Centre response. We are proud of the welfare leadership role we take to support individuals and communities affected by adverse events.

"MSD has established a reputation for teaming up with its stakeholders to deliver more effective responses for New Zealanders. We make things happen through the strength of our relationships."

**RICHARD WOOD**  
Deputy Chief Executive,  
Family and Community  
Services





## WORKING TOGETHER TO ADDRESS COMPLEX SOCIAL ISSUES

Social development is about improving the wellbeing of the population as a whole, across a range of areas such as social assistance, health, education, employment and safety. It recognises that the complex and entrenched social problems faced by some New Zealand families have many causes. Agencies working in isolation will not make progress. We need to work together at national, regional and local levels.



“Getting people around the table and empowering them to think through problems and issues and finding solutions is something we do really well. Teaming up makes a huge difference.”

**GRAEME CARRUTHERS**  
Deputy Chief Executive,  
Risk and Assurance

### GETTING AGENCIES TOGETHER

The Social Sector Forum brings together the chief executives of the social sector Ministries of Health, Education, Justice and Social Development on a regular basis. The chief executive of the Department of the Prime Minister and Cabinet also attends as an observer.

The forum provides leadership and strategic oversight on areas requiring cross-sectoral collaboration and by co-ordinating activities and resources on areas of greatest priority.

It meets regularly to identify ways for the social sector agencies to work together more

effectively on policy, research, evaluation and service delivery in order to get better results across the social sector.

Over the last year, the Social Sector Forum fostered the sharing of good practice between agencies in the regions by hosting a series of regional fora. Chief executives held fora in October and November 2006 in Christchurch, Wellington, Rotorua and Auckland, which provided valuable feedback into how, through working together, we can improve the effectiveness of service delivery for the common good.

The Social Policy, Research & Evaluation Conference was held between 3 and 5 April 2007, with a record number of 877 registrations received, including many from overseas. Delegates registered from central government, the tertiary sector, local and regional government, the community and voluntary sector, as well as the private sector and interested individuals.

The conference enabled policy-makers, researchers and evaluators, students and academics, and social service providers to come together to describe, discuss and debate our key social policy opportunities and challenges. The conference looked at social investment, the global context for social policy, social dynamics and enduring social challenges. The next conference is due to be held in 2009.





## FAMILY VIOLENCE

This country continues to experience an unacceptably high level of family violence. Addressing family violence is a priority for the Government under Families – Young and Old. The Taskforce for Action on Violence within Families (chaired by the Ministry) recognises the need to work together to get better results. It draws together the government and non-government sectors at chief executive levels, the judiciary, the Children’s Commissioner and the Chief Families Commissioner.

The Taskforce set a strategic direction for work to prevent family violence in its *First Report* in July 2006. Actions included an attitude and behavioural change campaign, improving justice sector responses to family violence, and establishing local case collaboration to better support children affected by family violence.

Over the year, we provided support to the Taskforce and the Family Violence Ministerial Team to assist with implementation of the first Programme of Action and co-ordinating the second report on the Ongoing Programme of Action. This programme will focus on interventions that will have the longest, most sustainable impact on the Taskforce’s goal of eliminating family violence.

The Campaign for Action on Family Violence is one of the initiatives from the Taskforce’s Programme of Action, and its aim is to change the public’s attitudes and behaviours towards family violence. Throughout this year, we have undertaken the preparatory work required for the campaign, which was officially launched on 4 September 2007.

Television advertisements started screening from 9 September 2007, and a website, an 0800 information line and paper-based resources have also been widely distributed. In addition, the Community Action Fund has been established to fund community groups to undertake projects that reinforce the message that family violence is not acceptable. In the first round, we funded 33 community projects.

We’ve undertaken other work in the area of family violence prevention through Family and Community Services. This has included supporting elder abuse and neglect prevention services, funding community organisations to employ advocates for people working with children and young people affected by family violence, and working with Pacific leaders and their communities to promote a culture free of family violence. Child, Youth and Family also runs a programme called Everyday Communities, which raises awareness of child abuse, neglect and family violence throughout communities.

We have strong connections with other organisations through Child, Youth and Family and Work and Income, to recognise and support those affected by family violence. Child, Youth and Family works with Police, Women’s Refuges and other non-government organisations when family violence is reported, to provide a co-ordinated response across the social sector. Community liaison social workers are employed in every Child, Youth and Family service centre to work with groups, such as schools and community groups, to promote awareness of child abuse and how to recognise and report it. Work and Income have specially trained staff to recognise and support people who may be affected by family violence, and they partner with Child, Youth and Family.

The freephone Family  
Violence Information Line is:

0800 456 450

The website is:

[www.areyouok.org.nz](http://www.areyouok.org.nz)



“People’s lives are getting more and more complex, and we need to be more and more innovative about how we can come up with things that are going to help them.”

**MARC WARNER**  
Deputy Chief Executive,  
Specialist Services

The full plan of action for improving outcomes for young people in Counties Manukau can be viewed on the Ministry’s website at [www.msd.govt.nz/work-areas/cross-sectoral-work/youth-gangs-action.html](http://www.msd.govt.nz/work-areas/cross-sectoral-work/youth-gangs-action.html)

## HELPING ‘AT-RISK’ FAMILIES

We recognise that people have multiple needs that require different types of assistance. For some, their problems are complex and involve more than one government agency. In these situations, we realise that the best way to help someone is to bring people together and work in an integrated way: we have called this our Integrated Service Response.

The Integrated Service Response is a family-focused case management approach to working with some of our most ‘at-risk’ families. We look at the family’s circumstances as a whole, rather than just one issue, and work with them long-term to reduce their risks and build their strengths. By supporting families to take more control of their lives through building trust between them and service providers, we aim to be able to assist them before they reach a crisis point.

Since October 2006, Work and Income has provided the Integrated Service Response to a small number of families. Families have been referred to the service response by staff in Work and Income, Child, Youth and Family and other agencies including Truancy Services, Housing New Zealand and the New Zealand Police. Common difficulties affecting the families include unemployment, high debt, large family size, childhood behavioural problems, truancy, health and family violence. We are expanding the service.

## IMPROVING OUTCOMES FOR YOUNG PEOPLE IN COUNTIES MANUKAU

Reports of escalating youth gang activity and increases in violent assaults in Manukau City led both government and community representatives to develop a plan of action, as existing services were too few and too stretched to meet demand.

The plan provides a commitment to supporting the children, young people, families and communities of Counties Manukau and Otahuhu, through 26 specific actions, led by the Auckland Youth Support Network. At the end of June 2007, 25 of the 26 action points in the plan had been completed or were actively being worked on.

We led a number of action points, with activity over the year that included:

- developing a Local Service Mapping (LSM) Action Plan to provide the services identified through the mapping exercise. This exercise involved getting young people’s perspectives, with the help of the Ministry of Youth Development, so their needs were identified and incorporated
- Child, Youth and Family, in co-operation with Police and Housing New Zealand Corporation, establishing reception centres for at-risk youth who are picked up by Police at night. An interim facility in Henderson opened in February 2007, and a Specialist Care Reception Centre in Hillsborough opened in May 2007.

The plan of action is a significant commitment by government and non-government sectors to work together to improve outcomes for the young people of Counties Manukau and other key areas across Auckland. Since the action plan was implemented, there has been a noticeable reduction of gang incidents, with Counties Manukau and Otahuhu communities implementing other initiatives that support and strengthen the plan’s effectiveness.

## REMOVING BARRIERS TO PARTICIPATION

Particular groups of New Zealanders face specific barriers to participation in society.

The Office for Senior Citizens has a responsibility to ensure that government agencies are progressively building and supporting older people’s access to government services and working to break down the barriers that stop them from living and participating in the community in ways that they choose. One way we do this is by monitoring and reporting each year to the Government on the progress that government agencies and, more recently, local authorities are making on implementing the *New Zealand Positive Ageing Strategy*.



In the 2005/2006 annual report, we reported that the *New Zealand Positive Ageing Strategy* has extended its reach, so that not only central government agencies but also regional government agencies and local government authorities are contributing to the annual action plan. Since 2003, the number of local government authorities involved in the strategy has increased from one to 31 local councils. This increase has been brought about by the work of 45 volunteer community co-ordinators who work closely with the Office to advocate with local councils for positive ageing plans and initiatives in their communities.

The *New Zealand Positive Ageing Strategy 2006/2007 Annual Report* is due to be published later in 2007 with the findings of the annual report for 2005/2006, available at: [www.osc.govt.nz/documents/nz-positive-ageing-strategy-annual-report-2006.pdf](http://www.osc.govt.nz/documents/nz-positive-ageing-strategy-annual-report-2006.pdf).

As part of our work to create an inclusive New Zealand where all people can participate in social and economic life, the Office for Disability Issues works with government agencies and the disability sector to progressively implement the *New Zealand Disability Strategy*. Since the strategy's publication in 2001, we have reported annually to Government on the progress that government agencies are making on implementing the *New Zealand Disability Strategy*. Forty-one government agencies participated in the 2005/2006 New Zealand Disability Strategy reporting process. The full annual report for 2005/2006, the latest published, can be accessed at: [www.odi.govt.nz/nzds/progress-reports/index.html](http://www.odi.govt.nz/nzds/progress-reports/index.html).

Major work carried out by the Office during the past year focused on contributing to and facilitating the development of the United Nations Convention on the Rights of Persons with Disabilities.

New Zealand's leadership of the working group developing the Convention was widely praised for its transparency, inclusiveness, efficiency and dedication to steering the process to a successful conclusion. Our commitment to the *New Zealand Disability Strategy* and to the 'nothing about us without us' principle when discussing issues important for disabled people was modelled in the process of developing the Convention.

## PRACTICAL SOLUTIONS TO REAL ISSUES

We are focused on finding practical solutions to real issues affecting New Zealanders. Our policy teams develop solutions based on research into what works, ranging from high-level ideas and ways of working together, to specific programmes to meet identified needs. Our delivery groups provide valuable feedback on issues at a local level, enabling us to adapt our services to meet the needs of clients. Together, our combination of local feedback, policy, research and evaluation enables us to find what works, understand why it works and look at the outcomes.

Throughout the last year, we have worked on a number of issues, including:

- developing the SuperGold Card to recognise the contribution that all senior citizens and veterans make to New Zealand
- responding to fuel poverty by working with the Canterbury District Health Board to improve health outcomes for people living in cold and damp homes, including providing practical information and affordable options to South Island Work and Income Service Centres on how to keep warm and dry in winter and what assistance is available from Work and Income
- developing, with the Electricity Commission, guidelines for electricity retailers for working with low-income or vulnerable consumers to reduce avoidable disconnections
- identifying how we can connect diverse communities to improve social cohesion
- preventing or minimising client debt by trying to stop debt from happening in the first place, and ensuring that any debt collection is done in a sustainable way
- gathering information to better understand the nature and effect of debt arising from loan sharks and 'back-of-the-truck traders'.

At the local and regional level, regional policy advisors support staff to identify policy issues and bring them to national attention.

### Additional priorities for the Office for Senior Citizens in the 2006/2007 year included:

Leading changes to the Enduring Powers of Attorney legislation

Code of practice for home equity conversion.

### Additional priorities for the Office for Disability Issues in 2006/2007 included:

The introduction of an Office for Disability Issues Nominations Service to recommend skilled disabled people for appointment to government boards and committees

Leading the cross-government review of long-term disability supports.



## STRONG FOUNDATIONS

To be a strong organisation that provides advice and services that improve the lives of every New Zealander, we need strong foundations: talented and dedicated people; modern information technology; robust financial management; and strong corporate services.



“In the corporate role, we’re not out there delivering services to the people at large, but we’re instrumental in helping the whole Ministry work together.”

### IONA HOLSTED

Deputy Chief Executive,  
Corporate and Governance

The merger with Child, Youth and Family presented challenges and opportunities. At National Office, we were working in different buildings and using different computer systems. One of the many highlights from the merger was being able to co-locate the policy groups. It’s so much easier to work together when you can just walk across the office to discuss an issue. We also had to merge the two pay systems. We did this seamlessly, with all staff receiving their pay without even knowing the work had been done. We’ve also extended the support of our corporate systems, capability and infrastructure to Child, Youth and Family service delivery.

### INFORMATION TECHNOLOGY AS A PLATFORM

Information technology (IT) has become an integral part of everyday life and how we do our business. From call centre technology to payments to PCs and office equipment, IT is part of our day-to-day activities. That’s why we’re always looking at technological changes and how we can do things better.

We’ve made good progress with developing a client management system that will further support our client-focused service approach. The build and initial testing of the client management system is complete, and we’ve begun piloting the first phase. This is an exciting development for us as, over time, the client management system will draw together all information about clients’ overall situations, needs and skills, enabling us to better provide the necessary assistance.

### STRONG FINANCIAL MANAGEMENT

Like everyone else, we have to live within a budget and have a variety of demands on how we prioritise our spending. We’re committed to delivering value for money, and in order to ensure strong financial management, we regularly review our expenditure and programmes, with the assistance of a dedicated financing committee.

As the Ministry has expanded its services, so has our regional presence. We manage our property portfolio to ensure that the service delivery arm of the organisation is able to provide the best service to clients. Building on from the successful establishment of the Auckland regional office for social development, we have been developing an office in Canterbury. In June 2007, staff from Work and Income, the Ministry of Youth Development, and Family and Community Services moved into the office, strengthening our ability to provide joined-up services to New Zealanders.





## ATTRACTING AND RETAINING THE RIGHT PEOPLE

Attracting and retaining competent, talented people is central to our work. To help us attract and retain the high-quality people we need, we continue to gain a better understanding of how talented jobseekers see us. We use a wide range of channels to attract candidates and also use graduate recruitment, internships and cadetships to capture talented individuals for entry-level positions at the start of their careers. The 2007 graduate recruitment programme received 470 applications for various roles within the Ministry. Within Child, Youth and Family, all available graduate placements for social workers have been filled. Pay and employment conditions are competitive and increasingly flexible, often tailored to individual needs.

Currently, our staff turnover rate is around 13 per cent. This has remained relatively static for the last few years and is in line with the rest of the public service. We do know that staff are more likely to leave within their first two years, so we've started to increase the support that we provide them and their managers.

We now have dedicated recruitment staff in-house, offering end-to-end services for National Office. While this saves us from having to outsource recruitment services, it also means that people who really know our business are involved in recruiting the right people from the start.

We're committed to having a diverse workforce and have specific programmes to ensure that we can offer equal employment opportunities. This reflects our commitment to the *Equal Employment Opportunities Policy to 2010: Future Direction of Equal Employment Opportunities in the New Zealand Public Service*.

Having a diverse group of staff has the added benefit that we are better able to access and help our diverse communities. We're building a strong learning culture where our people also gain on the job experience and learn by doing. We offer two accelerated development programmes that provide opportunities to actively find pathways into management and more senior roles, Te Aratiatia and Te Aka Matua.

We also hold regional annual Māori staff hui, and national Pacific staff fono every second year. A wide range of activities are undertaken during these events, including sharing best practice with regard to Māori and Pacific initiatives within different Ministry service lines, providing role model case studies of successful leadership in Māori and Pacific communities, learning more about history and customs, and celebrating respective cultures, career planning, personal development and motivation, and developing regional and national networks and contacts across the Ministry.

We recognise our people are our most important asset, and we're very proud of the people that work in the Ministry.

Te Aratiatia

### **The Pathway Ahead**

is aimed at preparing high-potential Māori and Pacific staff to step up into a management role. It's based around formal assessment, on and off the job learning opportunities, and ongoing coaching and development.

Te Aka Matua

### **The Climb to Prominence**

is a three-year executive development programme to enhance the prospects of high-performing experienced Māori and Pacific managers to progress to more senior management and leadership roles. The main component of the programme for participants is undertaking fully funded integrated work/study professional development through an executive masters programme with Victoria University.

## SUSTAINABILITY

Climate change poses one of the great challenges for humanity in the 21st century. Human-induced global warming has the potential to generate very serious large-scale and irreversible impacts. Action is required to reduce greenhouse gas emissions. We may already be feeling the effects of climate change when we are called on to provide support for communities affected by severe weather incidents.

We are taking sustainability seriously. We aim to become carbon neutral by implementing sustainable business practices across the Ministry. We need to measure and set challenging but reasonably stepped targets, to reduce emissions and progress towards becoming carbon neutral. We've already begun to do this by:

- being the first agency to include emission details in a central agency tender for motor vehicles and structuring the composition of our fleet around economical, low-emission cars (93 per cent of the fleet are cars 1.8 litres or under)
- implementing energy efficient measures with cost savings of more than \$400,000 per year
- choosing Environmental Choice New Zealand products or equivalents, because of their greater energy efficiency or other environmental merits, in a range of products including paints, carpets, paper, photocopiers/multifunction devices and cleaning products

- conducting a waste audit of our National Office campus in May 2007, encompassing the Bowen State, Charles Fergusson and Charles Fergusson West Block buildings to help us identify how we can reduce our waste. In total, just under one tonne of waste, collected over three days, was sorted into landfill, recyclable and compostable waste. The waste equated to around 60 kilograms per person, per year. Projected over our total staff of nearly 10,000 people this equates to 600,000 kilograms per year.

In line with the Carbon Neutral Public Service initiative, we're currently assessing our carbon footprint and developing an emission reduction plan, which we expect to have in place by the end of the year.

...WE'RE CURRENTLY ASSESSING OUR CARBON FOOTPRINT AND DEVELOPING AN EMISSION REDUCTION PLAN, WHICH WE EXPECT TO HAVE IN PLACE BY THE END OF THE YEAR.



## NEXT YEAR

Economic growth presents the opportunity to take advantage of recent gains, and to position us in a way that will lift lives, and ensure that New Zealanders are getting the social services they need. As a country, we need to match our performance on economic development with our focus on social development.

Social development has two elements: social protection and social investment. Looking forward, it's social investment that will enable us to get ahead of some of the most difficult issues, reducing the demands they'll place on social protection programmes for a brighter future. We must continue to devote time, effort and money towards developing innovative solutions to the causes of current issues, like youth gangs or family violence, so that, in future, New Zealanders are living their lives to the full.

As we look out to 2007/2008 and beyond, we'll continue to prioritise:

- investing in a positive start for children and young people, for their families and whānau, for their communities and for the country
- underlining the importance of paid work as a foundation to the wellbeing of New Zealand families

- simplifying our services to make it easier for people to get the assistance they need, be it into a job immediately, or financial assistance where they are unable to work
- investing in care and support for older people, highlighting their importance in the community
- nurturing strong links that form between individuals, families and groups, that lead to a nation of people who feel valued and secure
- aiming to build a strong, healthy society by promoting the wellbeing of people across all cycles of life and at an individual, family and community level
- continuing our work across a range of agencies, at national and local levels, to co-ordinate actions to best address critical social issues.

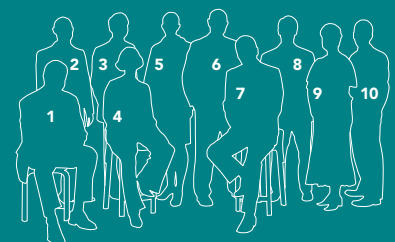
Finally, and above all, we aim to do the right thing for New Zealanders. We look forward to sharing our achievements with you in 2008.

**We can play a significant part in all life stages of individuals – as children, students, jobseekers and as older New Zealanders. This is a huge responsibility and it's really important that we get it right.**

# STATEMENT OF OBJECTIVES AND SERVICE PERFORMANCE

## LEADERSHIP TEAM

**1 Richard Wood**, Deputy Chief Executive, Family and Community Services  
**2 Ray Smith**, Deputy Chief Executive, Child, Youth and Family **3 Don Gray**, Deputy Chief Executive, Social Development Policy and Knowledge **4 Iona Holsted**, Deputy Chief Executive, Corporate and Governance **5 Christine Stevenson**, Deputy Chief Executive, People, Capability and Resources  
**6 Marc Warner**, Deputy Chief Executive, Specialist Services **7 Peter Hughes**, Chief Executive  
**8 Nicholas Pole**, Deputy Chief Executive, Social Services Policy **9 Patricia Reade**, Deputy Chief Executive, Work and Income **10 Graeme Carruthers**, Deputy Chief Executive, Risk and Assurance





## MAINTAINING PERFORMANCE AND INTEGRITY

### GOVERNANCE TO HELP OUR PERFORMANCE

Working together, our Leadership Team manages performance and risk through three specialist governance committees, chaired by the Chief Executive. In addition to these committees, the Audit Committee meets quarterly to independently review all aspects of our operations.

The committees are supported by best-practice models for governance of large projects and a Ministry-wide audit and risk programme. As well as managing our day-to-day business, the Leadership Team uses a variety of strategic fora and retreats to set our strategic direction.





#### AUDIT COMMITTEE

Our Audit Committee operates independently of the Chief Executive and has the mandate to look across all our activities.

The Committee is chaired by one of three external people. Between them, they have extensive experience in public and private sector financial and risk management, governance, and management of large projects including IT projects.



#### BEING RISK SMART

We manage performance and risk through our audit programme, risk management approach, and internal controls that operate in each business unit. We've put in place a risk management approach that gives senior managers a clear view of their risks so they can manage them consistently and actively. Throughout 2006/2007, we embedded our risk-smart culture by working with each part of our organisation, with staff from all levels, to ensure everyone was aware of their individual responsibility for risk management and that mechanisms were in place to act on any risk identified. We presented our risk management approach to other government agencies at the State Sector Development Conference, DevCon 2006.

#### MAINTAINING THE INTEGRITY OF OUR BENEFIT SYSTEM

It is important that New Zealanders have trust and confidence in how we deliver income support to our clients. We have a dedicated Integrity Services team, made up of four units with over 500 staff in 17 locations nationwide. Each year, we handle around 100,000 client interactions relating to error, abuse and fraud, and collect non-current debt. Over the past year, we have:

- collected \$71 million in debt from clients that are no longer in receipt of a benefit
- interviewed 15,000 clients through our Early Intervention programmes

- been successful with 96 per cent of the cases referred for prosecution
- delivered ethics and integrity presentations to staff to increase their awareness about maintaining the standards set out in the Public Service and Ministry's codes of conduct.

We know that debt and fraud can have a negative impact on our clients, families, whānau and communities. Our work over the next year will continue to build on ways that we can minimise these impacts through:

- continuing to talk to as many of our clients as we can, through our Early Intervention programmes, about their full and correct entitlement, making it as easy as we can for them to tell us when their circumstances change
- continuing to review and improve our data-matching programmes with other agencies
- developing a set of integrity standards so that, wherever you work in the Ministry, you can assist in supporting the integrity of the benefit system
- utilising our newly established Intelligence Unit to improve our analysis of data to enable us to focus our efforts in areas that will give us the best outcomes.

Strong leadership and governance combined with a culture of risk-smart behaviour and a commitment to maintaining the integrity of the benefit system mean we're well placed to deliver on our commitments.