



5 SEP 2018

Dear [REDACTED]

On 5 July 2018, you emailed the Ministry requesting, under the Official Information Act 1982, information regarding the recent change to the Ministry's purpose statement.

As you are aware, the Ministry made the decision to shorten its purpose statement to 'We help New Zealanders to be safe, strong and independent' – dropping the words 'to help themselves'.

The Ministry recognises that its core purpose is to help people to be safe, strong and independent. For most people, the way the Ministry delivers services will continue to mean they are equipped and supported to be able to help themselves to be safe, strong and independent.

However, that is not true for everyone the Ministry works with and the revised statement recognises that for some people, their particular circumstances are such that they will always rely on the Ministry for some help or support and that's ok.

The Māori version of the Ministry's purpose statement has also changed to, 'Manaaki Tangata, Manaaki Whānau'. This is a figurative translation which means caring for people and caring for whānau and families, which is at the core of what the Ministry does.

Your questions are addressed in turn below.

- *The total costs including working groups, consultants and marketing. Also any art or branding or web site updating.*

Internal resources were used to make wording change to the Ministry's vision statement and apply the changes across a range of Ministry channels. Ministry staff do not record the amount of time spent on a specific task and often work across multiple projects at once, as such your request is refused under section 18(g) of the Official Information Act as the information you have requested is not held by the Ministry and I have no grounds to believe that the information is held by another department or Minister of the Crown or organisation.

The only element of this work that involved external resource was a change in design to accommodate the new English and Māori words. The cost of this was \$ 5,792.50 excluding GST.

Any printed material that features the purpose statement will be replaced as current stock diminishes. This is not an extra cost due to the change, as replacement of stock as it runs out would have occurred regardless of a change.

- *Emails or memos or other such papers that show why a change was needed.*
- *Any other paperwork that would help the public understand the need for change and the value given.*

Please find enclosed copies of the following documents:

Date	Title
10 May 2018	Email, ' <i>MSD strategy/purpose Statement</i> '
11 May 2018	Email, ' <i>MSD strategy/purpose statement</i> '
11 May 2018	Email, ' <i>MSD strategy/purpose statement</i> '
17 May 2018	Email, ' <i>RE: MSD strategy/purpose statement</i> '
18 May 2018	Memo, ' <i>MSD's Purpose statement</i> '
undated	' <i>Communications Approach – update to MSD Purpose Statement</i> '
22 May 2018	Minutes ' <i>LT Weekly Meeting</i> '
12 June 2018	Minutes ' <i>LT Weekly Meeting</i> '

As an organisation, the Ministry has been undergoing significant changes with the establishment of Oranga Tamariki and the new Ministry of Housing and Urban Development. As such, the Ministry has developed a new Strategic Direction and has used this opportunity to refresh its Purpose Statement. The Ministry has discussed this with its responsible Minister, the Minister for Social Development and has also advised the Department of Prime Minister and Cabinet. It is important that the purpose reflects our ability to deliver services to New Zealanders in line with the purchasing priorities of the Government of the day.

You are provided with the memo and communications approach written specifically about the change to the purpose statement. The additional documents provided were identified through a search of my emails and the Leadership Team's weekly minutes.

These documents outline why a change was made and the value of this change. If you are interested in further information about any element of this process, please let us know and the Ministry will conduct a wider search of material.

You will note that the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

You will also note that the contact details of some individuals have been withheld under section 9(2)(k) of the Act in order to reduce the possibility of staff being exposed to phishing and other scams. This is because information released under the Act may end up in the public domain, for example, on websites including the Ministry's own website.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

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

If you are not satisfied with this response regarding the change to the Ministry's purpose statement, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely

A handwritten signature in black ink, appearing to be 'NB' followed by a stylized flourish.

Nic Blakeley

Deputy Chief Executive, Insights and Investment

From: Nic Blakeley
Sent: Thursday, 10 May 2018 3:46 p.m.
To: Brendan Boyle
Cc: Rachel Sutherland; Nadine Kilmister
Subject: MSD strategy / purpose statement

Hi

I spoke to 9(2)(a) and had the same feedback, essentially a combination of: (i) purpose statement not resonating, and (ii) need more of the service culture 'tone'. The latter should be relatively easier and we'll make a start on this. The first is harder! We'll put the issue on the agenda for Minister meeting on Monday and 9(2)(a) will talk to the Minister in advance. We can aim to get a steer from the Minister on her preference and then talk to DPMC/PMO during the week and circle back the following Monday with the Minister once you're back.

Talking through the options with 9(2)(a) these start to look like:

1. Keep as is
2. Make small tweak now, e.g. "We help New Zealanders to help themselves to be safe, strong and independent" 9(2)(a) idea
 - a. Rationale: As part of new strategy, need small tweak to ensure proper alignment
 - b. Downside: No inclusive process?
3. Revisit early 2019 once WEAG reports back (and downplay use of purpose statement in the meantime)
 - a. Rationale: WEAG is looking at purpose/principles of the Act so makes sense to look at purpose of organisation at the same time
 - b. Downside: Doesn't fit with how purpose statement positioned to date but WEAG provides springboard; no change until next year
4. Revisit now/second half of 2018
 - a. Rationale: As part of new strategy, WEAG process, decided we also need to reconsider purpose of organisation
 - b. Downside: Doesn't fit with how purpose statement positioned to date – timing with WEAG more of a stretch

?

Let's touch base tomorrow (e.g. we're meeting at 11 re RFP) and I can send something round LT so everyone is aware too.

Nic

From: Nic Blakeley
Sent: Friday, 11 May 2018 1:44 p.m.
To: LT (MSD)
Subject: MSD strategy/purpose statement

Kia ora

A heads up before discussion with Minister Sepuloni on Monday:

We've had feedback from the PM about the MSD strategic direction. She saw the service culture work at the same time. In short:

- Service culture material went down very well – yay ☺
- Strategic direction – no feedback on the underlying direction/shifts, but...
- ...the MSD purpose statement didn't resonate well, and they'd like to see more of the service culture tone/language in the MSD strategic direction

Incorporating more of the language should be relatively straight forward and we'll get on to that. The purpose statement is more complex. We're going to discuss with Minister Sepuloni on Monday. In the meantime, here are the emerging options and our take:

1. Status quo
2. Make small tweak now, e.g. "We help New Zealanders to help themselves to be safe, strong and independent"
 - a. Rationale: As part of new strategy, need small tweak to ensure proper alignment
 - b. Risk: No inclusive process if done quickly (or would at least need to be very targeted)
3. Revisit early 2019 through an inclusive process, once WEAG reports back (and downplay use of purpose statement in the meantime)
 - a. Rationale: WEAG is looking at purpose/principles of the Act so makes sense to look at purpose of organisation at the same time
 - b. Risk: Doesn't fit with how purpose statement has been positioned to date with staff, but WEAG provides springboard; no change until next year
4. Revisit now/second half of 2018 through an inclusive process
 - a. Rationale: As part of new strategy, WEAG process, decided we also need to reconsider purpose of organisation
 - b. Risk: Doesn't fit with how purpose statement positioned to date – timing with WEAG more of a stretch and risks duplication (i.e. consultation this year before WEAG report)

In talking it through with Brendan, our take is:

- We should run an inclusive process for any significant change in the statement. [*]
- Revisiting in 2019 after WEAG reports makes more sense to us from timing perspective.
- We could make a smaller tweak in the shorter term.

[*] In 2012, the purpose statement was changed after a lot of engagement with staff: face to face via 3rd tier staff forum, National Office forum and Christchurch frontline forums, dedicated email address for feedback, survey monkey for all staff, regional consultation via local managers, DCE and LT visits to sites. There was a refinement session with staff in DCE areas with the purpose and the values. The Te Reo version work was very inclusive and we had the wide Maori staff input – it was launched at one of our summits from our Maori team.

Nic

From: Nic Blakeley
Sent: Friday, 11 May 2018 1:53 p.m.
To: 9(2)(a); 9(2)(a)@dpmc.govt.nz
Subject: MSD strategy/purpose statement

Hi guys

We'll make a start on incorporating more of the tone/language of the service culture into the strategy document.

On the purpose statement, we're intending to discuss with Minister Sepuloni on Monday. In the meantime, here are the broad options there seem to be and our current take on them:

1. Status quo
2. Make small tweak now, e.g. "We help New Zealanders to help themselves to be safe, strong and independent"
 - a. Rationale: As part of new strategy, need small tweak to ensure good alignment
 - b. Risk: No inclusive process if done quickly (or would at least need to be very targeted)
3. Revisit early 2019 through an inclusive process, once WEAG reports back (and downplay use of purpose statement in the meantime)
 - a. Rationale: WEAG is looking at purpose/principles of the Act so makes sense to look at purpose of organisation at the same time
 - b. Risk: No change until next year; doesn't fit with how purpose statement has been positioned to date with staff, but WEAG provides springboard; no change until next year
4. Revisit now/second half of 2018 through an inclusive process
 - a. Rationale: As part of new strategy, WEAG process, decided we also need to reconsider purpose of organisation
 - b. Risk: Doesn't fit with how purpose statement positioned to date with staff, but could still point to WEAG; timing with WEAG not quite as easy and risks duplication (i.e. consultation this year before WEAG report which will be looking at purpose/principles)

In talking it through with Brendan, our take is:

- We should run an inclusive process for any significant change in the purpose. [*]
- Revisiting in early 2019 after WEAG reports back makes more sense to us from a timing perspective.
- We could make a smaller tweak in the shorter term.

[*] In 2012, the purpose statement was changed after a lot of engagement with staff: face to face via 3rd tier staff forum, National Office forum and Christchurch frontline forums, dedicated email address for feedback, survey monkey for all staff, regional consultation via local managers, DCE and LT visits to sites. There was a refinement session with staff in DCE areas with the purpose and the values. The Te Reo version work was very inclusive and we had the wide Maori staff input – it was launched at one of our summits from our Māori team.

Talk soon.

Cheers
Nic

Nic Blakeley
Deputy Chief Executive | Insights & Investment

☎ DDI 9(2)(k)

✉ 9(2)(k) @msd.govt.nz

📍 The Aurora Centre | 56 The Terrace | PO Box 1556 | Wellington | New Zealand



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAMĀIAFO ORA

*We help New Zealanders to help themselves to be safe, strong and independent
Ko ta mātou he whakamana tangata kia tū haumarū, kia tū kaha, kia tū motuhake*

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Memo

To: The Leadership Team
From: 9(2)(a), Manager Strategy and Performance, Organisational Planning
Performance and Governance (OPPG)
Date: 18 May 2018
Security level: IN CONFIDENCE

MSD's Purpose statement

Purpose

1. The purpose of this memo is to outline options for LT on the approach to take to change MSD's current Purpose statement.

Recommendations

2. It is recommended that LT
 - endorse the approach to take in regards to changing the Purpose statement.

Background

3. LT has been discussing MSD strategy with Ministers as part of the 2018-2022 Statement of Intent process. Ministers have been supportive for the underlying direction in the strategy. We are continuing work to ensure that the words we use convey our message with the right level of warmth.
4. Budget 2018 has confirmed funding for the Welfare Expert Advisory Group (WEAG). WEAG will be looking at the principles and purpose of the Act and providing advice on what a future welfare system might look like. They will not be providing a response until late this year/early next year.
5. This will provide us with the opportunity to review the Purpose statement and MSD's Principles, taking their feedback into consideration. At that stage the intention would be to run an inclusive process, ensuring that staff, clients and stakeholders have the opportunity to authentically engage with us.
6. We are however taking the opportunity to build this into our thinking now. The words 'to help themselves' in our current Purpose statement do not appear to align well with the new Government's direction and can give the impression of being not supportive enough given the Government's focus on manaakitanga and MSD's focus on providing a positive client experience every time. By removing these words we are not changing our intention – we still want to empower people to get on with their

lives; this is embodied in 'independent' which we are retaining in the Purpose statement.

7. The proposal for the short-term is to amend the current Purpose statement as follows:
 - CURRENT: We help New Zealanders to help themselves to be safe, strong and independent
 - PROPOSED: We help New Zealanders to be safe, strong and independent.
8. The Director Māori and Pacific has confirmed that this change does not affect the Māori version of our Purpose statement so pending final confirmation there is no need to change that too.
9. This information has not been widely shared within the business, and the extent to which this will be done will depend on any decisions that come out of the LT discussion on options.

What we are asking you today

10. We ask that you discuss and provide direction on the following:
 - Do you agree to the proposed Purpose statement or are there any further tweaks that you would like us to make?
 - How would you like us to engage with Ministry staff?
 - i. Should we actively seek feedback by running a targeted consultation on the change with representatives from our organisation and external stakeholders, such as frontline staff, Tier 3 managers, the National Beneficiaries Advocates Consultative Group, the Treasury and Audit New Zealand (and report back to LT)? If so, when and to what extent should we seek feedback?
 - ii. Alternatively, we could target key people in the business to share this with initially, before informing the wider business of the change.
 - Given LT conversations to date on the Principles/Behaviours, does LT want to include looking at these now (this could add weight to organisational comms) or wait until next year once WEAG has provided a response?
 - Our plan to communicate this to Ministry staff is to tell them of the change now while signalling an opportunity to re-visit this next year through an inclusive process, once we have received the recommendations of the WEAG.

We will emphasize that the intention is to simplify our current statement to more directly focus on our unique role in helping New Zealanders.

We recognise the importance of communicating that we are retaining the concept of empowering New Zealanders in the narrative around independence.

Are there any other key messages you would like us to include?

Publically we would publish the amended Purpose statement in the 2018-2022 Statement of Intent.

- There will be a need to redesign aspects of our imagery and associated templates immediately. We recommend replacing some of our corporate material iteratively as current stock diminishes due to cost implications e.g. letterheads, business cards.

Next steps

11. We will work with the Communications team to complete a communications plan.
12. We will identify a plan to review the Purpose statement next year.
13. We will consult with business and stakeholder representatives, depending on the outcome of LT discussions.
14. We will include the updated Purpose statement in the 2018-2022 Statement of Intent.
15. If further changes are agreed, we will inform LT of any implications to the strategic direction, outcomes or impacts at a later date.

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Communications Approach – update to MSD Purpose Statement

Purpose

This paper sets out a high level approach for communicating the small change being made to the current MSD Purpose Statement to MSD employees.

Background

MSD's current Purpose Statement and Principles were introduced in 2013 following an extensive consultation process.

The Purpose Statement appears on the MSD corporate website and other websites, in our corporate publications and on a variety of other printed material.

The change

In light of recent feedback received during consultation on MSD's new strategic direction and its underlying "outcomes and impacts" LT has agreed to make a minor change to the current statement.

The change also aligns the Purpose Statement more closely with the Te Reo version.

The updated Purpose Statement is:

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

Communications objectives

- Explain the small change we are making to the existing Purpose Statement.
- Confirm that this change is only a minor refinement that doesn't change the Purpose Statement's overall intent
- Reassure staff that they would be consulted with if we were to undertake any major review of the Purpose Statement and Principles.
- Acknowledge the establishment the External Welfare Advisory Group's report and that it is likely to look at the purpose and principles of the Act.

Approach

- Up-front but low key.

Initial channels

- Include as part of a message from Brendan.
- Follow up messaging through the eLT update, Managers' Engine Room.
- A more detailed plan to be developed following feedback on this approach.

Rationale/Messaging

- We've recently completed a very extensive internal and external consultation process on the outcomes and the impacts we want to achieve through our new strategic direction.
- The feedback from those workshops included some suggestions for refinements to our current Purpose Statement.

- In reviewing these suggestions we've also gone back to look at the feedback from staff when the Purpose Statement and Principles were developed.
- Finally, we've put all that in the context of the service culture work being led by the Service Delivery team to "provide all the support we can based on a person's individual situation" and our new strategic direction.
- As a result, LT has agreed to take the opportunity to make a small change to the current Purpose Statement now in the lead-up to the launch of the new strategic direction.
- The updated statement is: We help New Zealanders to be safe, strong and independent.
- It's shorter, sharper and more aligned with the Te Reo version.
- You'll see the change on the website immediately and we'll be progressively updated our printed material.
- Looking at the longer-term the Government has established a Welfare External Advisory Group to review the current benefit system.
- It is possible that the review may result in the need to take a fresh look at our Purpose Statement and Principles.
- If that did happen we would work through a detailed consultation process, with staff, clients and stakeholders all having the opportunity to contribute.

Costs to update

Channel	Comment	Cost
Digital	Amending the Purpose Statement on Google and our websites can be done immediately and without cost.	\$0
Print/production 2013	The cost of printed material for the initial launch of the current Purpose Statement and Principles in 2013 was \$22,113.	\$22,113
Print/production 2018	The quoted price to replace a year's supply of the printed stock that continues to be regularly used is \$24,556.	\$24,556

While the cost of updating printed stock is slightly greater than the 2013 costs it should be noted that:

- Supplies of printed stock have been deliberately run down to allow for any changes coming out of the work on the new Strategic Direction work so reprinting would have been required regardless
- These corporate items are available from Bluestar via KEA on a "pull and pay" basis and so would not incur a single one off print/production cost to the Ministry
- Almost one-third of the cost (\$9,817) relates to immediately replacing business cards for all staff who use them immediately. Rather than replacing all cards at once a

progressive approach is recommended where cards with the updated Purpose Statement are provided as existing stocks run out

- Rather than a full year's supply of the items it is recommended that shorter print runs based on current demand are undertaken for now to allow for any future changes coming out of the findings of the Welfare External Working Group.

Communication risks and mitigations

Risk	Mitigation
<p>Employees:</p> <ul style="list-style-type: none"> • unhappy with the change • feel there should have been consultation • don't agree with the rationale. 	<p>Be open and up-front.</p> <p>The change is minor.</p> <p>It reflects feedback received from staff and stakeholders as part of the consultation on the strategic direction's outcomes and impacts.</p> <p>It aligns more closely with the Te Reo version.</p> <p>It better aligns with Service Delivery's service commitment and the new strategic direction.</p> <p>It doesn't change the overall intent of the Purpose Statement.</p>
<p>Cost of change:</p>	<p>The stocks of printed material containing the Purpose Statement and Principles had been run down and were due to be replaced regardless.</p> <p>The costs of reprinting this stock are budgeted for.</p>

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Minutes

LT Weekly Meeting

Date: Tuesday, 22 May 2018 **Time:** 10.00am – 11.30am

Venue: Room 10.1, Aurora Centre, 56 The Terrace

Members: Scott Gallacher(Chair), Nic Blakeley, Ruth Bound, Stephen Crombie, Nadine Kilmister and Simon MacPherson

Apologies: Brendan Boyle

Secretariat: 9(2)(a)

Communications: 9(2)(a)

Attendees: Bruce Simpson, 9(2)(a), Rachel Sutherland, Geordie Cassin and 9(2)(a)

Item 1.1 Apologies

Brendan Boyle sent his apologies.

Item 1.2 Confirmation of Minutes

The LT Weekly Minutes for 8 May 2018 were approved.

Item 1.3 Review of action points

Action points were reviewed.

Item 1.4 Forward agenda

The forward agenda was discussed.

Item 1.5 Confirmation of the agenda

The agenda was confirmed.

Item 1.6 Declaration of interests

No conflicts of interest were declared.

Item 2.2**Strategy and Purpose Connection**

Commentary: Nic Blakeley led this item with support from Rachel Sutherland, ^{9(2)(a)} and Geordie Cassin.

After recent discussions around the direction of the new Government and alignment with the MSD Strategic Direction, the Organisational Planning, Performance and Governance (OPPG) business unit have been investigating possible changes to the Ministry's Purpose Statement.

OPPG has explored a variety of options to the current Purpose Statement and has re-considered feedback from the original 2012 consultation on the current Purpose Statement as well as feedback on the new strategy.

It is recommended that the words 'to help themselves' are removed from the current Purpose Statement so the new one will read 'We help New Zealanders to be safe, strong and independent'. This is considered our best short term option. LT recognised a new process to refresh the purpose may happen within the next year as part of the work programme once the Welfare Expert Advisory Group (WEAG) concludes their welfare review.

LT discussed that self-determination is a critical part of the welfare system but these principles can still be encompassed within the 'independent' aspect of the Purpose Statement.

LT discussed the framing of how this change to Purpose Statement is communicated to staff. LT agreed to include this change as part of the wider launch of the new strategic direction. The change can be communicated as being better aligned with the new Government's emphasis on providing support and the intentions in the new strategy. There will also need to be recognition in the communications that a larger change may occur out of the WEAG work within the 18/19 financial year.

LT heard there will likely be no change to the te reo Māori version of the purpose statement since this makes no explicit reference to 'to help themselves'.

LT agreed to keep awareness of the purpose statement changes limited to management teams until the new strategy is rolled out.

LT discussed their desire to integrate any future changes to the purpose statement with the already commissioned work around having one set of principles and behaviours for MSD.

Rachel, ^{9(2)(a)} and Geordie left after this item.

Decisions: No decisions were made.

Actions: No actions were recorded.

Ends - 11.30am

9(2)(a)

From: Marama Edwards
Sent: Tuesday, 5 June 2018 8:34 a.m.
To: 9(2)(a)
Cc: Rachel Sutherland; 9(2)(a)
Subject: MSD Purpose Statement

Kia ora

Following our discussion on Friday regarding the purpose statement we have landed on the use of the figurative translation - Manaaki Tangata, Manaaki Whānau. Caring for people and caring for whānau & families is at the heart of what we do so this translation would stand the test of time even if we change the english statement in the future.

This has been discussed with 9(2)(a) who translated the original purpose statement and with the MSD Māori Leaders Forum.

Ngā mihi

Marama

Sent from my iPad

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Minutes

LT Weekly Meeting

Date: Tuesday, 12 June 2018 **Time:** 10.00am-11.30am

Venue: CE Boardroom, Level 7, Aurora Centre, 56 The Terrace

Members: Brendan Boyle (Chair), Nic Blakeley, Ruth Bound, Stephen Crombie, Scott Gallacher, Nadine Kilmister, Simon MacPherson

Apologies:

Secretariat: 9(2)(a)

Communications: 9(2)(a)

Attendees: Pennie Pearce, Rob Hodgson, Rachel Sutherland, Sandra Preston, 9(2)(a)

Item 1.1 Apologies

There were no apologies.

Item 1.2 Confirmation of Minutes

No minutes were available to confirm this week.

Item 1.3 Review of action points

Action points were reviewed with the following action points closed:

- LT-17-128, LT-18-23 and LT-18-45

Item 1.4 Forward agenda

The forward agenda was discussed noting that due to low availability on 26 June, this LT meeting will be cancelled.

Item 1.5 Confirmation of the agenda

The agenda was confirmed.

Item 1.6 Declaration of interests

No conflicts of interest were declared.

Item 3.1 General Business/ Ministerial engagement

Purpose Statement

The changes are becoming more common knowledge and it would be prudent to announce the changes to the purpose statement earlier

rather than later by linking with the soft launch of the new Strategic Direction on June 21.



Ends - 11.20am

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