



14 December 2023

Tēnā koe

Thank you for your email of 25 October 2023, requesting information from the Ministry of Social Development (the Ministry).

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

- *I request all briefings and reports from the last 12 months about MSD's computer system for paying benefits and the possibility or need of replacing it.*

I have identified the following documents in scope of your request that are released as attachments:

- REP/23/6/513 - Aide-mémoire – *Te Pae Tawhiti Programme: Detailed Business Case for Horizon One – Investing in the Ministry of Social Development's future*, dated 6 June 2023.
- REP/23/5/492 - Aide-mémoire – *Te Pae Tawhiti Programme: Detailed Business Case for Horizon One – Investing in the Ministry of Social Development's future*, dated 1 June 2023.
- Briefing - *Programme Update at Officials Meeting on 2 May*, dated 27 April 2023.

I have identified four documents relating to the Ministry's 2023 Budget bids that contain information in scope of your request. These documents are released to you as excerpts, as it would impair efficient administration to assess and prepare these documents for release (sections 16(1)(e) and 16(2)(a) of the Act refer):

- REP/22/11/1091 – Report – *Budget 2023 invitation letter outcomes and implications for Vote Social Development*, dated 11 November 2022.
- REP/22/12/1235 – Report – *Vote Social Development Budget 2023 Submission*, dated 9 December 2022.

- REP/23/2/103 – Aide-mémoire – *Budget 2023 Bilateral*, dated 22 February 2023.
- REP/23/4/281 – Aide-mémoire – *Vote Social Development – Budget 2023 information to support Cabinet discussions*, dated 6 April 2023.

Some information is withheld under section 9(2)(f)(iv) of the Act to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials. The release of this information is likely to prejudice the ability of government to consider advice and the wider public interest of effective government would not be served.

Further information is withheld under section 9(2)(j) of the Act to enable the Ministry to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). The greater public interest is in ensuring that government agencies can continue to negotiate without prejudice.

Please note that where information does not relate to the Ministry's computer system for paying benefits in documents 01 to 03, I have marked and withheld it as 'out of scope'. I have kept information that is broadly related to the Te Pae Tawhiti bid within documents 04 to 07 as I believe it will be of interest to you in relation to Budget bids.

I am aware that you have been provided with a link to documents that the Ministry has published on our website about Te Pae Tawhiti. For your ease of reference, I have copied this link here: www.msd.govt.nz/about-msd-and-our-work/work-programmes/te-pae-tawhiti/documents.html.

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

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

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui


pp.
Magnus O'Neill

General Manager
Ministerial and Executive Services

Aide-mémoire



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Cabinet paper

Date: 6 June 2023 **Security Level:** Cabinet Sensitive

For: Hon Carmel Sepuloni, Minister for Social Development and Employment

File REP/23/6/513

Reference:

Te Pae Tawhiti Programme: Detailed Business Case for Horizon One – Investing in the Ministry of Social Development’s future -

Cabinet Committee

Government Administration and Expenditure Review

Date of meeting 8 June 2023, 10.30am

Talking points

- In November 2021, Cabinet agreed that there was a case for change in MSD’s systems and processes. We have high aspirations for an overhaul of the welfare system and made significant policy changes to support this. But MSD’s core systems and processes make it hard for New Zealanders to access the support they need.
- In May last year Cabinet agreed on a preferred way forward and agreed that MSD proceed with the development of a Detailed Business Case. I am seeking agreement to start MSD’s transformation, beginning with Horizon One, as described in the Detailed Business Case.
- In Horizon One, covering 2023-2026, we need to set MSD up for the future but balance making valuable changes for clients with being practical and feasible about delivery.

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- That means setting up the technology and the way MSD will work in the future, while delivering these first changes:
 - Students will be able to apply online through a modern system for a loan or student allowance. This will set the scene for working age in the next phase.
 - There will be online options for job seekers and employers too. Whether you're looking for a job or hoping to fill a vacancy, you'll be able to do that using a new digital employment service.
 - MSD will also change its practice on the frontline, based on best practice. In Horizon One MSD will start with those working with students, and this will set the scene for wider changes in the next phase.
 - MSD will retire its old, at-risk contract management systems while designing a new relational approach. This will support MSD's adoption of the Social Sector Commissioning Action Plan.
 - The first improvements will be in place in 2025.
 - Funding was approved through Budget 2023 for the Programme. This is sufficient to deliver the first two years of the Programme.
 - The Programme is investment ready for Horizon One and MSD has the people and structures in place to implement these changes while continuing to provide existing services without disruption.
 - MSD has learnt from Inland Revenue's and ACC's experience and these agencies sit on the Programme's governance, along with independent external advisors.
 - The Programme understands and is actively managing key risks to ensure the Te Pae Tawhiti proceeds with as low a risk profile as possible.

Summary of proposal

- This paper seeks agreement to start the Ministry of Social Development's (MSD) Te Pae Tawhiti Transformation Programme, beginning with Horizon One, as described in the Detailed Business Case.

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- In line with Treasury Better Business Case guidance, MSD has analysed options for the pace and extent of the Programme, the service changes to undertake in Horizon One, and the preferred scope.
 - The proposal is to deliver the Programme over three Horizons of three years each.
 - The preferred option for Horizon One (Option C), covering mid-2023 to mid-2026, is to invest in four proposed service changes: Service Experience, Employment Service, Client Engagement Practice and Kotahitanga.
 - The preferred option balances making valuable changes for clients while being practical and feasible to implement.
 - The Cabinet Paper recommends that Horizon One is investment ready as MSD has:
 - determined the procurement requirements for Horizon One and that there is a market for the key procurements it needs to undertake
 - detailed plans and schedules in place
 - the capability and capacity to implement these changes
 - comprehensive governance and assurance arrangements in place
 - The Cabinet Paper also recommends a reporting arrangement where you and the Minister of Finance will receive quarterly reports from the beginning of Horizon One and Cabinet will receive six-monthly reports.

What are the benefits of the Programme for New Zealanders?

- Te Pae Tawhiti Programme will improve New Zealanders' experience of MSD's services and overall wellbeing by providing:
 - a fully digital service for those who want to use it, including for employment
 - the ability to move seamlessly between channels to seek more personalised assistance when needed
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- simpler and transparent processes, saving on reworking and manual processing, and reducing debt to government
 - fast and accurate services that deliver full and correct entitlement to clients, and
 - a service model that includes more focus on prevention and sustaining outcomes, especially employment outcomes, with intensive case management support for those who need it
 - partnering and commissioning that delivers better outcomes for all, including equity of outcomes for Māori as tangata whenua, Pacific peoples and other priority groups.
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How will MSD's transformation be funded?

- Transformation is not going to be cheap. The current estimated cost of the programme over its intended lifespan (nine years) is \$2.1 to \$2.6 billion. This cost will be refined in coming years as MSD learns more.
 - Funding of up to \$183 million over two years was agreed in Budget 2023. \$100 million of this was through Budget 2023, the rest is from MSD baseline.
 - A paper seeking joint Ministers approval to draw down the funding held in contingency, and to make other financial changes necessary to reprioritise funding from within MSD's baseline, will be submitted soon after Cabinet's agreement
 - The next significant decision point is a Detailed Business Case that would come to Cabinet ^{s9(2)(f)(iv)}
 [REDACTED]
 [REDACTED]
 [REDACTED]
 - Treasury have expressed an interest in understanding the size of Year 3 of Horizon One. This figure is not in the Cabinet Paper or Detailed Business Case. ^{s9(2)(j)}
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 - MSD will learn a considerable amount over the next two years, including from the procurement processes, about future costs and will be able to provide increased levels of certainty to Ministers through the regular
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reporting arrangements. The refined costings will be reflected in the next Detailed Business Case ^{s9(2)(f)(iv)} [REDACTED]

How will MSD ensure its current work programme is successful, while also delivering Transformation

- MSD will ring fence the dedicated people and funding to deliver Horizon One.
 - MSD will continue to deliver on Government priorities but delivering the Programme will constrain MSD's capacity to take on additional work during Horizon One and later phases.
 - MSD will retain some capacity to implement new change outside the Programme and I will be regularly updated on MSD's overall work programme.
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How will Ministers be involved in the transformation as it progresses?

- Regular reporting will ensure appropriate Ministerial oversight to support on time and on budget delivery
 - The Minister of Finance and I will receive quarterly reports from the beginning of Horizon One
 - Cabinet will receive six monthly reports
- A Detailed Business Case will be submitted to Cabinet

^{s9(2)(f)(iv)} [REDACTED]
[REDACTED]
[REDACTED]

Author: Katie McKenzie, Business Case Architect and Lead, Transformation

Responsible manager: Nic Blakeley, DCE Transformation, Transformation

Aide-mémoire



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Cabinet paper

Date: 1 June 2023 **Security Level:** Cabinet Sensitive

For: Minister Sepuloni, Minister for Social Development and Employment

File Reference: REP/23/5/492

Te Pae Tawhiti Programme: Detailed Business Case for Horizon One – Investing in the Ministry of Social Development’s future

Cabinet Committee

Government Administration and Expenditure Review

Date of meeting 8 June 2023, 10.30am

Minister Minister Sepuloni, Minister for Social Development and Employment

Proposal This paper seeks agreement to start the Ministry of Social Development’s (MSD) Te Pae Tawhiti Transformation Programme, beginning with Horizon One, as described in the Detailed Business Case.

Background In November 2021, you took a Strategic Assessment to Cabinet that made a case for transforming MSD’s service model. In May 2022, you took a Programme Business Case to Cabinet and Cabinet agreed to a preferred way forward. Cabinet also agreed that MSD proceed with the development of a Detailed Business Case (DBC).

Context and our advice

- The Strategic Assessment identified three serious problems constraining MSD’s ability to achieve the Government’s vision for welfare overhaul:

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- its fragmented, transaction-focused service approach will not meet the future needs and expectations of New Zealanders
 - the high and increasing likelihood of service and payment failure risks serious harm to clients, partners, and New Zealand
 - its current service model can make it difficult for clients to get help, which could result in harm and exacerbate hardship.
- A large transformation programme is needed to fundamentally transform MSD's service model – and, thereby, realise the Government's vision of welfare overhaul and respond to the problems identified.
 - Te Pae Tawhiti is a major transformation programme that will make it easier for New Zealanders to get the support they need from MSD and its partners. It will provide a modern digital experience for clients, with new ways of working and significant technology and process improvements which will transform accessibility and support for the million New Zealanders who interact with MSD every year.
 - Since Cabinet agreement to the preferred way forward in May 2022, MSD has analysed options for the pace and extent of the Programme, the service changes to undertake in Horizon One, and the preferred scope of each service change.
 - You are proposing to deliver the programme over three Horizons of three years each. The expected nine-year timeframe reflects that transforming MSD is a long-term commitment.
 - Your preferred option for Horizon One, covering mid-2023 to mid-2026, is to invest in four proposed service changes: Service Experience, Employment Service, Client Engagement Practice and Kotahitanga.
 - Budget 23 provides investment for the first two years of Horizon One on this basis. Funding of up to
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\$183 million over the 2023/24 and 2024/25 financial years was agreed through Budget 2023.

- Your preferred option for Horizon One (Option C) balances making valuable changes for clients while being practical and feasible to implement.
- MSD has followed Treasury Better Business Case guidance and has taken steps to ensure the Programme is investment ready for Horizon One. It has:
 - determined the procurement requirements for Horizon One and that there is a market for the key procurements it needs to undertake
 - detailed plans and schedules in place
 - the capability and capacity to implement these changes while continuing to provide existing services without disruption
 - comprehensive governance and assurance arrangements in place
- You are recommending that the Committee agree to start Te Pae Tawhiti Programme, beginning with Horizon One, and agree to your preferred option. You are recommending that Horizon One is investment ready.
- You are also recommending a reporting arrangement where you and the Minister of Finance will receive quarterly reports from the beginning of Horizon One and Cabinet will receive six-monthly reports.

Author: Katie McKenzie, Principal Advisor, Transformation

Responsible manager: Nic Blakeley, DCE Transformation, Transformation



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Te Pae Tawhiti Programme update

1 May 2023





What's been agreed?

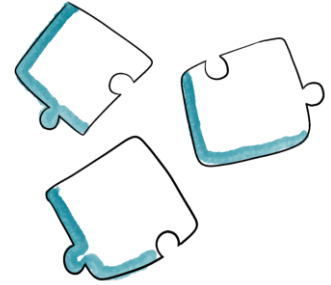


- Budget 2023 secured \$100 million for Te Pae Tawhiti over two years – MSD can begin transformation.
 - \$20 million appropriated to ensure work continues.
 - \$80 million in tagged contingency to enable Horizon One to begin, following Cabinet decisions in June.
- MSD will contribute up to \$83 million by reallocating resources from other projects and technology upgrades.
- The total amount of funding for two years is \$183 million.

[BUDGET SENSITIVE]



What are the steps to Cabinet – the next three months



- May – Ministerial agreement on inclusion of digital employment in scope.
- May – Independent Quality Assurance (IQA) on the Detailed Business Case (DBC) and other assurance activity to support successful delivery.
- Post-Budget – Ministerial consultation on DBC and Cabinet Paper.
- June – DBC and Cabinet Paper to GOV.

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What do the next six months look like?



- Procurement process – beginning in July.
 - We are progressing well with our approach and the material for going to market for **Service Experience** and **Employment Service**.
 - This will be a major public procurement.

Out of scope

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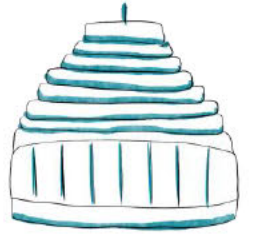


What do the next six months look like?



Out of scope

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What do regular touchpoints with the Programme look like for you?

- We will provide a **quarterly update to you and the Minister of Finance.**
- **Cabinet will receive a six-monthly update.**

Out of scope

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Annex

To the Tawhiti Programme Navigating towards our future

Te Pae Tawhiti Programme

Navigating towards a future where all New Zealanders can be safe, strong and independent.

What's new in Te Pae Tawhiti? Navigating towards our future

Our transformation can be seen as MSD's voyage to Te Pae Tawhiti - our future destination. Te Pae Tawhiti Programme is our plan for how we're going to get there. Te Taringa - the voyage will take multiple years, as we're tackling it in three stages or horizons.

Horizon 1 (2023-4) | **Horizon 2 (2025-6)** | **Horizon 3 (2029-32)**

Where do we need to get to? Our strategic plan, Te Pae Tawhiti (Our Shared Future) sets out the skills we need to realise it, or where our services helping New Zealanders to be safe, strong and independent. This is our destination.

How we'll get there?

We're working on a new approach to delivering MSD services, that will better meet the needs of New Zealanders.

- Well designed and intuitive systems and processes make it easy for everyone to do the right thing, including our staff.
- Local support for training and employment helps more New Zealanders into sustainable work.
- Flexibility and agility to respond to unexpected needs, government priorities and the changing needs of New Zealanders in the future.
- Working in partnership we achieve better long-term outcomes for all including equity of outcomes for Māori as tāngata whenua, and for Pacific people and other priority groups.

Where are we now? Our people do a great job in spite of clutter, ageing systems and complex processes. We have many areas of excellence and strong relationships with our partners. But it's still harder than it needs to be for people to get the support they're entitled to.

Meanwhile, demand for our services, and the complexity of need is increasing. To meet the current and future needs of tāngata, MSD needs a multi-year transformation.

Te Pae Tawhiti Programme summary 2023 Page 1

To the Tawhiti Programme Navigating towards our future

A model that puts people and whānau at the centre

Redesigning the way we deliver services, whether directly or through partners, will mean everyone can focus on what really matters - giving people the support they're entitled to and meeting their immediate and longer-term needs.

A service that provides more support - in a position experience every time - where people feel respected and can get help promptly, without having to tell their story over and over.

Support tailored to individual need - from simple, online applications right through to high intensity case-management, for people with more complex needs.

Working alongside people to help sustainable outcomes.

Modern digital options will mean people can do most things online if they want to.

Connecting people with partners, including employers, will be joined up and seamless.

Engagingly early before people are in crisis, we'll work with people directly or with partners if they're better placed to provide early support.

Better systems and processes mean we can respond faster to government priorities and emergencies.

MSD's Future Service Model

Te Pae Tawhiti Programme summary 2023 Page 2

To the Tawhiti Programme Navigating towards our future

Four service changes

Bringing our Future Service Model to life.

Te Pae Tawhiti Programme will introduce changes in four areas across three horizons, with the first horizon laying the foundations for subsequent horizons.

Horizon 1 (2023-4) | **Horizon 2 (2025-6)** | **Horizon 3 (2029-32)**

Service Experience
Client Engagement Practice
Kotahitanga
Employment Service

Service Experience
Improving people's experience of MSD's services across all channels.

The government and Zealanders use to access MSD's services will be streamlined and supported by a modern technology platform.

"I can do everything on my phone, even banking when my application is in."

Our clients

"I can see a client's whole history on the screen so I have more time to focus on what matters for them."

Our people

Client Engagement Practice
Meeting the most of every contact via the right channel.

Everyone on our frontline will be able to deliver a consistent service - whether clients need a little support or a lot.

"It's helpful knowing I can help every client - no matter what their needs are."

Our people

"The contact centre told me about other support I didn't even know was available to me."

Our clients

Kotahitanga
Better partnering and commissioning.

The way we work with partners will be different based on strong relationships, and focused on results not reporting.

"Last time spent on admin and reporting means more time supporting whānau in my community."

Our partners

"Because of the support available from our partners, I can focus on what each client needs and what's best placed to deliver it."

Our people

Employment Service
Define roles for job seekers, employers and providers to connect with MSD.

We'll offer a full digital employment service, including job alerts, job matches, and applying for training and job offers, supported by MSD staff working with business and providers.

"I get alerts for job opportunities that are right for me, and what training and support is available to help me get there."

Job seekers

"I can let someone else do the heavy lifting, I can support in an other way and get matched with suitable candidates."

Employers

Te Pae Tawhiti Programme summary 2023 Page 3

Attached for your information are a series of three A3 summaries that give a high level overview of Te Pae Tawhiti Programme, the Future Service Model and the four service changes that will bring the Future Service Model to life. These will evolve as work progresses, and will be used to support ongoing engagement for the Programme.

REP/22/12/1235 – Report - Vote Social Development Budget 2023 Submission, dated 9 December 2022

| Initiative | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 & outyears | Total |
|--------------------------------|---------|--------------|---------|---------|--------------------|-------|
| Te Pae Tawhiti Programme (\$m) | | s9(2)(f)(iv) | | | | |

Te Pae Tawhiti Programme (Investment Panel Initiative) – Delivering Horizon One of the Ministry of Social Development’s transformation

Funding is required from Budget 2023 for Horizon One of MSD’s transformation programme. Te Pae Tawhiti is a multi-year programme, agreed by Cabinet in May 2022, which supports our Government’s overhaul of the welfare system to ensure MSD meets the current and future needs and expectations of New Zealanders, and contribute towards more equitable outcomes. Investing now will ensure MSD has the capability to serve New Zealanders for the coming decades.

MSD’s transformed operating model will support and enable the Future Service Model, which is at the heart of MSD’s transformation. The expected nine-year timeframe reflects that the transformation of MSD is a long-term commitment. Horizon One, covering mid-2023 to mid-2026, will set the foundations for future change, while delivering tangible benefits to jobseekers, students and MSD’s partners and delivering significant reduction in wider IT service failure risk and improvements to MSD’s employment services.

Funding is required to invest in four key service changes. They will deliver:

- a redesigned service experience for students, built on a modern technology platform and capabilities that will provide the key digital foundation needed to deliver a transformed service experience
- a digital employment platform, creating new ways for jobseekers to connect with employers and training providers
- a new case management practice model, implemented for staff working with students; and improvements to contracts with providers, and the design of a new relational approach to partnering
- a key expected benefit of the programme is improved wellbeing of people in need, and reduction in overpayments and debt to government which relies on the sequenced delivery of foundational changes to income support systems.

MSD has also undertaken a Gateway Review 2, with the Review Team providing a delivery confidence assessment of amber/green in late November.

The estimated total costs for Horizon One excluding depreciation, capital charge, and contingency are s9(2)(f)(iv) across the three years. This currently includes reprioritisation by MSD of nearly s9(2)(f)(iv) of operating funding for Horizon One. This will be sourced from transitioning existing MSD staff to the Programme, reprioritising funding from current projects and from other technology upgrade projects that will not require funding due to the implementation of the Programme. However this reprioritisation may not be fully possible if no additional funding is available to meet remuneration and frontline staff cost

pressures which may therefore increase this bid. This reprioritised funding is also contingent on the full scope of Horizon One progressing as otherwise this resourcing will be needed to continue to be used for the remediation of existing systems to manage risk.

| <i>Forecast period</i> | <i>2022/23</i> | <i>2023/24</i> | <i>2024/25</i> | <i>2025/26</i> | <i>2026/27 & outyears</i> | <i>Total</i> |
|--|----------------|----------------|----------------|----------------|-------------------------------|--------------|
| Total additional funding required (\$m) | - | s9(2)(f)(iv) | | | | |
| Operating funding required (\$m) | - | | | | | |
| Capital funding required (\$m) | - | | | | | |

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REP/23/2/103 – Aide-mémoire – Budget 2023 Bilateral, dated 22 February 2023**Te Pae Tawhiti**

- Te Pae Tawhiti is a multi-year programme. In May 2022, Cabinet agreed to a transformation as the preferred way forward, recognising that a large transformation programme is needed to fundamentally transform MSD's service model, and realise the Government's vision of welfare overhaul.
- Transformation through Te Pae Tawhiti Programme will enable MSD to better meet the needs of New Zealanders.
- The four key service changes as part of Horizon One of MSD's transformation programme are:
 - a redesigned service experience for students, built on a modern technology platform and capabilities that will provide the key foundations needed to deliver a transformed service experience
 - a digital employment platform, creating new ways for jobseekers to connect with employers and training providers
 - a new client engagement practice model, implemented for staff working with students; and
 - Kotahitanga; effective partnering and commissioning - improvements to contracts with providers, and the design of a new relational approach to partnering.
- MSD has identified \$1.2 billion in monetisable benefits over 12 years from improved social and employment outcomes, and a reduction in overpayments and debt to government. This relies on the sequenced delivery of service changes to support our Future Services Model and requires the full scope of the Programme to be funded. A change to any part of the model will significantly reduce this benefit.
- Funding the preferred scope of Horizon One is a commitment to a transformation of MSD, with the programme expected to last 9 years across 3 horizons.

REP/23/4/281 – Aide-mémoire – Vote Social Development – Budget 2023 information to support Cabinet discussions, dated 6 April 2023

At the same time, it is important to continue to prioritise long-term transformation efforts, such as Te Pae Tawhiti and Social Sector Commissioning. These efforts aim to address critical technology and practice issues that will otherwise see widespread and systemic failure impacting the sector, and the whānau and individuals requiring support.

Please also see the table on the next page

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| Table 3: Investment panel initiative: Te Pae Tawhiti | | | | | | | |
|--|--------------|--|---|-------------------------------|--|--|-----------------------|
| Initiatives | | | | | Invitation letter | | |
| Entity | Track | Initiative title | Sub-components (if applicable) | Total (\$m / 4 yrs) | Title (as applicable) | Detail per Title (initiatives included, conditions) | Envelope (\$m / 4yrs) |
| | | | | Per initiative | | | |
| MSD | New Spending | Te Pae Tawhiti Programme – Delivering Horizon One of the Ministry of Social Development’s transformation | <ul style="list-style-type: none"> - Redesigned service experience for students, built on a modern platform and business capabilities - Digital employment platform, creating new ways for jobseekers to connect with employers and training providers - New case management practice model, implemented for staff working with students - Improvements to contracts with providers, and the design of a new relational approach to partnering. | Opex: \$9(2) Capex: \$9(2) | Te Pae Tawhiti Programme – Delivering Horizon One of the Ministry of Social Development’s transformation | The Ministry of Social Development is also proposing to seek funding for the first 'horizon' of Te Pae Tawhiti (TPT) at Budget 2023, and I look forward to receiving further information on this potential investment. Out of scope [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] | N/A |

REP/21/11/1091 – Report – Budget 2023 invitation letter outcomes and implications for Vote Social Development, dated 11 November 2022

| Budget 2023 funding per initiative | | | | | | | | | | |
|------------------------------------|---|--|------------|--------------------------------|--|---------|---------|---------|--------------------|-----------|
| ID# | Title | Description | Opex/Capex | Funding sought by agency (OFF) | Funding in current Budget 23 package (OFF) | | | | | |
| | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 & outyears | Total OFF |
| 14936 | Te Pae Tawhiti programme - Continuing Work on the Ministry of Social Development's Transformation | This initiative provides funding to ensure the Ministry of Social Development's transformation programme, Te Pae Tawhiti (TPT), continues in the 2023/2024 year. | Opex | s9(2)(f)(iv) | | | | | | |
| | | | Capex | s9(2)(f)(iv) | | | | | | |

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