



Te Manatū Whakahiato Ora
Ministry of Social Development

Tauākī Whakamaunga Atu

Statement of Intent

2021–2025

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Te kupu whakataki a te Minita

He Kāwanatanga mātau e manawanui ana ki te whakamimiti i te pōharatanga, ā, kia tika, ā, kia āhei te uru ki te pūnaha whai oranga. I te aronga rautaki o Te Pae Tawhiti e whai waewae ana, e tū pai nei a Te Manatū Whakahiato Ora kia tāpaetanga atu ki te whakapainga ake i te noho ā-iwi, ohanga hauora mā te whakarawe tautoko e tika ana ki a Ngai Aotearoa, ina hiahia ana e rātau.

Ka tautoko tonu ai te Manatū i tā mātau kī taurangi ki te kaupapa panonitanga nui o te whai oranga me ngā whaikupu i te rīpoata 2019 Kia Piki Ake – Welfare Expert nā te Roopu Tohutohu¹. Ko ngā panonitanga kē i te Manatū, me ngā panonitanga e haere tonu nei, e whakarawe ana mō te hunga e haere mai ana ki te Manatū ki te kimi tautoko, ka manaakitia rātau i runga i te tika me te pono, ka whakawhiwhia rātau ki te momo tautoko e hiahia ana rātau, ā, e taea ana e rātau te whai waahi whaitake ki ō rātau hapori.

E whai tautoko ana ngā tāngata nō ngā tū tānga kē me ngā hapori e whiwhi tautoko tonu ana i ia rā. Ko taku hiahia nui, ko ia pāhekohekotanga e noho mauritau ana ngā tāngata, e rongo ana hoki i te manaakitanga, ā, ka whakawhiwhi ai i te tautoko e hiahia ana i te wā e hiahia ana. He aronga nui ki te Manatū hei ngā tau e whā te haere ake nei kia whakapai ake i tāna anga whakahaere ki te whakatutuki pai ake i ngā hiahia o ngā tāngata me ō rātau whānau. E whakapae ana au ka whakatutuki atu tēnei mā te whakapai ake i te āhua tuku i ngā ratonga me te whakanui ake anō i ō rātau āheinga.

Ka tautoko tonu ai te Manatū i ngā tāngata i ngā tū āhuatanga rerekē, kaua noa mā ngā aronga o mua me te whakarawe i te tautoko ā-pūtea. Tae rā anō ki te tautoko i te hunga kia whai mahi, whakangungu rānei, te tuku pūtea tautoko i ngā kaupapa whānau me ngā kaupapa ārai tūkino me ngā tautoko ratonga, e whai atu nei kia taea ai e te hunga whaikaha te whai waahitanga katoatia, he whakawhanake i ngā whakahoahoa ahumahi e hua ai he angitūtanga mahi, ā, kia tautoko i ngā tāngata kia whai whare pūmau, haumarua anō hoki. Koia ēnei katoa he ara e tautoko ai te Manatū kia tōnui ai te tangata. Tēnei mahi, tāpiri atu ko te āhukahukangia i te mahi tūao, manaakitanga me te whakarawe angitu akoako, nā konei ka kaha ake ai, ka kanorau ake ai ngā hapori.

Ko te tautoko i te tangata i ngā taero o te wā, me ngā tū raru pīroiroi, he mahi o te katoa kia mahi tahi me ētahi atu umanga, roopu rānei tae atu ki ngā tū roopu o waho atu i te kāwanatanga pēnei me ngā iwi, ngā roopu ahumahi, hapori me ngā whānau. I kite tēnei hanga i te wā o te urupare atu i te Mate Korona, arā ko te āta mahi tahi ka kite nei e kaha ake ana tātau mēnā rā e mahi ngātahi ana tātau katoa. Taku kawatau nei, ko te āhua o te mahi a te Manatū ki ōna hoa mahi ka tipu tonu ai, ka pakari tonu ai.

Ko tētahi kaupapa nui hei mahi mā te Manatū hei ngā tau e whā e haere ake nei, kia tutuki i ngā hua pai mō ngā iwi katoa o Aotearoa me te whakatipu whakapono i roto i tā tātau pūnaha whai oranga. E whakapono ana au he waahi nui mā te Manatū ki te tautoko i ngā iwi kia pahawa ā rātau hiahia me te whakatutuki i ō rātau pitomata. E whanga hīkaka ana au kia kitea te ahunga o tēnei rautaki me tōna tautoko i roto i tēnei mahi.

¹ Whakamana Tāngata – Restoring Dignity to Social Security in New Zealand

Tauākī a te Minita

E ngata ana au ki ngā kōrero takune o te rautaki kua whakatakotohia e Te Manatū Whakahiato Ora, ā, e kōtui tahi nei ki ngā kaupapa here me ngā paearu mahi o te Kāwanatanga.

A handwritten signature in black ink, consisting of a large, stylized 'C' followed by a series of loops and a final horizontal stroke.

Hōnore Carmel Sepuloni
Te Minita Whakahiato Ora me te Mahi
Hepetema 2021

Minister's foreword

As a Government we are committed to reducing poverty and having a fair and accessible welfare system. With its strategic direction Te Pae Tawhiti – Our Future in place, the Ministry of Social Development (the Ministry) is well positioned to contribute to improving social and economic wellbeing by providing the right support to New Zealanders, at the times in their life that they need it.

The Ministry continues to support our commitment to the welfare overhaul work programme, and the recommendations from the 2019 Kia Piki Ake – Welfare Expert Advisory Group report². The changes the Ministry has made, and continues to make, ensure that people who come to the Ministry for support are treated with respect and dignity, get the support they need, and are able to participate meaningfully in their communities.

People from a diverse range of backgrounds and communities continue to receive help and support every day. I want to ensure that in every single interaction, people feel welcome, heard and respected, and get the help they need, when they need it. A key focus for the Ministry over the next four years will be improving its operating model to better meet the needs of people and their whānau. I expect they will do this through improving the way they deliver services and increasing their capabilities.

The Ministry will continue to support people in many different ways, not just with a traditional focus on providing financial assistance. This includes helping people into employment or training, funding family and sexual violence prevention and support services, working towards a society where disabled people can fully participate, developing industry partnerships to create more work opportunities, and helping people into safe and secure housing. These are all important ways the Ministry helps people to thrive. This work, along with recognising the value in volunteering, caring and providing opportunities for learning, will contribute to creating stronger and more inclusive communities.

Supporting people through challenging and complex situations often requires more than one agency or organisation including non-government organisations, iwi, industry and community groups, whānau and family. As we have seen through our COVID-19 response, taking a more active approach to partnering acknowledges the fact that we are all stronger and more effective when we work together. I expect that how the Ministry works alongside its partners will continue to evolve and strengthen.

A strong driver for the Ministry's work over the coming four years is achieving positive outcomes for New Zealanders and growing trust and confidence in our welfare system. I believe the Ministry plays a pivotal role in supporting people to realise their aspirations and maximising their potential. I look forward to seeing this strategic direction support this work.

² Whakamana Tāngata – Restoring Dignity to Social Security in New Zealand

Minister's statement

I am satisfied that the information on strategic intentions provided by the Ministry of Social Development is consistent with the policies and performance expectations of the Government.

A handwritten signature in black ink, consisting of a large, stylized 'C' followed by a series of loops and a final horizontal stroke.

Hon Carmel Sepuloni
Minister for Social Development and Employment
September 2021

Te kupu whakataki a te Tumuaki

Ka whai niho ngā mahi a Te Manatū Whakahiato Ora ki ngā miriona tāngata o Aotearoa me ngā hapori hoki, ā, he nui te wā nō te wā e tino hira ana, e tino toimaha ana anō hoki ki a rātau. Kāore i tua atu i te wā nei o te urupare atu a Aotearoa ki te Mate Korona, ā, e haere tonu nei ngā mahi whakaora.

Tā Te Pae Tawhiti he whakatakoto i te ahuanga o te rautaki e hua ai he anamata e taea ai e mātau te whai waahitanga nui ake, pai ake ki ngā tāngata me ō rātau nā orange. I te aroaro o ngā raruraru nō tata ake nei o te ao, ko te Te Pae Tawhiti, waihoki ngā rautaki me ngā mahere hohenga a te Maori, Pasifika, Te Pae Tata me te Tōnuitanga Pasifika, kua whai hua ai tātau. Ka noho kaha, ka noho hāngai tonu hei atamira panonitanga kia pai ake ngā putanga mō ngā iwi o Aotearoa. Nā reira, koia tēnei Tauākī Takune, he whakahōunga engari anō he tuhinga tārua o tā mātau Tauākī Takune nō ngā tau 2018–2022.

Nā te urupare Mate Korona ka tū ai ngā mahi i ētahi wāhanga otiia, ka tere ake ai mātau ki te whakatutuki i ētahi atu whāinga. Ka tino whakanui ake mātau i ngā ratonga ipurangi, ka whakanui ake ngā ratonga mahi kia hoki tokomaha ake ngā tāngata ki te ao mahi, ā, ka whakanui ake ngā hononga ki ngā kairatonga, iwi me ngā roopu hapori ki te tautoko i te manawaroatanga o ngā hapori.

Titiro whakamua ana, ka whakapakari anō ai mātau i ēnei kokenga whakamua, ā, ka haere tonu ai ki te whakaumu te āhuatanga o ā matau mahi e ai ki a mātau nukuhanga e mea ana i roto Te Pae Tawhiti: arā, ko Mana manaaki (he wheako papai i ia te wā), ko te Kotahitanga (mahi tahi ana mō kia nui ake te whakaaweawe), me Kia takatū tātou (tautoko ana i te pae tawhiti whakawhanaketanga tikanga ā-iwi, ohanga hoki).

Ka haere tonu ai tā mātau mahi kia whai wheakotanga pai ai mō nga kiritaki mā te pāhekohekotanga atu o ā mātau ratonga tae ake ki te ao mahi, whiwhinga pūtea me te noho whare, me te waihanga ake i ngā whiringa nui ake mā te kiritaki anō e kuhu.

Ka whakapakari ake ō mātau whakawhanaungatanga, noho tahi me ngā iwi, ngā kairatonga, ngā umanga me ngā hapori. Ka whakapai ake i te mahi kirimana, ngā tono o ngā ratonga ā-iwi, ka tautoko i ō mātau hoa mahi hei ārahi, hei whakahōu, kia kimihia mai he ara mō ngā hangarau ki te whakamana i a mātau ki te mahi tata me rātau. Ka haere tonu ai tā mātau aronui ki te whakatutuki i ngā putanga tōkeke mō te Māori me ngā iwi o te Moana-nui-a-Kiwa me ngā hapori.

Ko te whakaora i te Mate Korona ka mau roa tonu ai hei aronga mā mātau. Tā matau mahi, he whakahoki i ngā tāngata ki te ao mahi, he tautoko hoki i ērā e noho toimaha ana, ā, e hiahia whare ana me te tautoko i te manawaroatanga o te hapori. Ā matau ratonga mahi, ngā iwi me ngā ratonga, tō mātau mōhiotanga o ngā mahi i ngā rohe, ngā hiahia whare, hapori hoki e tino nui whakaharahara ana.

Kua whakakite mai te urupare Mate Korona e taea ana e mātau ngā panonitanga nui ki te ao whai orange i runga i te tere me te pai. He angitūtanga tā mātau ināinanei kia panonihia anōhia ētahi panonitanga tūāpapa mō te āhua o ā mātau mahi ki te whakapuaki i te panonitanga e hiahia ana ki te whakaea i ngā tono o te wā nei, ngā hiahia o te anamata me te whakapai ake i ngā putanga mō ngā iwi o Aotearoa.

He roopu whakahaere tō mātau kua whakaatūria e aronui ana ki te tautoko i ngā iwi o Aotearoa kia noho haumarua, kia kaha, ā, kia noho rangatira hoki. Heoi anō, kia whakatutuki rawatia ā mātau putanga rautaki me whakatau ai ngā whakataunga matua mō te āhua te whakahoahoa me ngā ratonga mō ngā kiritaki me ngā hapori, ngā hangarau e hiahia ana hei whakamana i ēnei panonitanga, ā, ka pehea e tautoko ai ō tātau tāngata ki te whakatinana iho. Ka whakawhanakehia he Tauākī Takune ina whakatauhia ai ēnei kaupapa whakaharahara.

Tauākī a te Tumuaki

I taku hainatanga iho i tēnei kōrero, e mea ana au kei te haepapa au ki ngā pārongo o ngā takune rautaki mō Te Manatū Whakahiato Ora. Kua whakaritea mai ēnei pārongo e ai ki ngā wāhanga 38 me te wāhanga 40 o te Ture Pūtea Tūmatanui 1989.

A handwritten signature in black ink, appearing to read 'Debbie Power', with a stylized, cursive script.

Debbie Power, Tumuaki
Te Manatū Whakahiato Ora
Hepetema 2021

Chief Executive's introduction

The Ministry of Social Development makes a difference to millions of New Zealanders, as well as communities, often at some of the most important and challenging times of their lives. This has never been more evident than during New Zealand's COVID-19 response and ongoing recovery.

Te Pae Tawhiti – Our Future presents our strategic direction to deliver a future where we can make a bigger and better difference in people's lives. In the face of recent global disruption, Te Pae Tawhiti, along with our Māori and Pacific strategies and action plans, Te Pae Tata and Pacific Prosperity, have stood us in good stead. They remain a strong and relevant guide for change to achieve better outcomes for New Zealanders. Thus, this Statement of Intent is a refresh, rather than a rewrite, of our 2018–2022 Statement of Intent.

The COVID-19 response paused work in some areas, but meant we moved faster towards achieving goals in others. We rapidly scaled up online services, built up employment services to get more people back into jobs, and boosted connections with providers, iwi and community organisations to support community resilience.

Looking ahead, we'll build on these gains and continue to transform the way we operate based on our three shifts set out in Te Pae Tawhiti: Mana manaaki (a positive experience every time), Kotahitanga (partnering for greater impact) and Kia takatū tatou (supporting long-term social and economic development).

We'll continue to create a better experience for clients by fully integrating our services across employment, income and housing, and creating more self-service options.

We'll strengthen our relationships and partnerships with iwi, providers, agencies and communities. We'll improve contracting and commissioning of social services, back our partners to lead and innovate, and find ways for technology to enable us to work more closely with them. We'll continue our focus to achieve more equitable outcomes for Māori and Pacific peoples and communities.

The recovery from COVID-19 will remain a focus for some time. Our role will be getting people back into work, helping those in hardship and housing need, and supporting community resilience. Our employment services, our relationships with employers, iwi and providers, and our understanding of regional labour, housing and community needs will be more important than ever.

The COVID-19 response has shown we can make significant changes to welfare settings quickly and effectively. We now have an opportunity to make more fundamental changes to the way we operate to deliver the change that is needed to meet current demand, future needs and achieve better outcomes for New Zealanders.

We have an organisation that has shown it is focused on supporting New Zealanders be safe, strong and independent. However, to fully achieve our strategic outcomes, key decisions will need to be made about the future design and delivery of services to clients and communities, the technology needed to enable those changes, and how our people are supported to deliver them. We will develop a new Statement of Intent when these key decisions have been made.

Chief Executive's statement

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Social Development. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.

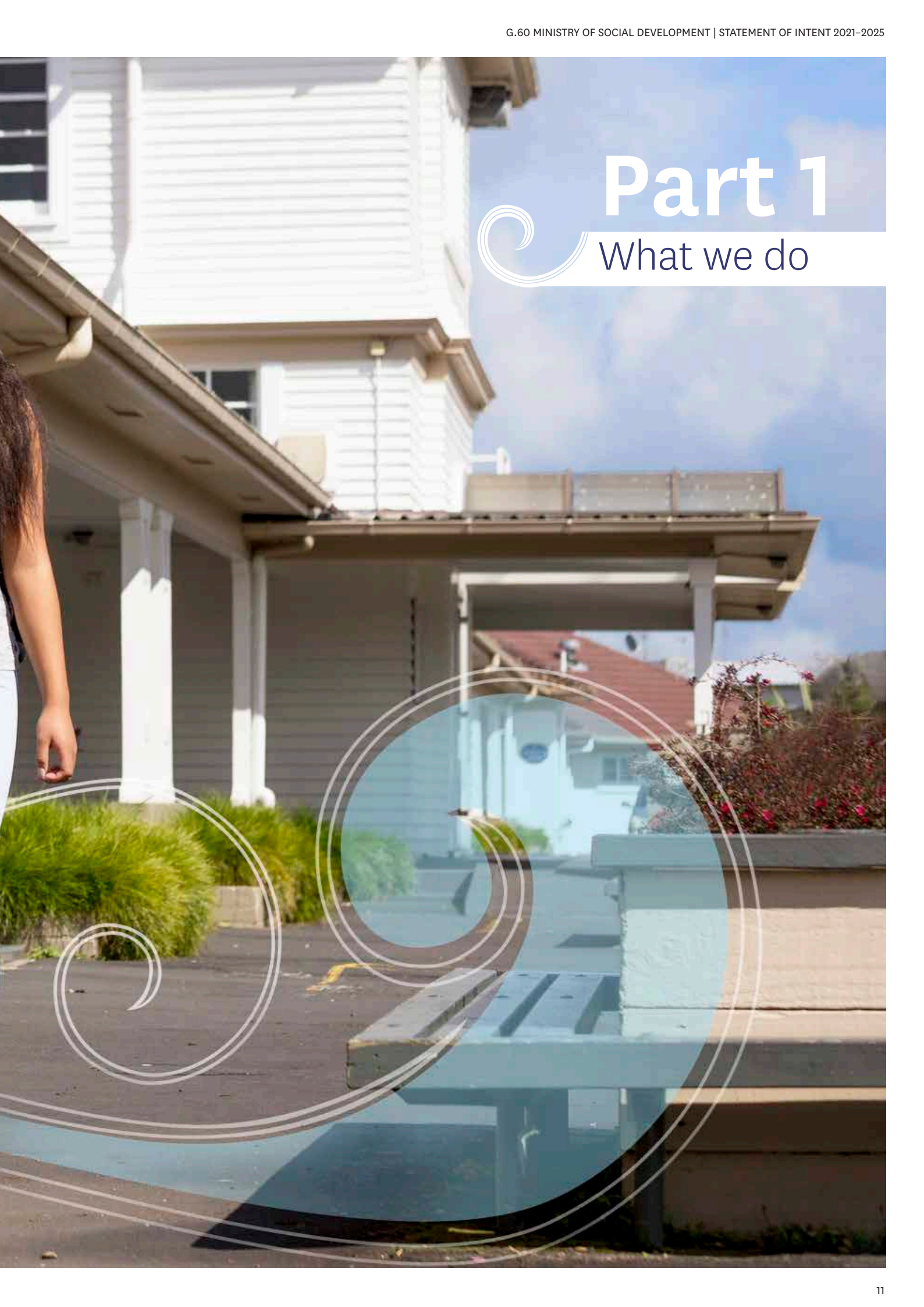
A handwritten signature in black ink, appearing to read 'Debbie Power', with a stylized, cursive script.

Debbie Power, Secretary for Social Development and Chief Executive
Ministry of Social Development
September 2021



Part 1

What we do



Our role

He whakataukī

Unuhia te rito o te harakeke	If you remove the central shoot of the flaxbush
Kei hea te kōmako e kō?	Where will the bellbird find rest?
Whakatairangitia, rere ki uta, rere ki tai;	Will it fly inland, fly out to sea, or fly aimlessly;
Ui mai ki ahau,	If you were to ask me,
He aha te mea nui o te ao?	What is the most important thing in the world?
Māku e kī atu,	I will tell you,
He tangata, he tangata, he tangata.	It is people, it is people, it is people. ³

Helping people, whānau, families and communities is at the centre of what we do. The Ministry of Social Development works to contribute positively to the wellbeing of people today and into the future. From the services we deliver to the policy advice we give, we strive to keep improving so we can help each generation of New Zealanders build the capabilities they need to contribute positively to society.

We help people in all sorts of ways. Whatever the situation, we try our best to understand and connect people with all the support we can. We seek to do this with integrity and compassion, driven by our purpose to help New Zealanders be safe, strong and independent.

More than a million people contact us each year. Some require financial support to alleviate poverty and hardship while others seek services to help re-enter the workforce. They may be a disabled person seeking temporary or permanent assistance to lead an independent life with dignity, a family dealing with violence, a person needing a safe, warm and dry home, a student seeking support, a parent needing help with the costs of childcare, or an older New Zealander applying for superannuation.

Our work is not done alone. We partner with many different agencies, organisations and community groups who have the right connections and expertise to make a lasting difference in people's lives.

As an agency of the Crown we are committed to upholding the principles of Te Tiriti o Waitangi. We are committed to working with Māori to understand how best to support them towards achieving their aspirations. Woven into the fabric of support are Manaaki, Whānau, Mahi tahi and Tika me to pono – the four values that guide our behaviour. Our four values are an expression of who we are and what we stand for.

By working together, we can make a positive change for New Zealand.

He whakataukī

Northern kāmātua attribute this saying to a rangatira whose relatives married her off to secure peace but prevented her from having children. The saying is part lament, part warning. She begins by referring to the flax bush, something all New Zealanders are familiar with. Each flax bush (pā harakeke) consists of many sword-like blades growing in fans. New shoots (rito) emerge between the two centre blades in each fan. Māori identify each shoot as he tamaiti (a child) and the two blades between which it grows as ngā mātua (the parents).

The flax bush is a favourite Māori metaphor not just for the parent-child family but for the larger family group, the whānau. Note that flax fans grow not singly but together in a clump; their roots are so intertwined that they stand or fall together. The rito is the growing point not only of the fan but of the whole bush. Weavers cutting flax always take the outer leaves of a fan, leaving the central three: to remove the rito is to destroy the whole fan. If the bush stops growing and fails to put out flower stalks, there will be no flowers full of nectar to attract the bellbird and give it cause to sing.

Instead it will fly distractedly between land and sea, searching for somewhere to perch and feed. If the whānau ceases to produce and nurture children, it too will die. The saying concludes with the strongest possible affirmation of the value of people and thus of the whānau which produces and nurtures them.

Metge, J & Jones, S (1995). He Taonga Tuku Iho nō Ngā Tūpuna; Māori proverbial sayings – a literary treasure. *New Zealand Studies* 5(2), 3-7.

³ We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī.



Manaaki

We care about the wellbeing
and success of people

This design is the interconnected relationship of the organisation and the community. The koru are reflections of one another.



Whānau

We are inclusive
and build belonging

The koru and puhoro are symbols of the strength of whānau and whakapapa. The mangōpare design in the middle is the common thread that binds us to Papatūānuku.



Mahi tahi

We work together, making
a difference for communities

This design comes from rauru, a design that can reflect the separation of Ranginui and Papatūānuku as a result of their children working together.



Tika me te pono

We do the right thing
with integrity

This design depicts a maunga, the sense of a higher purpose and responsibility of the organisation to be honest and trustworthy. The bindings of the maunga are the many threads needed to achieve this.

Our scope

The Ministry of Social Development is a core public service department. We are a large, complex government department, with offices across New Zealand. Our work touches the lives of almost every New Zealander.

We support Ministers holding portfolios relating to social development, employment and public housing. We are responsible for administering Vote Social Development and receive all of our funding from the Crown. Over 95% of what we spend goes directly to clients, including superannuants and students, and communities. The remainder is spent on departmental operating costs.

The portfolio Ministers we support are:

- Minister for Social Development and Employment and Associate Minister for Social Development and Employment
- Minister for Disability Issues
- Minister of Housing and Associate Minister of Housing
- Minister for Seniors
- Minister for Youth
- Minister of Revenue
- Minister for Veterans.

We help New Zealanders by fulfilling a broad range of responsibilities and functions, including:

- providing employment, income support and superannuation services
- designing and delivering community services in conjunction with others
- allocating funding to community service providers
- providing student allowances and loans
- providing public housing assistance and services
- being the primary provider of social policy and advice to Government
- monitoring three Crown entities and providing advice to the responsible Minister
- ensuring the legislation we administer is effective and fit-for-purpose
- working with other agencies and the wider social sector to support Government priorities and improve the wellbeing of all New Zealanders.

Legislation

There are many key pieces of legislation that provide the framework and requirements that support the Ministry and ensure a fair welfare system for all New Zealanders⁴. The most significant of these is the Social Security Act 2018 and New Zealand Superannuation and Retirement Income Act 2001. We are also required to operate under a range of public sector legislation such as the Public Finance Act 1989, Public Service Act 2020, Official Information Act 1982, Privacy Act 2000, Bills of Rights Act 1990 and the Crown Entities Act 2004.

⁴ A full list of the legislation we administer can be found at: www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation

Services we provide

We work to get the best results for our clients by creating a more comprehensive view of needs and increasingly integrating the services we provide to New Zealanders, which include:

- income support and superannuation services – including benefits and pensions, other financial support (for people in or outside the benefit system), retirement income (in particular New Zealand Superannuation), accommodation-related support, student financial support (via StudyLink), and child-related benefits
- employment support and services – connecting clients to employers and job opportunities, upskilling clients through industry-based recruitment partnerships, and responding to local labour market conditions by working with local employers and industry partners through our regional rapid response employment teams
- support for young people to gain the skills they need to work and have an independent future
- housing support – assessing people's eligibility for, and referring them to, emergency, transitional and public housing, and providing grants and recoverable assistance to help with housing costs
- advice on issues affecting youth, seniors and disabled people
- designing and delivering community services in conjunction with others – this involves:
 - supporting victims, survivors and perpetrators of family violence and sexual violence
 - growing leadership within communities to address family violence
 - reducing the isolation, abuse and neglect of older people
 - building people's financial capability and resilience
 - ensuring refugee and migrant communities can participate in local initiatives
 - supporting community providers to develop their capability.

We also provide a range of services to the Government to enable the welfare system to work as effectively as possible, including:

- advice to Ministers on a wide range of social policy issues, such as the welfare overhaul work programme, income support, employment programmes, active labour market policies, housing-related social assistance, support for children and young people, retirement income, social policy issues relevant to seniors and disabled people, social sector policy initiatives, regional development and governance, and our international obligations
- protecting the integrity of the welfare system by minimising errors, client debt and fraud, and managing the collection of overpayments and recoverable assistance loans
- supporting the Crown secretariat to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions, by providing requested information to the Royal Commission and by preparing for hearings
- responding to adverse and crisis events, such as floods, droughts, earthquakes, the Christchurch mosque attacks of March 2019, and the eruption of Whakaari/White Island in December 2019
- assessing and resolving claims of abuse and neglect for people who were under the supervision of, or in the care, custody or guardianship of, or who had come to the notice of, the State before April 2017.

In addition, we:

- work with Inland Revenue to deliver Working for Families tax credits to people on benefits and COVID-19 Wage Subsidy payments to qualifying employers and self-employed people
- monitor three Crown entities (the Office of the Children’s Commissioner⁵, the New Zealand Artificial Limb Service⁶, and the Social Workers Registration Board⁷)
- participate in cross-government initiatives, including:
 - chairing the Chief Executives’ Group on Disability Issues
 - co-leading two workstreams under the Child and Youth Wellbeing Strategy
 - contributing as a member of several cross-agency groups⁸
 - developing a new independent monitor of the Oranga Tamariki system⁹
 - supporting place-based initiatives (including playing a lead role in the Tairāwhiti region)
 - accrediting social service providers that are contracted by partner agencies¹⁰
 - working with iwi towards improving outcomes for Māori.

We also host the Office for Seniors, the Office for Disability Issues, the Ministry of Youth Development (MYD), and the Independent Children’s Monitor. The Offices and MYD support their respective Ministers’ advocacy role for specific population groups. They provide advice to their Minister on key issues and assist the Minister to deliver on their priorities and work programmes.

- Office for Seniors – supports the rights and interests of older people, ensuring they can age positively, and are highly valued and recognised as an integral part of communities.
- Office for Disability Issues – is the focal point within government on disability issues. It supports the implementation of the New Zealand Disability Strategy and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and advocates for a more accessible and inclusive New Zealand.
- Ministry of Youth Development – provides and maximises opportunities for the positive engagement and contribution of young people, including funding youth development opportunities designed to develop their personal, social and decision-making skills.
- Independent Children’s Monitor – provides independent oversight across the Oranga Tamariki system and organisations that have custody and care of children and youth¹¹.

⁵ See www.occ.org.nz.

⁶ See www.nzals.co.nz.

⁷ See www.swrb.govt.nz.

⁸ These include the Social Wellbeing Board, the Digital Government Leadership Group, the Government Health and Safety Lead, and the Joint Venture for Family Violence and Sexual Violence.

⁹ The Oranga Tamariki system includes services provided by children’s agencies (defined in the Children’s Act 2014) to core populations of interest to Oranga Tamariki. Agencies such as the Ministry of Health and the Ministry of Education represent an important gateway for children who are at risk of poor life outcomes.

¹⁰ Oranga Tamariki, the Ministry of Justice and the Department of Corrections.

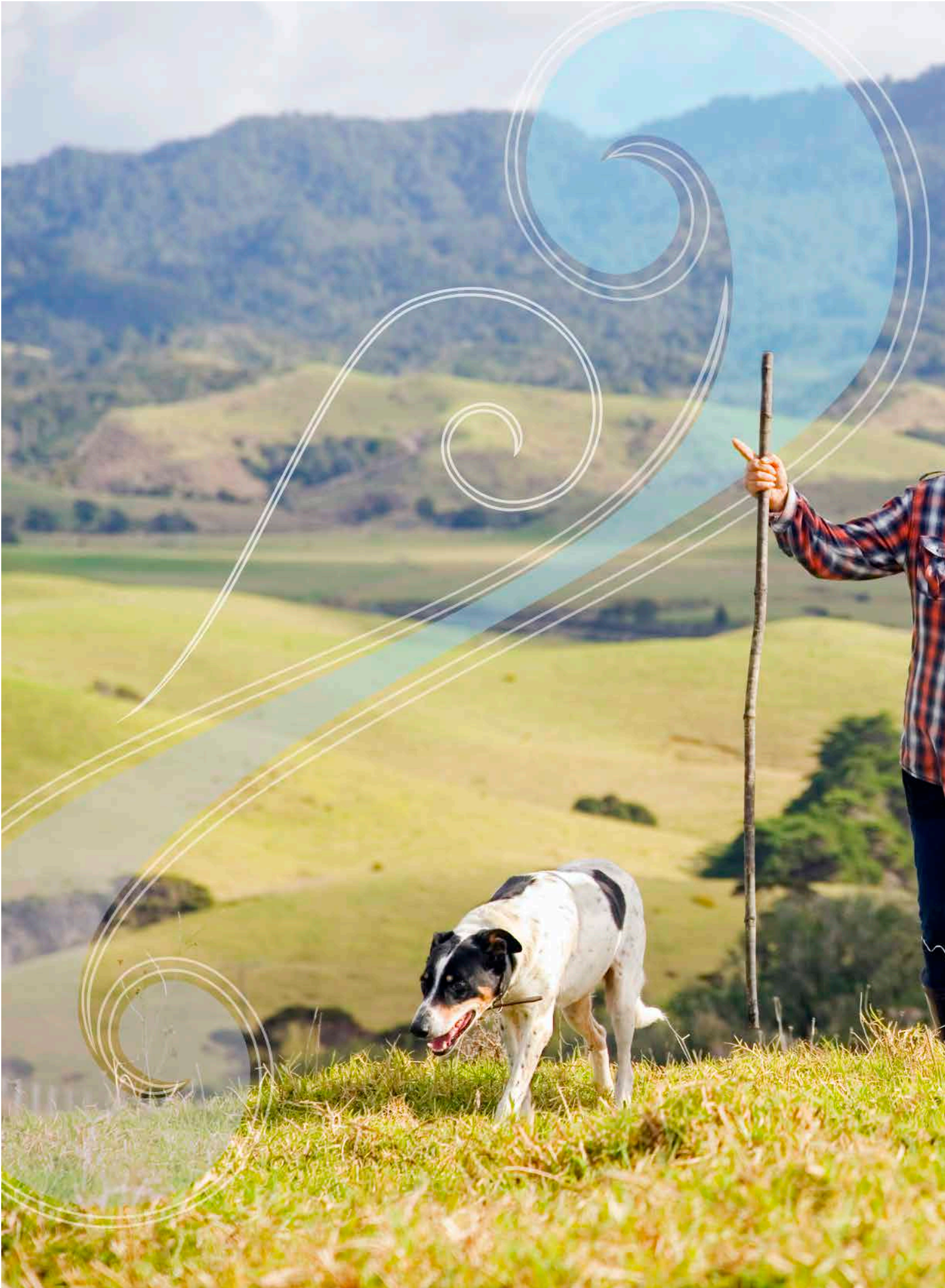
¹¹ The Independent Children’s Monitor is currently hosted by MSD while it is establishing its functions. They report to the Minister for Children on their monitoring findings, and to the Minister for Social Development and Employment on the establishment of the functions.

Supporting Government priorities

We support the Government in its priorities which are:

- overhaul the welfare system to ensure it is fair and accessible for all New Zealanders
- support the work underway with Crown-Māori relationships with a focus on improving equity and equality for Māori
- reduce child poverty
- realise the potential of rangatahi
- strengthen the Ministry's service culture so people are treated with respect and dignity
- invest for social wellbeing by thinking long term and making great choices on how best to build people's potential and wellbeing
- support communities to respond to family violence and sexual violence
- provide warm, dry and affordable housing for all, and end homelessness
- progress the Canterbury recovery, including the rebuild and psychosocial recovery
- support regional and provincial growth.





Part 2



What we want to achieve



Our outcomes

New Zealanders get the support they require

We need to provide New Zealanders with all the services and support they are entitled to, and to ensure they are confident they will get the financial and other support they need, when they need it, including a warm, dry and secure home.

New Zealanders are resilient and live in inclusive and supportive communities

We recognise the diversity of the people, whānau, families and communities we serve, and we are committed to improving their wellbeing. We are improving New Zealanders' access to tools, skills and resources, including financial literacy, to help them to respond better to the challenges in their lives. We support communities to be inclusive, supportive and free from violence. We want people who have experienced harm or do not feel safe to know that help is available and to understand where they can get it.

New Zealanders participate positively in society and reach their potential

We want to improve people's readiness for and access to employment, while recognising that people also participate through volunteering or caring for whānau and families. We engage with people, families, whānau and communities to understand their aspirations and what is important to them, including their situation, culture and values. We help to connect people with opportunities to realise their goals, reach their potential and grow, and participate positively in society.

Purpose

Our purpose describes why MSD exists.

The te reo Māori version of our purpose statement is a figurative translation. It means caring for people and caring for whānau and families.

Outcomes

Our outcomes are what we will achieve in order to deliver to our purpose.

Strategic Direction and Shifts

Te Pae Tawhiti presents our strategic direction, describing the three shifts we will make across our organisation in all of our work to achieve our outcomes.

Te Pae Tata and Pacific Prosperity embrace the three shifts and describe how they will be realised for Māori and Pacific peoples.

Impacts

Our impacts outline our medium-term focus areas to achieve our outcomes, and capture our contribution to Government priorities and the welfare overhaul work programme.

Manaaki tangata, Manaaki whānau.

We help New Zealanders to be safe,
strong and independent



New Zealanders get the
support they require

New Zealanders are resilient
and live in inclusive and
supportive communities

New Zealanders participate
positively in society and reach
their potential

Mana manaaki

A positive experience every time

Kia takatū tātou

Supporting long-term social and economic
development

**Kotahitanga**

Partnering for greater impact

- **Te Pae Tata** – Te Rautaki Māori me to Mahere Mahi | Our Māori Strategy and Action Plan
- **Pacific Prosperity** – Our People, Our Solutions, Our Future | Our Pacific Strategy and Action Plan

- Improve people's trust and confidence in the welfare system
- Improve effectiveness of support
- Reduce the number of people in hardship or insecure housing
- Improve awareness of and access to support
- Improve equity of outcomes, particularly for Māori
- Reduce harm and improve strength of whānau, families and communities
- Improve the effectiveness of connections across different providers and organisations
- Improve our contribution to industry and regional development
- Improve employment outcomes through sustainable work
- Improve people's readiness for work, including through training and education
- Improve people's abilities to meaningfully participate in society

Our strategic direction:

Te Pae Tawhiti – Our Future

As an organisation we want to be trusted and proactive, connecting clients to all the support and services that are right for them, and improving the social and economic wellbeing of New Zealanders.

Ko te pae tawhiti
Whāia kia tata,
Ko te pae tata,
Whakamaua kia tina.

Seek out the distant horizons,
While cherishing
Those achievements
At hand.

This whakataukī lifts our view to a new horizon but keeps us focused on the changes that we need to make today. It recognises the skills and knowledge that we have gained over time and how we use that as a platform for the pathway forward.

Te Pae Tawhiti presents our strategic direction describing the three shifts we are making across our organisation, in all our work, to achieve our outcomes for New Zealanders.

Te Pae Tawhiti is supported by our Māori strategy, Te Pae Tata¹², and our Pacific strategy, Pacific Prosperity¹³ which embrace the three shifts and describe how they will be realised for Māori and Pacific people.

Our key shifts – how we achieve our outcomes

Mana manaaki

A positive experience
every time



We will look after the dignity of people with warmth, listening, respect, compassion, openness and fairness, helping people, whānau, families and communities.

Kotahitanga

Partnering for
greater impact



We are stronger when we work together with whānau, families, hapū, iwi, providers, communities and other government agencies.

Kia takatū tātou

Supporting long-term
social and economic
development



We will prepare ourselves for the future and take a long-term approach to community, regional and economic development. To improve employment outcomes, we will support people to acquire skills for current and future job markets.

¹² See <https://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata/index.html>.

¹³ See <https://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/pacific-strategy/index.html>.

Mana manaaki

A positive experience every time



Korowai

The korowai represents Mana Manaaki – a positive experience everytime

We will look after the dignity of people with warmth, listening, respect, compassion, openness and fairness, helping people, whānua, families, hapū and communities.

Helping people, whānau, families and communities is at the centre of what we do. We provide services and support to a wide range of groups; people come to us as individuals, and as whānau, family and community members. While people have different needs, it is important that our information, services and environments are accessible to all those who need our support and services. We want people to feel comfortable dealing with us, be aware of all that is available to them and be confident they will receive it. Over the next four years we will continue to work with people so they get the support that is right for them and their specific situation, so they feel empowered and have greater choices about the services they receive.

All people, whānau, families and communities will know they will be treated fairly and with respect, and that we care about them and their future. We will encourage open discussion and engagement with our clients, as we want to know about their experiences and for them to know they will be listened to. We will support our people to have cultural competence to ensure that culture and/or ethnicity is not a barrier to providing optimal service and support.

Kotahitanga

Partnering for greater impact



Kete

The kete represents Kotahitanga – partnering for greater impact

We are stronger when we work together with whānau, families, hapū, iwi, providers, communities and other government agencies.

We can achieve better outcomes and ensure New Zealanders are getting the best services for their needs by being more connected. This includes partnering with the wider social sector, other government agencies, non-government organisations, iwi, disabled people's organisations, advisory and industry groups, and communities.

While we have a history of working with these groups, we recognise that we do not always have the answers and are not always the best people to offer some services. By allowing others to take a lead in some services, our clients could connect directly with our network of trusted partners. Whānau and families, hapū, iwi and community change agents may be better placed to meet their needs in areas such as sustainable employment, training and skills development, a safe and secure home, or family and sexual violence prevention and support services.

Over the next four years we will continue to develop authentic partnerships based on mutual respect, cooperation, integrity and good faith. Through a network of trusted partners, we will harness knowledge and expertise to contribute to shared goals, reduce barriers and make it easier for clients, whānau and families, and communities to access social services, and encourage innovation and fresh thinking. This will include identifying and implementing measures that are relevant for the wellbeing of whānau, families and communities.

Kia Takatū Tātou

Supporting long-term social and economic development



Kōmako

The bellbird represents Kia Takatū Tātou – supporting long-term social and economic development.

We will prepare ourselves for the future and take a long-term approach to community, regional and economic development. To improve employment outcomes, we will support people to acquire skills for current and future job markets.

Before COVID-19, New Zealand's job market was already changing, with some traditional roles ceasing to exist and new roles being created. Over the next four years, we will need to continue our focus on supporting the economic recovery from COVID-19.

We will broaden our role in social development and social services to support people, whānau, families and communities to realise their potential and aspirations. This may mean training and development for sustainable employment and to build resilient communities, volunteering or caring for whānau and families. This way we can help people live the lives they aspire to as part of an inclusive and prosperous New Zealand.

By making better use of our regional network and local connections we can provide greater opportunities for clients to contribute to social and economic development; they can participate positively in society and their communities, and acquire the tools and skills they need to reach their potential.

Focusing more closely on supporting regional economic development will also strengthen our work with employers and industry so that we can maximise opportunities for people, whānau and families, and communities. This will help us to understand and anticipate changes and trends in employment, and community and housing needs.

Te Pae Tata – Te Rautaki Māori me te Mahere Mahi – Māori Strategy and Action Plan



Embedding a Te Ao Māori view throughout our organisation will help us think differently about the way we work with Māori. We want all our people to have the capability to do their best for individuals, whānau, hapū and iwi, no matter where or how they connect with us.

Te Pae Tata – our Māori strategy and action plan, launched in June 2019 – sets out how we will work with Māori to achieve better outcomes. It draws on the wisdom and experiences of whānau, hapū and iwi who have engaged with us, our internal and external Māori reference and leadership groups, and staff who work alongside Māori every day or whose work impacts Māori. Te Pae Tata enhances the kaupapa Māori lens that is woven into Te Pae Tawhiti.



In terms of Mana Manaaki:

- nā te hua o ā mātou mahi ka whakaponohia, ka whakautehia hoki mātou e te Māori. Ka whakarongo mātou, ā ka kore mātou e whakawā. Ka ngākau puare, ka matatika hoki mātou.
- we will earn the respect and trust of Māori, listen without judgement, and be open and fair.



In terms of Kotahitanga:

- ka whakarite mātou i ngā hoatanga rangapū motuhenga ki te Māori. Ka tautokona te Māori kia arahina te hoahoa rātonga, kaupapa whakarato hoki ka whakaritea mō te Māori.
- we will form genuine partnerships with Māori and support Māori to lead the way in terms of any service design and delivery models that we commission for Māori.



In terms of Kia Takatū Tātou:

- ka tautoko mātou i ngā wawata a te Māori. Ka hāpai ake mātou, ka tautoko hoki mātou i ngā kaupapa tērā ka kitea te Māori e whanake ake ana, e tipu ake ana, hei Māori.
- we will support Māori aspirations and champion and support initiatives that see Māori develop and grow as Māori.

Pacific Prosperity – Pacific Strategy and Action Plan



We need to do more to achieve equitable outcomes for Pacific peoples, so we launched a new Pacific strategy, Pacific Prosperity, in October 2019.

Pacific Prosperity aligns with Te Pae Tawhiti and complements Te Pae Tata. It embraces the shifts described in Te Pae Tawhiti and articulates how they will be realised for Pacific people.

Pacific Prosperity places Pacific peoples, families and communities at the heart of our programme development, thinking and decision-making. It recognises their strong aspirations to actively design and lead their own innovative solutions.



In terms of Mana Manaaki:

- We are committed to ensuring Pacific peoples, families and communities maintain their dignity, are treated without judgement and feel safe, respected and empowered in every engagement they have with us.
- We will listen, provide clear information and provide a competent and equitable service to ensure Pacific peoples, families and communities receive appropriate and timely support.



In terms of Kotahitanga:

- We will understand the importance of authentic relationships with Pacific peoples, families and communities to drive greater impact on positive outcomes.
- We will ensure Pacific peoples, families and communities are key stakeholders in the decisions, design, development and delivery of matters that impact on Pacific and that we provide safe spaces for them to have their voice heard.
- We will recognise the role our Pacific employees can play in building strong relationships with our Pacific communities.



In terms of Kia Takatū Tatou:









- We will commit to long-term relationships and investments that support Pacific aspirations and innovation to achieve prosperity and self-sufficiency for Pacific peoples, families and communities in Aotearoa.
- We will also provide social development support to the Pacific regions.

How we measure performance

To assess our performance, we have developed measures that will show our progress towards our strategic direction.

Six impact indicators collectively represent the way we will measure progress towards achieving our outcomes. They do not have fixed targets; instead they have agreed directions of travel that show in which direction we would like performance results to head over time. We expect these indicators will evolve over time as we develop new and improved ways to measure what is important, including what we currently cannot measure but would like to.

Our performance information will be provided in our annual reports.

Measures	Intended direction of performance
Percentage of clients who remain off the main benefit having secured sustainable work	
Percentage of clients exiting the main benefit who return to the main benefit within:	
• 13 weeks	
• 1 year	
Average future years on the main benefit	
Median time to house for clients on the Housing Register:	
• Overall	
• Priority A clients	
Percentage of our spend evaluated as effective (of the portion of our spend that we are able to evaluate)	
Client Net Trust Score	



Part 3

Helping us get there



Our organisation

Delivering our strategy will rely on many things, and having the right people, technology, resources and a strong organisational culture is essential.

Organisational change

We will undergo significant change over the next few years to deliver to our strategic direction and the Government's welfare overhaul work programme. Not only do we need to be fit for purpose to operate today, but we need to be able to adapt and prepare for the future and all the challenges we may face.

Since Te Pae Tawhiti was introduced in 2018, we have seen positive changes flowing into operational activities across the organisation. Our COVID-19 response has shown us that we can make quick and effective changes to the way we work. However, it also highlighted that to fully achieve our strategic outcomes, we need to make more changes in the way we operate, deliver services to clients and to the technology that will enable these.

Having the right people, capability and culture, with appropriate oversight and assurance of our actions, and with the right technology and resources in place, is essential to successfully delivering outcomes for New Zealanders.

Organisational culture and our people

Our People Strategy will take us from where we are now, into our future. It is based around Mana Manaaki – one of Te Pae Tawhiti's three key shifts – which is represented by a korowai.

The People Strategy is woven with four key threads. These threads are:

- **client and whānau-centred** – we design our work, roles and organisation to deliver for our clients and whānau
- **capability-building** – we have the capability to perform to our potential now and in the future
- **leading for performance** – our leaders develop and nurture people and teams to deliver high levels of performance
- **a positive experience** – our people have an experience at work that enables them to reach their potential, be included, safe and well both at the Ministry and in the public service.

Client and whānau-centred

We already work closely with our partners and stakeholders and we are increasing our focus on intervening early, helping people back to work quickly, making it easier for our clients to do business with us and meeting the complex needs of our clients through a deep understanding of their needs.

We want this way of working to become part of our organisational DNA. Putting clients and whānau at the centre of what we do will ensure they received personalised, integrated, and joined up services that work for their needs and circumstances, and helps them to support themselves and their whānau.

We will continue to build on the changes we have been making to create a better experience for our clients and communities. We will do this by maturing our workforce planning capability so we can proactively build the workforce we need in the future.

Capability-building

We will intensify our efforts to meet the needs of our clients quickly, help people into houses and employment, do complex social needs assessment and co-create solutions with our partners, providers, clients and whānau. Understanding and building the core capabilities we need to deliver to our clients, whānau, partners and stakeholders, is critical to this.

Our new Capability and Development framework, Te ara piki (the pathway ahead) supports our people to own their own development, career and achieving their aspirations while applying their capability in the mahi. The next phase is to introduce MSD wide capabilities that will provide clear expectations for roles, development and career pathways.

We will support our people as part of shaping our culture to deliver our outcomes. This will involve aligning major people-related work programmes, strategies and plans, including:

- organisational values and how we role model these
- partnership with and responsiveness to Māori aspirations
- diversity, inclusion and wellbeing
- leadership and management development and capability, including talent management and succession planning
- capability and performance development, rewards and recognition
- people and capability strategies that reflect our employees' positive experiences in the workplace
- change management capability and best practice.

Leading for performance

Our leaders will focus on building inclusive teams where diversity, strengths and differences are valued and brought together for the success of the team. They will take a key role in building capability by embedding our proposed Pay and Progression framework which sets out a consistent approach toward development, pay and progression. They will recognise achievements and contributions, provide constructive feedback, guidance, regular coaching and actively develop their teams to be high performing.

We are committed to working constructively with all our employees and their unions. We will continue to develop the capabilities of our leaders and strengthen our relationship with the Public Service Association.

We are committed to being a good employer and growing and creating a more diverse and inclusive workforce and workplace, creating equal employment opportunities (EEO).

We will continue to:

- embed a Māori world view into our organisation that honours our commitment to the Treaty of Waitangi (te Tiriti o Waitangi)
- recognise the aims and aspirations of Māori and the need for greater involvement of Māori in the Ministry and the Public Service
- identify, and minimise or remove, organisational barriers to staff participation
- improve current organisational policies and processes to ensure they are free from bias and discrimination
- support and implement the Lead Toolkit for employing disabled people
- provide training and educational resources to increase awareness, capability and confidence in working respectfully with different cultures and communities and reinforce an inclusive and diverse working environment
- work with other agencies to share best EEO practices, policies and procedures
- work on a Gender Action Plan in consultation with the Te Kawa Mataaho to address gender and gender ethnic pay gaps.

A positive experience

We will continue to provide everyone with a positive work experience which enables them to be safe, well and reach their potential. Our values are the foundation we will continue to build this experience on, living them every day – Manaaki, Whānau, Mahi tahi and Tika me te pono.

We will integrate the Public Service Act 2020 changes into our people systems, so that the Spirit of Service is central to what we do.

We will keep growing a positive workplace, where we have a sense of belonging, feel valued and where our diversity is appreciated. We will ensure our people are working in a safe, modern and flexible working environment.

Responsiveness to Māori

As a Crown agency we are a Treaty partner committed to supporting and enabling Māori, whānau, hapū, iwi and communities to realise their own potential and aspirations. We have developed Te Pae Tata, our Māori strategy and action plan, to strengthen our accountability and responsiveness to Māori. The mission of the strategy is to embed a Māori world view into the DNA of the Ministry with a focus on:

Partnership – we will act reasonably, honourably and in good faith towards Māori by:

- cultivating post Treaty settlement work as the lead agency for two social accords – Te Hiku o te Ika and Ngāi Tūhoe
- strengthening existing relationships and seeking new opportunities to partner with Māori, whānau, hapū, iwi and communities
- collaborating with a wide range of partners to improve opportunities and outcomes for Māori.

Protection – we will recognise and provide for Māori perspectives and values and take positive steps to ensure Māori interests are protected by improving:

- services and approaches to ensure equitable access and outcomes for Māori
- policies and practices to safeguard Māori cultural concepts, values and practices
- support and providing advice on the contemporary claims process and kaupapa inquiries
- Māori capability and confidence eg Māori language plan, Treaty training, Māori capability frameworks.

Participation – we will enable and support Māori to actively participate in all matters that increase their wellbeing by ensuring:

- Māori leadership across all levels of the Ministry
- a Māori voice is represented at all levels of the Ministry, including in decision-making, planning, development and delivery
- time and space for people, their whānau, hapū and iwi to be part of discussions about their needs
- an environment that nurtures reciprocity, transparency and integrity.

Health, safety and security

The health, safety and security of our people, clients and the public are of paramount importance to us. We are committed to providing our people with resources, training and physical working environments that support the health, safety and security of our people and those we work with.

We operate under legislative and regulatory settings that influence the way we deliver services. These include the Government Protective Security Requirements which guide how we manage the health, safety and security of our staff, clients and the wider public, and how our workspaces, practices and processes are designed.

We are committed to supporting the mental health and wellbeing of our staff. This includes significant investment into resources that help build the resilience our people need to serve and support our clients. We will continue to enhance our mental health training, building the capability of managers, and better equipping staff with skills to look after themselves and their colleagues. We are also improving and expanding long-standing initiatives that support staff, including our peer support network.

To enhance the safety and security of our service centres, we will continue to deploy a new model for our public facing sites which will balance ease of access and delivering a positive experience with ensuring our staff and the people we work with are safe. We will embed and improve changes to our health, safety and security reporting system to ensure that it remains fit for purpose and supports the Ministry to continue to meet its legislative responsibilities.

Information, data and evidence

Building our clients' trust in the security and integrity of the information we hold and using insights to direct our investment to where it will make the most difference for New Zealanders are key focus areas over the coming years.

To ensure we are open, transparent and responsible stewards of client data, we remain committed to developing the Privacy Human Rights and Ethics (PHRaE) framework into a set of tools that embeds privacy, human rights and ethics into the early stages of our information management, privacy and security processes and system design. Doing so will strengthen our Information Management, Privacy and Security advice and assurance practices.

Utilising the data and analytics strategy we are developing, we will use data and evidence to help identify and direct investment towards the right services for our clients, and empower them to make the best decisions about the support that is right for them.

Policy

We will continue to provide Ministers with policy advice and support, especially in relation to high priority areas of focus including the welfare overhaul work programme and income support, employment, housing, children, youth, seniors and disability issues. We will work with other agencies to support the Government in advancing its wellbeing strategy and with the wider social sector on a number of cross-agency initiatives including areas such as Social Cohesion, Family Violence, Regional Development and Climate Change. Our policy teams will also support the work of other groups across the Ministry that are focused on developing operational policy and delivering services and support, and will play an active role in helping the Ministry implement its strategic direction and achieve its outcomes.

Resources and ensuring value for money

We are committed to improving how we work and continue to look for ways to enhance outcomes and value creation for our clients and partners, while working within our existing baseline allocations. We will continue to do this by prioritising the services and opportunities that provide the greatest benefit to New Zealanders, and align to our strategic direction, Te Pae Tawhiti.

We are implementing a fully integrated planning, budgeting and governance model that enables achieving our outcomes through better prioritisation of our resources while demonstrating value for money. Clearly articulated roadmaps will match our resources with long-term funding by using multi-year capability and capacity plans aligned to multi-year budgets. Progress made, and value generated, will be monitored and resources and funding requirements will be reviewed to match deliverables.

Technology

Modern and fit-for-purpose technology is fundamental in ensuring we deliver a positive experience for clients, partners, and staff, and is a critical enabler to improve the way we deliver services to New Zealanders. Today, many of our core applications are at least 15 years old, with our core payments system (SWIFTT) nearly 30 years old. The age of these systems means it is increasingly difficult to maintain and support these applications, deliver timely policy changes, and enable positive experiences for clients, partners, and staff.

Key focus areas of the Technology Strategy include delivering improved experiences for clients, partners, and staff, enabling greater flexibility in our core systems, maintaining the security of our systems and improving our ability and responsiveness to meet future needs. We are committed to ensuring our digital channels keep pace with increasing client expectations about how and when they can interact with us and protecting their information. We are also committed to ensuring ongoing alignment with the Strategy for a Digital Public Service and to delivering a better experience and outcomes for all New Zealanders.

We will continue to implement programmes of work to reduce the risk of critical systems failing, replace our financial management and payroll systems, and modernise our core income support systems. Ongoing work continues as we improve the resilience of our infrastructure, keep our core systems and digital channels modern, to meet legislative demand.

Property

Our property portfolio comprises 160 leased and five owned sites (as at 1 July 2021). We will continue the deployment of the Service Centres of the Future model, with 76 sites to be completed, and assessment of options to accommodate projected increased staffing.

We are developing our Workplace Strategy to support the shifts in Te Pae Tawhiti, and the adaptation to new ways of working and new workplace requirements. We are connected with the Government functional lead and actively pursuing further co-locations and resilient regional workplace options.

We will work with building owners and developers to ensure our current and future workplaces meet evolving building performance and environmental standards. Increasingly extreme weather events, climate change outlook and shifts in building regulation and engineering and energy management standards will require further investment in improved properties as leases reach their final expiries.

Risk and governance

We work in an environment of ongoing change which provides both opportunities and challenges in terms of delivering services and meeting the expectations of our clients, the Government and the public. Good risk management and a strong control environment are key factors in navigating the changing environment in which we operate.

We will continue to support our people to make decisions in a risk-aware way, so that as an organisation we can take advantage of opportunities while managing their associated risks. This will provide ongoing assurance that the key systems and processes we rely on to deliver our services and safeguard our people are operating effectively and efficiently.

Our governance structure ensures good stewardship of the Ministry, including our strategic direction and priorities, our people, responsiveness to Māori, transformation and performance, key corporate services, systems, capabilities and infrastructure, and investments and assets.

An independent Risk and Audit Committee provides advice to the Chief Executive on risk assurance and auditing requirements for the Ministry.

The Chief Executive is also supported by the Māori Reference Group and Pacific Reference Group, consisting of external members who provide a strategic reference point and advice on matters impacting and relating to the wellbeing of Māori and Pacific peoples, whānau, families and communities.



