



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

3 AUG 2018

Dear [REDACTED]

On 7 June 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information:

- *The estimated cost to date, in dollar terms and including if the cost is from baseline, of reviewing the culture at the Ministry of Social Development?*

Reference: https://www.parliament.nz/en/pb/order-paper-questions/written-questions/document/WQ_07719_2018/7719-2018-hon-louise-upston-to-the-social-development

The response to written parliamentary question 7719 (2018) does not refer to a review, rather an on-going work programme. As such, please find information enclosed regarding this work programme.

It is important that people are treated with respect, fairness and compassion. The Ministry is improving its service culture and has developed a programme that aims to ensure all clients feel manaakitanga (respect and support) whenever and wherever they see or talk with us and when they transact online. Enhancements include:

- creating a warm and welcoming atmosphere for clients by improving our service centre environment
- making it easier for clients to tell us about their experiences
- making changes to our language in all of our communications, so they are warmer, more engaging and easy to understand
- making it easier for clients to access information and the support that's right for them and their individual circumstances
- delivering our services in a kind, respectful and empathic way, and developing a promise so clients know what they can expect from us
- continuing to co-design our services with clients and external stakeholders to make sure what we do is client-centric and will make the biggest difference to our clients
- employing a leader-led approach to embedding changes and creating an environment where we continually reflect on and learn from our actions and practices. We will support our people and lead them through the change.

Improving the culture of the Ministry of Social Development, including the client experience with Work and Income is an on-going programme for all staff members.

Following is a table that shows the actual cost of implementing culture changes at the Ministry, as at 8 June 2018. These costs are exclusive of salary and resource costs for staff members who implement this work as part of their role. No additional funding has been sought for this work as it is being funded from the Ministry's baseline.

Project	Total
Front of house costs	\$14,011.00
Client commitment	\$56,636.22
Heartbeat	\$45,000.00
Review of Decisions	\$14,450.00
Eligibility Guide	\$179,123.00
Better Letters	\$23,890.00
Total:	\$333,110.22

Notes:

- All costs are exclusive of GST.
- Front of house costs includes co-design workshops and staff travel costs.
- Client commitment includes design and print, travel and co-design.
- Heartbeat includes Project Manager costs. Heartbeat measures the impacts of the changes the Ministry makes at an operational level.
- Review of Decisions includes design and discovery costs.
- Eligibility Guide includes software development costs.

The Ministry does not hold information regarding the baseline cost in terms of staff hours spent on this work as distinct from other aspects of their role. As such, the Ministry is unable to provide you with information regarding the total estimated cost to date of improving the culture at the Ministry of Social Development. Your request for this information is therefore refused under section 18(g) of the Official Information Act as this information is not held by the Ministry and there are no grounds to believe that it is held by another department, Minister of the Crown, or organisation.

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

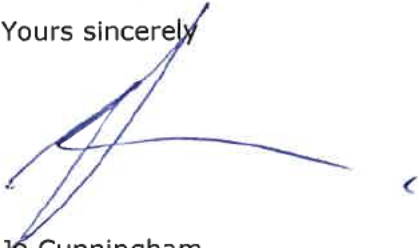
- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

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

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

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

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jo Cunningham', with a long horizontal flourish extending to the right.

Jo Cunningham
General Manager Strategy and Change