



Ministry of Social Development

Statement of Intent

2014-2018



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

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

Our Principles

Ministry of Social Development people:

- All own what we all do
- Take responsibility for what we do
- Understand our role in the big picture, who can help us and who we can help
- Navigate through ambiguity and the opportunity it brings to create better ways of doing things
- Act with integrity, courage and transparency
- Celebrate our achievements and those of our clients

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Minister's foreword

The Statement of Intent 2014-2018 sets out the major focus and direction for the Ministry of Social Development over the next four years.

As Minister for Social Development, I am driving far-reaching change to make a bigger difference to the lives of people, families and communities. Our most vulnerable children are at the heart of all those changes. By taking action and investing in those who need it most, we can change the lives of children and families now and in the future.

With a reformed and modernised welfare system, we're breaking the cycle of long-term welfare dependency. We're targeting early and intensive support to those most at risk of needing welfare for a long time. Along with that support, we expect people to do what it takes to get into work and to act in the best interests of their children. As a result, nearly 15,000 fewer people are on benefits than the same time last year – and thousands more children are growing up in financially independent homes, with a better chance of gaining the education, health and life opportunities every New Zealand child is entitled to.

Vulnerable children are everyone's concern. When it comes to New Zealand's high rates of child abuse and neglect, no single person, professional, NGO, iwi or government agency can effectively tackle it alone. The Government has tasked the Social Sector Forum with ensuring joined-up thinking and service delivery. The Government's Vulnerable Children Act will make all government agencies and their Chief Executives jointly accountable for taking action and getting results for vulnerable children. The Children's Action Plan sets out the framework for co-ordinated action at every level.

Children's Teams are working with communities to make a real difference for vulnerable children in Rotorua and Whangarei. These teams, which will be expanded over the next year to a further eight sites, are formed of frontline professionals from core agencies like health and education, as well as NGOs and iwi. They work with children who are vulnerable, but have not yet reached the point of statutory intervention.

The Ministry has taken on new housing functions as part of the Government's Social Housing Reform Programme, which is fundamentally transforming the social housing sector in New Zealand. The transfer will allow the Ministry to have a more comprehensive view of a person's social service needs and make it easier and more efficient for people to access the social services they need. It also aligns with the Government's intent to make sure that social housing is available for those who need it most for as long as they need it.

This Government expects the Ministry to invest in co-ordinated and tailored community social services that are proven to work for children and families. The Investing in Services for Outcomes programme is changing the way the Ministry contracts and supports community organisations to get the best results for communities.

Christchurch is one of the Government's four main priorities. In the past three years, the Ministry has led or contributed to innovative, interagency projects across the social sector in Canterbury. We've seen a 26 per cent reduction in benefits, while responding to five major earthquakes, two floods and two snowstorms. Over the next four years, we'll continue to work to rebuild and revitalise Christchurch, supporting community needs for social services and housing, as well as the labour market.

This Statement of Intent reflects the wide-ranging reform and strong platforms the Ministry has put in place to deliver new ways of investing and working to help children, young people, families and communities who need it most.



Hon Paula Bennett
Minister for Social Development

Chief Executive's introduction

This Statement of Intent outlines this Ministry's goals and the wide range of work we will undertake over the next four years.

We work for the good of New Zealand and its diverse communities. Our aspiration for New Zealanders is that they can be safe, strong and ultimately independent and able to succeed on their own. Our purpose is to help them get there.

Over the next four years, we must continue to deliver high-quality, critical services to New Zealanders in a significantly changed environment.

Over the past two years, the Ministry has driven significant and wide-ranging reform with the Children's Action Plan, Welfare Reform, Social Housing Reform, and Investing in Services for Outcomes.

We are building on those changes, focused on supporting New Zealand's vulnerable children and young people, reducing long-term welfare dependence, and achieving those goals with better investment and partnership with community services.

We are working with stronger expectations for public services to be more connected, accessible and centred on people's needs, and for public money to be used where it will make the most difference.

Both within the Ministry and across the social sector, we are making it easier for people to access the full range of services they need.

Through the Social Sector Forum, the Ministry will continue to lead and collaborate across government agencies for collective impact. We are working across the sector to better align our programmes, resources and services around people's needs. We are building on our learning from innovative cross-sector approaches, such as the Social Sector Trials and Children's Teams, with a focus on ways to scale up the approaches that work.

We are enhancing the way we use data to understand the needs of the people we work with. Both within the Ministry and across the social sector, this evidence is helping us to better target services that work to those who need them most.

Within the Ministry, we are driving significant changes to the way we work. To achieve our goals, deliver Government priorities and meet expectations for public services, we need to operate as a streamlined, single enterprise with services arranged around the needs of the people we serve, instead of around business units.

Several programmes of work will contribute to this.

We are simplifying and streamlining our business processes and systems across the Ministry.

We are trialling new approaches to connected service delivery in Christchurch.

We are strengthening our corporate systems to support a more connected enterprise focused on the needs of the people it serves.

We are connecting our data and boosting our ability to create insight to improve our services. As a Ministry that deals in public trust, we are also strongly focused on protecting people's information.

We are building an open, constructive and collaborative work culture that allows the Ministry and everyone in it to contribute their best as we find better ways to deliver services to the people who need us. When they succeed, we succeed.



Brendan Boyle
Chief Executive
Ministry of Social Development

Statements of responsibility

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 section 38 and section 40 of the Public Finance Act 1989.



Brendan Boyle

Chief Executive

Ministry of Social Development

June 2014

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.



Hon Paula Bennett

Minister for Social Development

June 2014

Nature and scope of functions

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

Our purpose

The Ministry of Social Development helps New Zealanders to help themselves to be safe, strong and independent.

We have a presence in almost every town in New Zealand and our people have connections to every community. Our work touches the lives of nearly every New Zealander, across all stages of life.

Our role and functions

We achieve our purpose through providing:

- statutory care and protection of children and young people, youth justice services and adoption services
- funding for community service providers
- employment support
- income support including payments, entitlements and New Zealand Superannuation
- social housing assessments and services
- access to concessions and discounts for senior citizens, families and low-income New Zealanders
- student allowances and student loans
- information, knowledge and support for families and communities
- campaigns that challenge antisocial attitudes and behaviour
- services to uphold the integrity of the welfare system and minimise the debt levels of people we work with
- leadership across the social sector.

Better Public Services

The Ministry's Chief Executive, as Chair of the Social Sector Forum, has responsibility for leading the cross-agency effort to achieve the following four Better Public Services (BPS) results:

- Reduce the number of people who have been on a Jobseeker Support benefit for more than 12 months (*Result 1*)
- Increase participation in early childhood education (*Result 2*)
- Increase infant immunisation rates and reduce the incidence of rheumatic fever (*Result 3*)
- Reduce the number of assaults on children (*Result 4*).

The Ministry also contributes to the following four Better Public Services results:

- Increase the proportion of 18-year-olds with NCEA Level 2 or an equivalent qualification (*Result 5*)
- Reduce the rates of total crime, violent crime and youth crime (*Result 7*)
- Reduce reoffending (*Result 8*)
- New Zealanders can complete their transactions with the Government easily in a digital environment (*Result 10*).

Our scope

We administer over \$23.3 billion in government expenditure and provide services and assistance to more than 1.1 million New Zealanders and 110,000 families.

The Ministry provides services to the:

- Minister for Social Development
- Minister of Youth Affairs
- Minister of Health (Chair of the Cabinet Social Policy Committee)
- Minister of State Services
- Associate Ministers for Social Development
- Minister of Veterans' Affairs
- Minister for Senior Citizens
- Minister of Revenue
- Minister for Disability Issues.

We administer two Votes

- Vote Senior Citizens
- Vote Social Development.

We monitor four Crown entities

- Children's Commissioner
- Families Commission
- New Zealand Artificial Limb Service
- Social Workers Registration Board.

We support statutory tribunals and advisory committees

- Expert Advisory Group on Information Security
- Social Security Appeal Authority
- Student Allowance Appeal Authority
- Social Workers Complaints and Disciplinary Tribunal
- Taskforce for Action on Violence within Families
- Work and Income Board
- Nine Child, Youth and Family Residence Grievance Panels.

Our structure

Service Delivery cluster

This cluster provides services to people through the following service lines: Work and Income (including social housing and services to students and seniors); Child, Youth and Family (CYF); and Family and Community Services.

Policy cluster

This cluster provides social sector-wide policy advice, including advising on welfare reform, employment skills and income support, child, family and community policy, youth policy, social housing policy and older people's policy.

The policy cluster includes the Office of the Chief Policy Advisor, the Ministry of Youth Development, the Office for Disability Issues and the Office for Senior Citizens.

Corporate cluster

This cluster supports the policy and service delivery clusters through the People, Capability and Resources, Risk and Assurance (including Integrity Services), and Corporate and Governance business groups.

Insights MSD provides data and information as well as monitoring and evaluation functions in support of the Ministry's advice, policy development and operational delivery.

The Property Management Centre of Expertise (PMCOE) provides all-of-government property management services.

Legislation we manage and administer

We operate in a complex environment governed by many key pieces of legislation. This provides the framework to support the decisions we make and ensure a fair system for all who use it.

A full list of legislation that the Ministry administers can be found on www.msd.govt.nz.

Strategic intentions

This section outlines our strategic intentions over the next four years. This includes the outcomes we are seeking to achieve for individuals, families and communities; the government priorities and results to which we will contribute; and our strategic direction of developing a people-centred Ministry.

Outcomes we are seeking to achieve

Helping New Zealanders to help themselves to be safe, strong and independent is at the heart of everything we do.

Our aspiration is that the people with whom we work are ultimately able to succeed on their own and play an active role in helping themselves get there. The Ministry, however, will always be there to help those in need.

To fulfil our purpose, we have a clear focus on achieving outcomes for New Zealanders. We will know we are successful when:

- more people are in sustainable work and out of welfare dependency
- more people are able to participate in and contribute positively to their communities and society
- fewer children and people are vulnerable
- more communities are strong and thriving
- fewer children and young people commit crime
- fewer people commit fraud and the system operates with fairness and integrity.

All parts of the Ministry contribute to the outcomes we are seeking to achieve.

The link between our outcomes, intermediate outcomes and the Government's priorities for Better Public Services is provided in the diagram on page 10.

Contributing to government priorities

Our work also contributes to the Government's four key priorities:

- responsibly managing the Government's finances
- building a more competitive and productive economy
- delivering better public services
- rebuilding Christchurch.

Delivering Better Public Services

A focus on achieving targets that matter for New Zealanders is changing the way agencies work together and with communities to deliver better public services.

Over the next four years, we will lead and contribute to cross-agency work to deliver better public services and achieve results that make a real difference for New Zealanders.

Reducing long-term welfare dependence

We are leading efforts to *reduce the number of people who have been on a Jobseeker Support benefit for more than 12 months*.

To achieve this we will consolidate welfare reforms that have fundamentally changed the benefit system.

We will actively help people get into sustainable work, with a focus on intensive case management for those who need it most. Through an investment approach we will prioritise resources up front to help into work people that are most at risk of long-term welfare dependency and that have a greater lifetime cost to New Zealand.

Supporting vulnerable children

We are leading cross-agency efforts to achieve all three key results within this priority area:

- *increase participation in early childhood education, led by the Ministry of Education*
- *increase infant immunisation rates and reduce the incidence of rheumatic fever, led by the Ministry of Health*
- *reduce the number of assaults on children.*

We will work closely with the social sector¹ to reduce the number of vulnerable children through the Children's Action Plan and Vulnerable Children Act. This work represents a new interagency approach to ensure there are strong, effective and joined-up social services to better identify, support and protect vulnerable children.

We will also continue to work with communities to help support families with at-risk children to be strong and resilient, and able to give their children the best possible start to life.

Boosting skills and employment

We are contributing to cross-agency efforts to *increase the proportion of 18-year-olds with NCEA Level 2 or an equivalent qualification.*

We will support young people at risk of long-term welfare dependency to get into education, training or work-based learning. Through Youth Services we will provide individualised services to support at-risk 16 to 19-year-olds. We will apply expectations for young people and wrap support and services around them to help them succeed.

Through the Social Sector Trials, we will work with the Ministries of Education, Health and Justice and the New Zealand Police to improve outcomes for children and young people by increasing their participation in education, training and employment.

We will also support young people to make positive life choices and encourage them to contribute to and participate in society.

Reducing crime

We are contributing to cross-agency efforts to *reduce the rates of total crime, violent crime and youth crime and reduce reoffending.*

With the justice sector² we will reduce youth crime by identifying and managing children and young people who have offended or are likely to offend, and stop them from graduating to more serious offences. This includes leading specific actions within the Youth Crime Action Plan and working with Social Sector Trial leads to reduce youth offending.

We will work with their families and victims to improve outcomes for people in the youth justice system and help them to build an offending-free future.

We will tackle welfare fraud by implementing reforms and continuing to enhance systems to prevent, detect and investigate instances of fraud, so that financial assistance is received only by those who are entitled to it.

Improving interaction with government

We are contributing to cross-agency efforts to ensure *New Zealanders can complete their transactions with the Government easily in a digital environment.*

We will use technology to support continuous innovation that makes it more convenient for people to interact with the Ministry, when and how they need to. We will enhance and simplify our self-service delivery options for people requiring lower-level services.

We will make it easier for New Zealanders to interact with the Ministry by increasing the online options for more of our services, and aligning our ICT investment with the Government ICT Strategy and Action Plan to 2017.

1. The social sector includes the Ministries of Social Development, Justice, Education, Health, and Pacific Island Affairs, Te Puni Kōkiri, Housing New Zealand Corporation and the Ministry of Business, Innovation and Employment. It also includes community partners, service providers, non-government organisations, charities, Crown agencies, local government and district health boards.

2. The justice sector comprises the New Zealand Police, the Department of Corrections, the Crown Law Office, the Serious Fraud Office, and Child, Youth and Family (as part of the Ministry of Social Development). The sector collaborates to reduce crime and enhance public safety, and to provide access to justice by delivering modern, effective and affordable services.

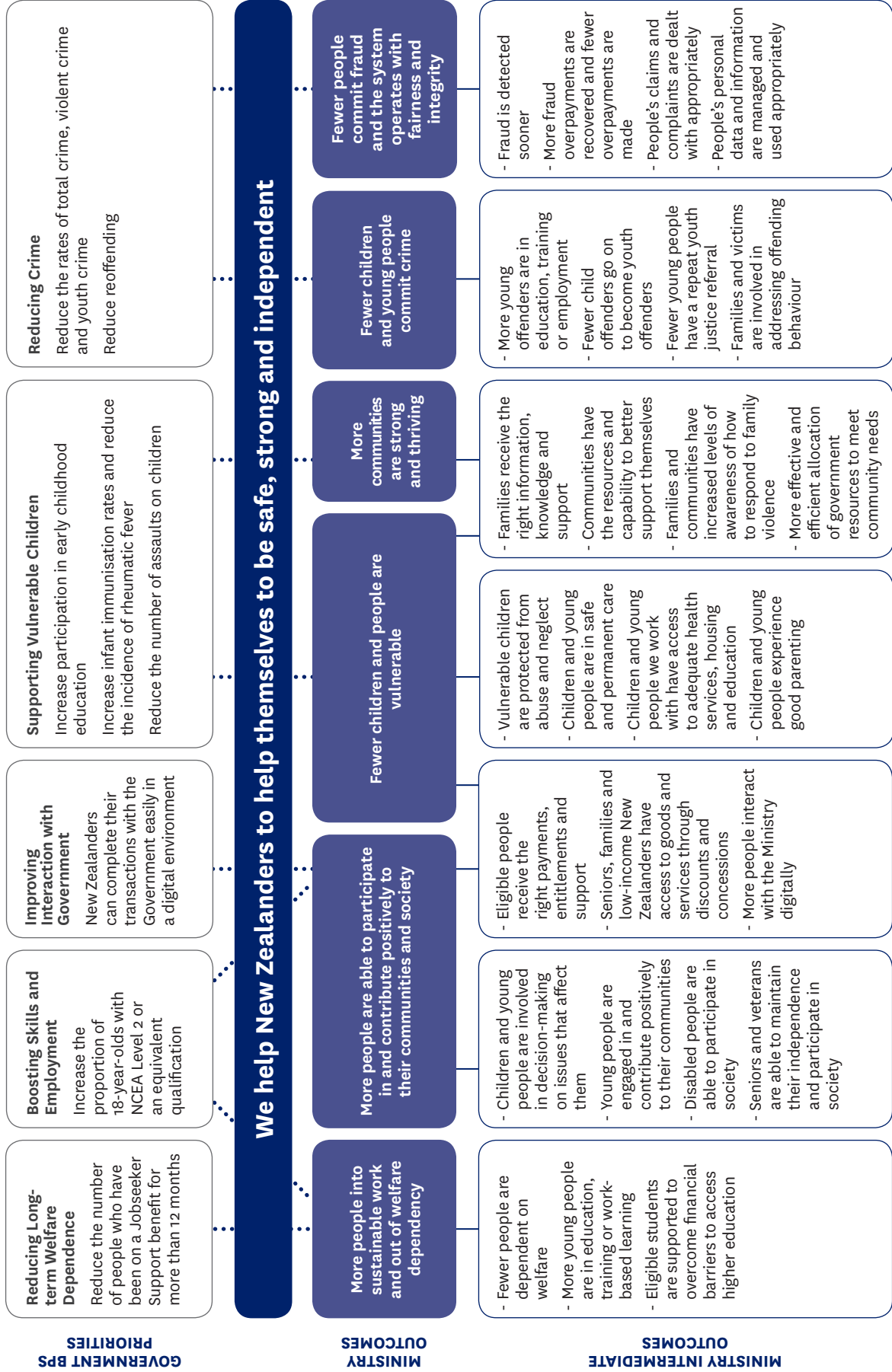
Contributing to the Canterbury rebuild

Supporting the rebuild of Canterbury will remain a high priority for the Ministry.

Through our day-to-day work we will make a direct and indirect contribution to the region's recovery, supporting the multi-agency response and recognising the unique environment created by the earthquakes.

We are contributing to revitalisation in the region by:

- connecting people with employment opportunities created by the rebuild and repair programme, including supporting increased labour mobility from other regions to Canterbury
- re-establishing a Ministry presence in the Christchurch CBD and suburban areas and supporting the Christchurch Integrated Government Accommodation project
- working with government and NGO agencies to support psychosocial recovery, including the Community in Mind Strategy and its Programme of Action
- facilitating youth input into helping shape the recovery and revitalisation programme
- assisting homeowners and renters who need help finding suitable accommodation while their house is repaired
- helping to improve preparedness to meet public welfare needs in large scale emergency events
- assisting our staff in Canterbury to rebuild their resilience and wellbeing, and supporting them to continue delivering efficient and effective services in the region.



Strategic direction

Our operating environment is changing

New Zealand society continues to evolve and change, bringing with it opportunities but also challenges for many individuals, families and communities.

The Ministry is dealing with some of the most complex social issues facing New Zealand today. Our population is ageing, while also becoming more diverse. Cases of violence, abuse and neglect still affect too many children and families. The economy is moving out of recession and starting to grow, but there is still persistent disadvantage in some communities.

At the same time, people's expectations of how they interact with government, and the sorts of services they can get, are changing. New Zealanders are expecting us to be more responsive and to use technology to make services more accessible and convenient.

As a government agency we need to clearly demonstrate the long-term cost-effectiveness and efficiency of the services we deliver. Sustainable financial management needs to underpin all of our work so that we can improve the quality of government spending to make a bigger difference.

We need to ensure that New Zealanders' investment in people, through the Ministry's services, is achieving positive results for people and their families – and consequently for New Zealand's economy and society as a whole.

The Ministry is adapting to new challenges

The Ministry is delivering significant Government reforms that are making a difference for New Zealanders.

We have successfully delivered reforms to the welfare system. We are implementing changes to better protect vulnerable children, and to improve engagement with the NGO sector to focus on delivering outcomes. The integration of new social housing assessments means people can now come to a single agency for all their income, employment and housing needs.

However, to build on this success and achieve a sustained improvement in outcomes and results, the Ministry must adapt to the changing needs and expectations of people, communities and government.

Understanding what people need and tailoring services to deliver better results

The Ministry is responding to these challenges by moving to an integrated, people-centred operating model. Across the Ministry, we will more effectively tailor our services and support to what people really need, and achieve better outcomes, by:

- putting New Zealanders at the centre of our services and purchasing models
- providing leadership across the social sector and working alongside communities
- operating as a single, cohesive agency, working together for collective impact.

Our strategic direction and priorities for changing what we do, and how we are enabling change, are shown in the diagram on page 13.

The link between the Ministry's outcomes and strategic priorities is provided in Appendix A on page 43.

People-centred services

Over the next four years the services we deliver and fund will be designed around what people need rather than Ministry and government silos, structures and boundaries.

Through better use of data and information to understand what people need, we will be able to target our services and support to where we can have the biggest long-term impact.

We will put more resources up front in these areas to achieve better outcomes and greater savings in the future. This approach will be expanded across more of the Ministry's services to transform the way we help New Zealanders to be safe, strong and independent.

We will make it easy and efficient for people to get the services they need, allowing the Ministry to provide more intensive support for those with greater needs. Essential services such as financial assistance, job search support and social housing assessment will be accessible through a single door.

Social sector leadership

We will take an active leadership role through arrangements such as the Social Sector Forum³ to ensure that, as a sector, we understand the people who need our support and wrap our services around them.

We know that the Ministry cannot resolve complex social issues by working alone. We will continue to join up with other sector agencies, providers and communities to innovate and invest collective resources in the right areas to deliver results.

We will increasingly take a lifetime view to identify when social support will make the greatest impact, and then collectively deliver the right services to the right person at the right time.

A single, cohesive agency

To enable these changes we are taking a 'whole-of-Ministry' approach that will better integrate our services, resources and support.

We are trialling new ways of working to streamline and improve people's service experience.

We are investing in systems and processes that will allow us to more easily connect and co-ordinate information to provide a more comprehensive picture of a person's needs and understand where to best target our support. This investment will provide robust and reliable data and information and improve our ability to match data with other agencies.

We will continue to build a collaborative and constructive internal culture that supports a co-ordinated and integrated way of working, and strengthen our corporate and governance capability to better manage risks and opportunities.

3. Refer to page 24 for Social Sector Forum's priorities over the next year.

We help New Zealanders to help themselves to be safe, strong and independent

OUR STRATEGIC DIRECTION

People-centred MSD

Understanding what people need and tailoring services to deliver better results for New Zealanders

Putting New Zealanders at the centre of our service delivery and purchasing models

Getting more people out of welfare dependency and into sustainable work by taking an investment approach to better target support for people

Protecting vulnerable children and young people by modernising Child, Youth and Family and working with the social sector to implement the Children's Action Plan

Improving access to social housing for those most in need by delivering and integrating new social housing services and becoming an active purchaser

Strengthening communities through Investing in Outcomes and working with providers to improve their capability

Strengthening fraud prevention and debt recovery by implementing reforms so that people avoid debt and improve future outcomes

Enhancing our social sector leadership role and contribution including leading the Social Sector Forum

Working alongside the social sector to better integrate government services by trialling, learning from and embedding innovative approaches

Building partnerships with communities and creating community-based solutions

Providing leadership across the social sector and working alongside communities

HOW WE ARE CHANGING WHAT WE DO TO ACHIEVE OUR STRATEGIC DIRECTION

Operating as a single, cohesive agency, working together for collective impact

- Modernising the Ministry's ICT platform** to deliver services more efficiently and effectively, and better manage information
- Establishing a Data Hub** to better use data to inform decision-making and develop an integrated view of the people we work with
- Simplifying transactional business processes** to make transactions easier for New Zealanders who deal with the Ministry
- Strengthening governance and corporate capability** by improving systems, building capability and understanding cost drivers
- Building our culture and leadership** by embedding the Ministry's principles and building a constructive leadership style

HOW WE ARE ENABLING CHANGE TO ACHIEVE OUR STRATEGIC DIRECTION

The link between the Ministry's outcomes and strategic priorities is provided in Appendix A on page 43.

Delivering our strategic intentions

This section outlines how we will manage our functions and operations over the next four years to achieve outcomes and results for New Zealanders, and deliver our strategic direction.

Our key priorities over the next four years are:

- **getting more people out of welfare dependency and into sustainable work** by taking an investment approach to better target support
- **protecting vulnerable children and young people** by modernising Child, Youth and Family and working with the social sector to implement the Children's Action Plan
- **improving access to social housing for those most in need** by delivering and integrating new social housing services and becoming an active purchaser
- **strengthening communities through Investing in Services for Outcomes** and working with providers to improve their capability
- **strengthening fraud prevention and debt recovery** by implementing reforms so that people avoid debt and improve future outcomes
- **enhancing our social sector leadership role and contribution** including leading the Social Sector Forum
- **working alongside the social sector to better integrate government services** by trialling, learning from and embedding innovative approaches
- **building partnerships with communities** and creating community-based solutions.

Getting more people out of welfare dependency and into sustainable work

Work is at the heart of a better quality of life for New Zealanders and their families. We are taking a long-term approach and putting people at the centre of targeted support to help those most at risk of long-term welfare dependency get into sustainable work.

The next four years

Over the next four years we will consolidate the gains from welfare reforms by working differently with people and trialling new supports and services to sustain, develop and reinforce the changes to help more New Zealanders into sustainable work.

We will tailor services to better meet people's needs by taking an active, work-focused approach to get people off welfare and into work, giving them better opportunities and a brighter future for them and their families.

Taking an investment approach

Underpinning welfare reforms is an investment approach that is ensuring we invest our support where it will make the biggest difference. Through this approach we are focusing on people most at risk of long-term welfare dependency by investing more up front to help them get into work sooner. For those who cannot work, the system will continue to provide support.

We are using an actuarial valuation to understand the long-term liability of the welfare system. By using this information, and better data, we will identify groups of people who require more specialised interventions in order to find and stay in work.

We will use flexible funding arrangements to more efficiently shift and prioritise resources to where they are proven to be most effective at improving sustainable employment outcomes for beneficiaries, thereby reducing future dependency on the welfare system in New Zealand.

Based on this approach, we will continue to provide a package of core employment services to achieve better outcomes for those with a high liability. We will trial new ways of working with people such as those who entered the benefit system at a young age and have become entrenched.

A new way of delivering services

Through our work-focused service delivery approach we are improving how we provide services to help people into work. We will put people's individual employment needs at the centre and tailor the intensity of our services according to how much support they need to find work through:

- personalised, one-to-one work-focused case management, supporting those who need more help to move closer to the labour market and independence
- specialist services supporting those with health conditions or disabilities into employment
- less intensive support for those who are able to find their own way into work or who only need a minimal level of assistance.

We will adopt a professional practice model to develop the capability of frontline staff to help those with greater needs. New data analytics tools will support staff to identify and target the right support to the right people and apply more evidence-based judgement.

Online and self-service options will be improved so that people requiring lower-level services can more easily complete appropriate tasks, allowing frontline services to focus on people with complex needs.

Supporting youth into education, training and work-based learning

Almost 70 per cent of New Zealand's future benefit system liability can be attributed to people who first went on a benefit as a teenager.

Over the next four years we will continue to ensure young people are supported to develop the critical skills they need to achieve a better life and avoid becoming trapped in a cycle of long-term welfare dependency.

Through Youth Services, we will provide specialist case management and support for 16 to 19-year-olds to help them into training, education or work-based learning.

We will use a combination of Ministry and community-based providers to deliver mentoring and wraparound support for young people and teen parents so they can meet their obligations and reduce their risk of entering a working-age benefit when they come of age.

Supporting people with health conditions and disabilities into work

The Ministry is committed to increasing the number of disabled people in paid employment as part of the Disability Action Plan.

Over the next four years we will implement the Health and Disability Long-term Work Programme. This programme is aligned with the Government Disability Strategy and is aimed at giving a larger proportion of New Zealanders with a health condition or disability an opportunity to find sustainable work.

This work will include improvements to vocational services for people with disabilities to get better employment results and align with the Enabling Good Lives vision of supporting disabled people to have greater choice and control over the supports they receive and the lives they lead.

Working more effectively with employers

Over the next year we will expand the roll-out of our Employer Strategy. This strategy is changing how we work with employers to ensure there is a sufficient supply of the right vacancies for people seeking work, particularly those at the highest risk of long-term welfare dependency. It will enable us to provide a quality service to businesses and help achieve more successful and sustainable placements. It will also create a more nationally consistent approach while still allowing for regional variation.

Changes include refocused brokerage, where work brokers are freed up to work more closely with employers and case managers to help more people into work, and new IT tools to support account management and targeted campaigns.

Improving people's money management skills

Over the next four years we will increase the provision of budgeting services to meet increased demand. This investment will help people move towards independence by reducing their need for hardship assistance, improving their financial literacy and giving them the skills to better manage their money and households.

Role of the Work and Income Board

We will continue to work closely with the Work and Income Board. The advice and expertise provided to the Ministry by the Board, coupled with the assurance to Joint Ministers, will test and challenge our thinking as we embed welfare reform policy changes and the Investment Approach. The Board will also continue to support and promote innovation.

Protecting vulnerable children and young people

Too many children have a childhood that makes it harder to thrive, belong and achieve. Over the next four years we will lead and contribute to action across the social sector to better identify, support and protect these vulnerable children and young people.

The next four years

A key priority for the Ministry is working with social, health and education sector agencies and communities to respond to the challenge of better identifying, supporting and protecting New Zealand's vulnerable children.

The Children's Action Plan and the Vulnerable Children Act will drive transformational changes to the way agencies work together to deliver services to children and young people, and the way the Ministry cares for children under its protection.

Implementing the Children's Action Plan

The Children's Action Plan Directorate will work with the social, health and education sectors to implement the Children's Action Plan. This establishes a new way of working that puts children at the centre of the picture by wrapping services and supports around them and their needs.

A key foundation is the extension of community-based Children's Teams that focus on understanding the unique needs of each child and working alongside the child and their family to provide the right mix of services.

The Children's Teams bring together frontline professionals from these agencies, and NGOs, to work with children and young people who are vulnerable but do not require a statutory service.

The two current Children's Teams (operating in Whangarei and Rotorua) will be expanded by a further eight sites in Horowhenua, Marlborough, Clendon/Papakura/Manurewa, Hamilton, Gisborne, Whakatane, Whanganui and Christchurch, by the end of June 2015. We will ensure communities are engaged and involved in the design of their Children's Team to best fit their community's needs and strengths.

A multi-agency response

No single agency can address the needs of at-risk and vulnerable children on their own.

The Vulnerable Children's Board is overseeing the implementation of the Children's Action Plan.

The Board is chaired by our Chief Executive, and includes representatives from the Ministries of Health, Education, Justice, and Business, Innovation and Employment, Te Puni Kōkiri and the New Zealand Police.

Implementation of the Plan will be supported by the Vulnerable Children Act. This substantially strengthens joint accountability and responsibility across the social sector for working together in the interests of vulnerable children.

New legislation requires Chief Executives to work together to develop, deliver and report on a cross-agency plan to improve outcomes for vulnerable children and to ensure child protection policies are in place.

We will work across the sector to operationalise the Act, including implementing:

- strengthened care and protection provisions
- safeguards for the children's workforce through safety checks.

As part of the Children's Action Plan, a multi-agency Strategy for Children and Young People in Care has been developed. This strategy will ensure that children and young people in statutory care get the services they need from across government, particularly from the social, health and education sectors.

Better use and integration of information

To better identify and protect vulnerable children we need to build a complete picture of the child or young person and share information more effectively.

Over the next year the Children's Action Plan Directorate will:

- from 1 July 2014 commence implementation of the Vulnerable Children Act
- commence a multi-year plan to develop core competencies for the children's workforce
- develop the Vulnerable Kids Information System (ViKi), to build a more comprehensive picture of each child. ViKi will allow frontline professionals, including doctors and teachers, to register their concerns about a child through online channels
- set up The Hub, a central point for all referrals, calls, texts or emails about vulnerable children. Depending on each child's situation, The Hub will triage them for the level of support they need
- finalise information sharing arrangements to support The Hub, ViKi and the work of the Children's Teams, based on an Approved Information Sharing Agreement under the Privacy Act.

We are also developing a predictive risk modelling tool to better support the identification of children at risk.

Strengthening the assessment and protection of children in the custody of the Chief Executive

The Ministry provides care and protection for abused, neglected and highly vulnerable children, and those that cannot live safely at home.

Over the next four years we will oversee the modernisation of Child, Youth and Family and further enhance our support for social workers so they can have the greatest impact for these children.

We are strengthening social worker practice and enabling better and earlier assessment to differentiate those families who require a statutory response, and those who can be referred to other social services.

We are also revisiting our performance indicators and targets and quality assurance mechanisms to increase the emphasis on quality social work practice and measuring outcomes.

We will work closely with the Children's Teams to ensure that vulnerable children who do not meet the statutory threshold receive the services they need.⁴ We will also ensure that children who need to move between Child, Youth and Family and the Children's Teams do so safely.

We have already introduced a more comprehensive approach to assessing children and families who require a statutory response. Over the next four years we will build on this work by improving our single integrated plans for children and young people.

The Tuituia Assessment Framework is a comprehensive assessment process that draws everything we know about a child or young person into one place. It will be used to inform our work throughout care and protection, youth justice, residential and high-needs services.

We will work with district health boards and education services to provide specialist health assessments and education profiles through the Gateway Assessment programmes. This feeds into the Tuituia Assessment Framework by ensuring that children and young people in care, or at risk of entering care, receive the services they need to improve their health and education outcomes.

Supporting social workers and caregivers

The Children's Action Plan and Vulnerable Children Act will allow Child, Youth and Family to focus on its core business – the children at the highest end of the continuum who have already been harmed.

Notifications to Child, Youth and Family have continued to increase over the past six years – from 89,000 to about 150,000. Social workers play a vital role in ensuring those that require further action are safe and protected.

The Ministry is ensuring that social workers are better supported and workloads are manageable so that they can concentrate on what is most important – the needs of children.

We are also looking to better support caregivers by simplifying some of the complexities around financial transactions and providing coaching and specialist training in order to improve placement stability.

4. Vulnerable children and young people who need Child, Youth and Family's statutory services will be referred to Child, Youth and Family, while Children's Teams will provide services to vulnerable children who are just below the threshold for statutory intervention.

Building strong families and communities

The Ministry, through Family and Community Services, will continue to work with families and communities to prevent children and young people from becoming vulnerable. Along with the providers we fund, we will work with families to support them to find solutions, or connect them with the right services in their communities, to achieve their goals and help them thrive.

As a funder, provider, leader and co-ordinator of support services for families, we will focus on the delivery of early intervention and prevention services and programmes including those that will support the Children's Teams and Social Sector Trials.

We will also continue to support positive parenting through quality information and advice, fund local organisations to work with parents and their families and co-ordinate local support services.

Improving access to social housing for those most in need

Suitable housing plays an important role in people's ability to do well in life, raise healthy families and succeed in education and work. We are delivering new housing functions to help people with the greatest need access social housing and assist those who are able to move towards housing independence.

The next four years

The Government's Social Housing Reform Programme is transforming the social housing sector to make it more sustainable and responsive to people with social housing needs.

These reforms enable the Government to partner with Community Housing Providers to improve the variety of social housing in New Zealand and grow the community housing sector.

As part of these changes, new housing functions have been transferred to the Ministry. We are responsible for assessing eligibility for social housing, managing the waitlist, referring potential tenants to approved providers, carrying out tenancy reviews, calculating and reviewing income-related rents and paying rent subsidies. We will also manage associated debt and fraud investigations.

Independent and effective assessment of social housing needs

The transfer of social housing assessments to the Ministry means that decisions about a person's eligibility are now made independently of social housing providers.

Over the next year, our focus is on integrating housing needs assessment to form a more comprehensive view of a household's needs, and better align tenancy management and other social support.

Creating a level playing field for social housing providers

As part of the reforms, approved Community Housing Providers who comply with regulatory standards are now eligible to receive a subsidy, allowing them to provide income-related rents to high-needs tenants and their families.

The extension of the subsidy beyond Housing New Zealand, along with the Ministry's role as an independent assessor, creates a level playing field for social housing providers. It will also improve the range of housing available for people with specific requirements by subsidising niche market community providers that can provide wraparound services for tenants.

This is the first step for the Ministry to become an active purchaser of social housing services in order to better meet demand. We will develop this role by sending clearer signals to the market, for example by publishing non-personal information about the make-up of the social housing waitlist, so that those supplying social housing can see what is needed, and where, to meet people's housing requirements.

Housing those in greatest need

The Government wants to ensure social housing is available for people and families most in need, for the time they need it.

As part of the Ministry's new role, social housing tenants may be reviewed from 1 July 2014. Over the next year we will undertake approximately 800 tenancy reviews, focusing on those paying market rent, or close to it, in areas where private rental is readily available.

The Ministry will undertake these tenancy reviews with care and will consider each household's individual circumstances. If a review finds that a tenant remains eligible, they will be able to stay in social housing.

Supporting people into housing independence

Where tenants can move into the private rental market, we will work closely with them to help them make this transition.

A new Housing Support Package will enable us to assist people where it is clear they could sustain private accommodation.

Strengthening communities through Investing in Services for Outcomes

We are driving positive results for individuals, families and communities by targeting funding to community providers that put the needs of people and communities at the centre.

The next four years

The Ministry invests over \$570 million annually in social services provided by community organisations and NGOs. To ensure this funding makes a difference in communities we are improving the quality of services and the way we work with providers through Investing in Services for Outcomes (ISO).

More sharply focused investment in Ministry-funded providers will mean government funding is used more efficiently and effectively in the sector, with more providers working together to achieve the best possible outcomes for New Zealanders.

Strategic investment in communities

Through the ISO approach, services purchased for people and families will be co-ordinated and aligned with need, and outcomes will be more meaningfully tracked and evaluated to ensure our services are making a difference.

We will use a Strategic Investment Framework to guide the Ministry's funding decisions about where, why and how we invest in communities – better linking funding for providers to outcomes for people.

Over the next year we will build on this framework by implementing an Investment Strategy. This will provide the social sector with a comprehensive picture of what social services the Ministry will purchase, aligned with government priorities and community need.

This strategy will support transparent allocation of funding to targeted areas and allow funding to shift to new priorities as required.

The Ministry will also implement a number of outcomes-focused contracting trials to learn what works best in which context and why, before applying these more widely with its funded providers.

We are working jointly with the Social Policy and Evaluation Research Unit (SuPERU)⁵ on an Evaluation Strategy that will include guidance on effectiveness standards and outcomes measurement, and an evaluation schedule for providers.

Streamlining contracting

To help providers focus their effort on outcomes rather than administrative tasks, we will continue to streamline the way we contract with them.

We will ensure there is a consistent way of carrying out funding and contracting work that is both efficient and transparent. This will enhance accountability and stability for providers, communities and the Ministry. We will reduce unnecessary duplication of administration and reporting, meaning fewer compliance costs and better value for taxpayers.

The ISO Contracting Approach – one contract and one monitoring framework for Ministry-funded providers – has already reduced by 78 per cent the number of contracts with large providers who receive funding of over \$1 million annually. Over the next year the Ministry will focus on reducing compliance and maximising efficiency for organisations receiving less than \$1 million.

The administrative burden for providers will be further reduced through implementation of the Ministry of Business, Innovation and Employment's NGO Streamlined Contracting Framework. This will be fully integrated into the ISO Contracting Approach from 2014/2015 onwards.

5. SuPERU is part of the Families Commission.

Enhancing provider capability

We are helping providers to become stronger, more adaptable and more sustainable so they are best placed to provide individuals, families and communities with the right services.

Over the next year we will expand the Organisational Capability Framework to support NGOs to become active partners in improving the effectiveness of their services. This will include focusing on organisational capability that concentrates on collaboration, innovation and the development of cross-sectorial learning – combined with an increased emphasis on working with outcomes.

We will also continue to use the Organisational Capability Self-Assessment Tool, Capability Investment Resource and Capability Mentors to enhance provider capability.

Strengthening Ministry capability

To support this we are building the capability of staff to create a more integrated approach to working with providers. A single Ministry-wide approvals framework will ensure that, no matter what part of the Ministry a provider contracts with, there is a consistent way in which they are assessed.

Strengthening fraud prevention and debt recovery

We are strengthening fraud prevention and debt recovery to ensure that social assistance only goes to those who are eligible and that applicants understand their obligations.

The next four years

The vast majority of people are honest in their dealings with the Ministry and follow the rules. However, there is a small minority that dishonestly obtain what they are not entitled to – at the expense of both themselves and New Zealand society.

Our priority over the next four years is to support people to do the right thing and make it difficult for people to defraud taxpayers. We are focusing on joining up with other agencies to prevent fraud and debt and to ensure those who entitled to our help receive it.

Implementing fraud reforms

Welfare assistance is a major form of public expenditure and New Zealanders expect us to be good stewards of the taxpayers' funds.

We will implement new laws under the Social Security (Fraud Measures and Debt Recovery) Amendment Act that make spouses and partners, as well as beneficiaries, accountable for welfare fraud and dishonest overpayments.

The changes build on earlier fraud reforms that improve the Ministry's ability to recover debt effectively and efficiently while enabling us to exercise discretion in managing recovery in individual cases. It also means that more government resources are available for people who are eligible and most in need.

Working more effectively with agencies to identify fraud

We are working across social sector agencies to take an all-of-government approach to address and identify fraud committed against the Government, and place those who have previously defrauded the welfare system under greater scrutiny.

We operate 11 different data matching agreements with seven government agencies to identify changes in people's circumstances that may impact their Ministry of Social Development entitlements, such as people earning income through other avenues.

Information sharing between Inland Revenue and the Ministry so far has identified and stopped more than 5,000 illegitimate benefit payments.

We are aware that many people who commit fraud with benefits may also commit fraud with social housing. Through our new social housing role, we will work to ensure that people receive appropriate social housing according to their need.

Preventing people from getting into debt

We are working to prevent people from getting into debt in their dealings with the Ministry, which negatively impacts on their future life outcomes.

We will raise public awareness about welfare fraud and the consequences of doing the wrong thing. This will contribute towards preventing people getting into debt in the future.

Over the next four years, through the Debt Collection Strategy, we will take steps to increase the debt collection from former beneficiaries by automating business processes where appropriate and providing more effective communication of expectations to the debtors.

Enhancing our social sector leadership role and contribution

New Zealanders are increasingly expecting government agencies to work together in different ways to make services more accessible and make a bigger difference. The Ministry has an important role in leading and supporting more effective cross-sector governance and management arrangements to enable greater collective impact.

The next four years

Social sector agencies are continuing to change the way they work together, to provide more joined-up responses and co-ordinated services to get better results for individuals, families and communities.

The Government expects the Ministry to lead a number of these cross-agency developments. Over the next four years we will identify areas where we can enhance our leadership role to expand collaboration further across the social sector.

Our social sector strategy

To achieve the best results for New Zealanders, we are working across the sector to better align work programmes and resources and expand the scope of collaboration.

We will work alongside our sector colleagues to arrange services around the needs of individuals and families, including looking at who is best placed to deliver services – whether it is the Ministry, another agency or a local community or iwi provider – to achieve the best outcomes.

We will apply an ‘improvement methodology’ to our initiatives, which provides a framework for developing, testing and implementing changes to the services we deliver. This will help us to identify more quickly what works and what does not – allowing us to stop initiatives that do not provide results and scale up those that do.

Social Sector Forum priorities

Working with other agencies is intrinsic to the delivery of our outcomes. This co-ordination can best be illustrated through work done by cross-agency governance groups. The Social Sector Forum is the key mechanism by which agencies are doing this.

The Forum is chaired by the Ministry’s Chief Executive, and membership includes the Ministries of Justice, Education, Health, and Pacific Island Affairs, Te Puni Kōkiri, Housing New Zealand Corporation and the Ministry of Business, Innovation and Employment.

The Forum’s 2014/2015 priorities are to:

- reduce the number of people who have been on a Jobseeker Support benefit for more than 12 months
- increase participation in early childhood education
- increase infant immunisation rates and reduce the incidence of rheumatic fever
- reduce the number of assaults on children
- implement the Children’s Action Plan (led by the Vulnerable Children’s Board)
- deliver service innovations through the Social Sector Trials (led by the Joint Venture Board) and determine the future form of the Trials and other integrated delivery mechanisms
- focus on youth mental health
- deliver a single, simplified approach to contracting
- reduce the impact of family violence
- oversee the demonstration of Enabling Good Lives.

Over the next year, Social Sector Forum Chief Executives will also focus on taking two new approaches to combining collective information and resources:

- developing the future operating model for community-led service design and delivery. This work will look at how and when to use community-led approaches and how to transition existing pilots and trials including Social Sector Trials, to ‘business as usual’ in the future
- using data to understand people who require services from across the social sector and develop improved responses to their needs. This work will use the sector’s combined data to understand who we work with and how to deliver improved results for them.

Leading on behalf of government

We continue to look for ways to co-ordinate public sector effort as a whole and lead on behalf of the Government. We will link initiatives back to the Social Sector Forum.

We provide information, analysis, advice and support to the Taskforce for Action on Violence within Families and its member agencies. The Taskforce provides advice to the Family Violence Ministerial Group, supported by the Māori Reference Group and the Pacific Advisory Group.

We administer the Office for Disability Issues and the Office for Senior Citizens. These offices promote and monitor the implementation of the New Zealand Disability Strategy and the New Zealand Positive Ageing Strategy respectively.

Our Chief Executive chairs the Chief Executives' Group on Disability Issues. The Group supports the Ministerial Committee on Disability Issues by leading the implementation of the Disability Action Plan.

Through the Youth Policy and Development Group, which includes the Ministry of Youth Development, we facilitate young people's input into policy development across government. We will continue to provide young people with opportunities to participate in, and contribute to, this work including service design, by engaging with them and seeking their perspectives to inform decision-making.

Our Chief Executive is the functional lead for government property. Through the Property Management Centre of Expertise, we will lead and assist government agencies to meet the goals set by Government for the efficient and effective management of the Crown estate, by improving property management practices.

Working alongside the social sector to better integrate government services

We are working together with social sector agencies to trial new and innovative ways of delivering co-ordinated services at both national and local levels.

The next four years

To achieve the best results for New Zealanders, we will have a focus on trialling, learning from and embedding new ways of integrating services across different agencies.

By better integrating the services and functions we deliver internally, we will increase the effectiveness of our contribution to common social sector initiatives and outcomes.

Joining up services to protect vulnerable children

A key priority across the social sector is working better together to provide children with the best start in life and help young people transition successfully into adulthood.

The Children's Action Plan will change the way agencies work to meet the objective of protecting our most vulnerable children and young people. Children's Teams have been established to bring together professionals from across the sector to identify children at risk and wrap the right services around them.⁶

Addressing youth offending

Young people who commit offences should be held to account, but they also need the right support and interventions to address offending behaviour and turn their lives around.

We will continue to work with the Ministry of Justice and other agencies to implement the Youth Crime Action Plan – a 10-year strategy to prevent offending and reoffending behaviour in children and young people.

The Plan takes a practical approach to supporting youth justice services, frontline workers, service providers and volunteers. It builds upon existing initiatives such as the 2010 Fresh Start Reforms.

We will also continue to hold youth justice family group conferences so children and young people take responsibility for their offending and their family and victims can be involved in addressing their offending behaviour.

Together we will also address difficulties facing young offenders and their families, such as unemployment, limited ability for parents and families to provide appropriate support, and inter-generational problems.

Social Sector Trials

Through the Social Sector Trials, the Ministry is working with the Ministries of Education, Health and Justice, and the New Zealand Police to improve social outcomes through community-based solutions.

Trials give an individual or an NGO the mandate to co-ordinate local programmes and services. The model aims to support decision-making at the local level, build on existing networks and strengthen the co-ordination of government services within communities.

Six initial Trials began in March 2011 to improve outcomes for 12 to 18-year-olds by reducing offending, truancy, and alcohol and other substance abuse, and increasing participation in education, training and employment. A further 10 Trials began in July 2013 to further test the model. The first six Trials have now been expanded to focus on 5 to 18-year-olds, which enables a greater focus on prevention and early intervention for these outcome areas.

The Ministry is providing support and resources to the Trials to ensure:

- active participation in advisory groups to develop and deliver on local action plans
- engagement with Trial Leads at a local, regional and national level so they are fully involved in decision-making and implementation where their community and outcome areas are relevant
- participation of Trials leadership in service design and delivery.

6. The Children's Action Plan is discussed in more detail on pages 17–19.

Youth One Stop Shops

Through Youth One Stop Shops (YOSS), we are working with the Ministry of Health to provide youth-friendly health care and social support for 40,000 to 50,000 young New Zealanders. A high proportion of these young people have interrelated health and social support needs.

We are allocating funding for the social support work done by YOSS and to support the sustainability of the network. The allocation of funding for social support for YOSS is a key cross-agency initiative under the Prime Minister's Youth Mental Health Project.

Cross-agency response to sexual violence

Providing high-quality, effective services is crucial to meet the immediate and long-term recovery needs of victims and survivors of sexual abuse.

We are working closely with other agencies to help the specialist sexual violence sector meet the needs of these victims and survivors. Through additional operating funding over the next two years, we will work to stabilise specialist sexual violence services to respond to increasing demand and service gaps.

Over the next two years we will work across the sector, with other government agencies and NGOs to develop a comprehensive long-term strategy, including a national approach to stop sexual violence from happening in the first place.

Information sharing to deliver better services

Government agencies are increasingly sharing their knowledge and expertise to improve the collective understanding of what services and support New Zealanders need.

We have established an information sharing programme to allow a co-ordinated and consistent approach to sharing, protecting and using cross-agency information.

We manage over 20 authorised information matching programmes and sharing agreements across government. We will look to expand these arrangements, as we work with the social sector to better integrate government services. For example, over the next year we will work with Inland Revenue to look at ways to streamline the interface between the tax and welfare systems to make it easier and more convenient for people to work with both agencies.

Building partnerships with communities

We are working in partnership with communities to help them find solutions so that more of New Zealand's communities are strong and thriving.

The next four years

Effective long-term change is best driven by people who know their communities, understand the environment they are working in and have the tools they need to implement change.

We will build partnerships with communities to help them identify issues and enhance their capability to find community-based solutions by involving them in decisions that affect individuals and families.

Involving communities in decision-making

We will continue to look for innovative ways to involve communities in decision-making about what works best in their area.

The Ministry's 12 Community Response Model Forums are bringing people from across the community, regional government agencies and iwi to work together to determine what does and does not work and what can improve in order to address the needs of their community.

Through Make It Happen Te Hiku, communities in the Far North were given a blank sheet of paper to come up with a plan for effective social spending in Kaitiā and the wider district. This is allowing families to have their voices heard about what is most important for their community to improve social outcomes.

Over the next year, we will work with the Far North community to develop an effective governance structure and representation for the initiative. Over the next three years, the governance group of community representatives will lead the development of an implementation plan to address priorities identified in the Make It Happen Te Hiku community action plans. A Collective Impact Strategy Group, comprising representatives of Chief Executives from participating government agencies, will also be established to support the development of the implementation plan.

Working with the disabled community

Working alongside the disabled community, we are committed to cross-agency efforts to remove barriers and build opportunities for disabled people, so they can actively participate in society and their communities.

The Ministry is changing the way it works with disabled people's organisations to ensure disabled people are involved in developing policy and service changes that affect them.

Over the next year we will expand the Enabling Good Lives approach into Waikato, with the support of the health and education sectors. This builds on the demonstration in Christchurch, which has been co-designed with a Local Advisory Group with the involvement of disabled people, families and providers.

This approach seeks to change the disability support system to deliver a more flexible and tailored approach, where the disabled person and their family have greater choice and control over the support they receive and the lives they lead. It emphasises building community support and focusing on achieving ordinary life outcomes.

The Think Differently campaign is a key initiative of the Government's Disability Action Plan and aims to increase participation of disabled people in all aspects of community life. The campaign contributes to national initiatives and through the Making a Difference Fund supports small community projects to change the attitudes and behaviours that limit opportunities for disabled people.

Working with communities to respond to family violence

We will help communities to create safe environments for children and families and encourage people to take action when they know violence is happening.

We will support families affected by family violence by providing services and support that help to restore safety and wellbeing and create long-term changes that prevent violence from reoccurring.

We will maintain a strong commitment to the community-driven initiatives to address family violence, including:

- the It's not OK campaign to change attitudes and behaviours that tolerate any kind of family violence
- E Tu Whānau to work directly with whānau, hapū and iwi to support community action against violence, with an emphasis on traditional Māori values as the foundation for change
- the Pasefika Proud campaign to encourage Pacific communities to take ownership of the issue of violence.

Helping young people contribute positively to their communities

We are working with young people to increase their capability and provide opportunities for them to contribute positively to their communities.

We will continue to encourage central and local government and other agencies to align their work programmes to ensure we are achieving good outcomes for young people. For example, we are currently working with the Auckland Agencies for Youth, Waikato Intersect and Collaboration Bay of Plenty.

We will ensure there is a diverse representation of young people's perspectives that contribute to government agencies', and other organisations' decision-making. For example through Youth Parliament, we are providing an opportunity for young people to have their views heard by key decision makers and the general public.

Over the next three years we will provide support for expanding Youth Enterprise initiatives, including making greater use of experts who provide professional development, leadership, support and mentoring to youth in the area of business studies and enterprise.

Helping seniors maintain independence and participate in society

We are working with NGOs and government agencies to improve outcomes for older people in New Zealand so they can remain independent, mobile and connected. This includes a work programme across government agencies to improve older people's access to relevant services, including health care, transport, housing and other social services.

We will continue to promote the Business of Ageing research on the economic contribution of older people. This shows that older people are making a significant contribution to the economy as workers, consumers and volunteers.

Raising awareness of elder abuse and neglect and what people can do in response continues to be a priority for the Ministry. Initiatives include increasing awareness of enduring powers of attorney through an information campaign and further work with Age Concern to understand demand for specialist services related to elder abuse and neglect prevention.

We are tackling social isolation by expanding the SuperGold Card programme, rolling out the learning from the Napier Connects initiative and developing policy options to address social isolation through service delivery.

In February 2014 the Minister for Senior Citizens launched the New Zealand Carers' Strategy and Action Plan 2014-2018. Early initiatives are focused on increasing information about respite care and expanding carer learning and wellbeing resources.

Changing how we work

To achieve its strategic intentions, the Ministry is changing the way it works, to take a whole-of-Ministry approach that will better integrate our services, resources and support. By being an integrated agency we will achieve better results for people and make a greater contribution to the social sector.

Our key priorities over the next four years to build our capability and enable change towards a people-centred operating model are:

- **improving data-informed decision-making** by establishing a Data Hub to provide a single view of the people we work with and modernising ICT systems to better manage information and more effectively deliver services
- **simplifying business processes** to make transactions easier for New Zealanders who deal with the Ministry
- **strengthening organisational culture and capability** by improving corporate and governance systems and building a constructive culture and leadership style.

Improving data-informed decision-making

Establishing a Data Hub

Data, and the information it provides, is one of the Ministry's most significant assets. We are consolidating the Ministry's data and analytics expertise into one place in order to maximise the use and value of our information.

The establishment of a Data Hub is central to the Ministry's ability to develop an integrated view of the people we work with. This will allow a more comprehensive understanding of each person's specific needs, provide the foundation for us to deliver tailored services and support frontline decision-making.

The Data Hub will use enhanced analytics tools to predict which New Zealanders are most likely to have adverse outcomes. This will be critical to expanding an investment approach across more of the Ministry's services. The combination of these analytics will ultimately improve how we target services and resources to achieve the greatest impact.

Over the next four years we will expand secure data links with other agencies, including central government and NGOs to further enhance the base of information to inform decision-making.

Improving the Ministry's ICT platform

We are investing in ICT systems and infrastructure that will allow more effective use, and better management, of the Ministry's information assets.

Over the next four years, we will implement a long-term strategy that will reduce duplication between ICT platforms and integrate information systems that support service delivery. This will underpin the Ministry's move towards people-centred and convenient services.

Better technology systems will also support more integrated data, enabling frontline staff to access information about how services are working. This will help them to make decisions about what are the right services to meet people's needs.

We will continue to develop comprehensive self-service, online and mobile services to streamline the way people access government services and create an integrated transaction account view for users.

We will align our investment in ICT with the Government ICT Strategy and Action Plan to 2017, through the Ministry's ICT Strategy and Action Plan 2013-2016.

Information Security Programme

Our success is reliant on public trust and confidence in our ability to manage information responsibly.

The protection of people's confidential information will be paramount in our processes. We will effectively and sensitively manage, use, share, protect and destroy the information we hold. For example, we have set up an independent Expert Advisory Group on Information Security to oversee best practice in the implementation of the Vulnerable Kids Information System.

We have undertaken a broad programme of work to integrate information security into all strategic planning. A number of rapid response measures have been completed to enhance IT information security and we are now focused on securing some longer-term solutions. Over the next four years we will develop and implement a broader information security strategy and roadmap.

Complying with the Privacy Act

We will ensure we comply with the Privacy Act in all new uses and disclosures of personal information. We are currently developing a Ministry-wide privacy strategy that will maintain and build privacy capability across the Ministry. The privacy strategy will recognise that privacy goes further than legal compliance and will focus on enhancing our privacy culture and establishing best practice across the Ministry.

Simplifying business processes

Simplification Project

We are changing the way we manage the delivery of transactional services for financial assistance through the Simplification Project.

Simplification aims to streamline the processes and systems for delivering transactional services, so the right people receive the right financial support at the right time. Simplification is about clearing away unnecessary and costly tasks and administration so more of the Ministry's effort can focus on improving outcomes for New Zealanders.

By 2015 the Ministry will develop a business case for Government which will outline potential options and, if approved, be progressively implemented over the next three years.

We are deliberately taking a people-centred approach in the design of these options. This will deliver an improved service experience for New Zealanders, by finding ways to reduce complexity and duplicated activity, increase effectiveness and improve future flexibility.

This new way of working will provide seamless, co-ordinated and convenient services, providing people with the financial assistance they are entitled to through a process that is simple, transparent and of high integrity.

Transactional services represent a significant portion of our activity and operating costs. By making these processes easier and reducing the time and effort required, we will release efficiencies and savings that will help the Ministry to manage cost pressures in future years, and allow a greater capacity to invest in outcomes.

Integrated Service Delivery Initiative

A joined-up approach to vital services such as statutory social work, employment support and social housing allows us to better meet people's needs without asking them to provide the same information in many different places. A Ministry-wide view means people are able to access all they require from the Ministry through the most appropriate delivery channel for their needs.

We are running an integrated service delivery initiative in Christchurch over the next six to nine months to learn what works in terms of integrated service delivery. We will be trying new ways of working with people and at the same time we will learn and assess what works and what does not. The things we learn will help us move towards an increasingly people-centred operating model.

This initiative aims to make things simple for the people we work with and our staff by streamlining our everyday transactions. The site will have the freedom to bring together innovative strategies and ideas from our frontline staff from across the country, the people we work with and other areas of expertise.

Strengthening organisational culture and capability

Building organisational capability

Moving to a people-centred operating model will result in a fundamental shift in how we deliver services.

Our workforce will need to be flexible and agile, with both general and specialist skills and capabilities that can be easily deployed to where they are needed to respond to changing demands and priorities.

We will develop the capability of our workforce so it can deliver intensive case management for people with complex needs. Through enhanced data-informed decision-making, staff will be able to make evidence-based judgements about how best to meet individual needs.

Strengthening governance and corporate systems

The Ministry needs the flexibility to shift resources to where they will make the most difference. We are challenging ourselves to govern and manage better to balance risk and opportunity.

Over the next four years we will ensure that there is clear alignment between the outcomes we are seeking to achieve and the work programme that will deliver on these outcomes.

We are strengthening governance arrangements and systems to support an integrated view of our strategy and activity across our entire portfolio of work, programmes and projects. This will mean that decisions are not made in isolation from the rest of the organisation and that our investments and allocation of resources will be more efficient and effective.

Building a high-performing and constructive culture and leadership style

To provide New Zealanders with more integrated and co-ordinated services, we need to be better connected across the Ministry's functions. This is critically important to our strategic direction of putting New Zealanders at the centre of everything we do.

We are developing a new operating model and way of working to achieve this goal, with our common purpose and principles as the foundation.

Success will also rely upon a strong organisational culture. Over the next four years we will undertake a programme of initiatives to actively foster a high-performing, collaborative and constructive organisation.

We are upskilling managers and 'culture champions' from across the organisation so that culture building becomes a wide-spread capability. We will continue to work with staff to create an environment where people are innovative, open and responsive, and think independently to do the right thing for New Zealanders.

Leadership capability is critical to developing a more integrated way of working, and we will rely on leaders and managers to drive change across the organisation. We are investing in leadership and talent management to underpin the development of a strong organisational culture.

By the end of 2016, we will house all of our National Office staff in a single building, with better facilities and technology. This is an opportunity to design a new, flexible work environment that encourages collaboration, innovation and better and more integrated ways of working.

Maintaining stable industrial relations

We know that positive and stable industrial relations support a high-performing organisation.

We have recently settled all five of our collective agreements. This provides a stable platform for the Ministry as we embed government initiatives for better public services and other programmes that will change the way we work.

As our operating model changes to meet new expectations, we will maintain a strong working relationship with the Public Service Association. Our Modern and Productive Public Services Agreement outlines a shared commitment to work together on innovation, productivity and value for money.

Commitment to equality and diversity

The Ministry's equal employment opportunities (EEO) policy is supported by a commitment to promote equality and diversity within a positive work culture that is based on respect, fairness and valuing individual difference.

The 2013 Human Rights Commission EEO Survey identified that the Ministry's EEO policies and practices have led to positive outcomes for Māori employees. The aim is to continue with these practices and to become an exemplar employer of disabled people.

To become an exemplar, the Ministry is removing barriers so that disabled employees can be integrated into all parts of the Ministry, contributing their full potential and supporting the Ministry to achieve its outcomes. As an exemplar, we would set the standards for other agencies to follow.

Managing risks

The Ministry faces a range of risks to achieve its strategic intentions over the next four years. In particular, we need to deliver a substantial programme of change, while continuing to provide core services and deliver government priorities, within an increasingly tight fiscal environment.

Key mitigation plans and strategies to manage our risks are outlined in the Ministry's Four-year Plan.

The Ministry's Risk and Assurance Group advises the Chief Executive and Leadership Team on the systems, processes and controls that the Ministry relies on to deliver effective and efficient services to all New Zealanders. Each year the Group undertakes a programme of audit, assurance and advisory activity to improve risk management processes across the organisation.

An independent Audit Committee provides expert risk advice directly to the Chief Executive.

Financial management and capital intentions

The Ministry's fiscal environment remains constrained, and increasing pressures are being driven by population changes, operational demands and inflation. To manage within our means, we need to maintain disciplined financial management, direct our spending towards our highest priorities, and continue delivering high-quality services and new expectations within our baseline.

Our Four-year Plan outlines how we intend to manage cost pressures through finding efficiencies and innovation and improving productivity, through projects such as Simplification.

In order to effectively cost, improve and predict business processes, we need an in-depth understanding of our relevant cost drivers. In developing cost models, from initiatives such as the Data Hub, we will be able to better monitor the return on investment and realise the benefits of our services.

A comprehensive view of current cost drivers will help with the Simplification Project's aim to simplify the way we process transactions for financial assistance.

Capital intentions

The Ministry's asset portfolio had a book value of approximately \$356 million as at 30 June 2014.

The Ministry has a Ten-year Capital Plan in place and each year we conduct a capital expenditure planning process. This ensures that capital investment is targeted to meet business needs and assets are appropriately replenished. We assess our performance by ensuring expenditure is in accordance with the Ministry's Ten-year Capital Plan.

Over the next four years, our significant capital investments will include:

- Simplification Project
- IT – strategic action plan and business enablement projects
- IT – core assets and data centre migration
- IT – Social Housing
- National Office relocation.

Asset management

We have adopted the Treasury's capital asset management framework. This framework supports quality information being available for decision-making, financial planning and performance monitoring purposes. We will maintain a strong focus on ensuring the effective and efficient use of our capital resources.

Property

We operate out of 224 locations nationwide. We have a property maintenance plan to ensure our property is prudently managed.

We will continue to review our national office and regional accommodation needs to ensure all our spending provides value for money and is linked to the delivery of effective services. This includes collaborating across government, where appropriate, to ensure the most efficient use of property to deliver government services.

The operating cost to maintain our property footprint is expected to rise. In order to mitigate part of this, we have adopted a long-term strategic plan that will enable more effective management of our portfolio. Over time, we aim to reduce our property footprint by up to 39 per cent.

We are managing our property portfolio in accordance with the principles, guidelines and standards developed by the Property Management Centre of Expertise, ensuring a continued strategic alignment with the business.

Forecast capital expenditure

	Forecast 2014/2015 \$'000	Forecast 2015/2016 \$'000	Forecast 2016/2017 \$'000	Forecast 2017/2018 \$'000
IT business improvement and ISAP enablement	12,000	10,000	8,000	17,821
IT core assets and data centre	21,000	7,000	10,420	12,420
IT – Simplification	15,000	15,000	20,000	-
IT – Social Housing	18,210	-	-	-
National Office relocation	9,788	21,808	1,955	-
Other property expenditure	32,552	32,423	18,014	19,582
Motor vehicles	8,000	8,000	8,000	8,000
Total	116,550	94,231	66,389	57,823

Assessing our performance

This section outlines the range of indicators we will monitor to assess our progress towards achieving our outcomes and government results.

To be accountable and demonstrate our progress, we will use short- and long-term measures to assess performance. Our short-term performance will be measured against the standards and targets in the Estimates of Appropriations for Vote Social Development and Vote Senior Citizens.

New ways of working, such as Investing in Services for Outcomes and an investment approach, are changing the way we understand the people we work with and how we deliver services. We will continue to regularly review the outcomes and results we seek to achieve, and how we assess our performance, to ensure they align with our evolving expectations.

Delivering Better Public Services

In 2012 the Government established result areas with specific targets for the public sector to achieve by 2017. The Ministry is leading and contributing to a number of these results.

Better Public Services theme	Better Public Services result target	Progress towards result
<i>Ministry of Social Development lead/co-ordination role</i>		
Reducing long-term welfare dependence	Reduce the number of people continuously receiving Jobseeker Support for more than 12 months by 30%, from 78,000 in April 2012 to 55,000 by June 2017 (<i>Result 1</i>)	As at the end of March 2014, 68,932 people were continuously receiving Jobseeker Support for more than 12 months, down from 75,366 in March 2013. This was made up of: <ul style="list-style-type: none"> • 30,325 people receiving Work Ready benefits • 38,607 people receiving Health Condition or Disability benefits.
Supporting vulnerable children	Increase participation in early childhood education so that, in 2016, 98% of children starting school will have participated in quality early childhood education (ECE) (<i>Result 2</i>)	The percentage of children who have attended ECE before starting school has increased to 95.9% for the 12 months to March 2014. This is an increase of 0.4 percentage points compared with the year to March 2013.
	Increase infant immunisation rates so that 95% of eight-month-olds are fully immunised by December 2014 and this is maintained through to 30 June 2017, and reduce the incidence of rheumatic fever by two-thirds to 1.4 cases per 100,000 people by June 2017 (<i>Result 3</i>)	As at March 2014, 91.4% of eight-month-olds are fully immunised. The provisional incidence rate for acute rheumatic fever initial hospitalisations for the year ending December 2013 is 4.3 per 100,000 (194 hospitalisations). This is an increase from the year ending December 2012, when the rate was 3.7 per 100,000 initial hospitalisations (168 hospitalisations).
	Halt the 10-year rise in children experiencing physical abuse and reduce current numbers by 5% by 2017 (<i>Result 4</i>)	In the year to March 2014, physical abuse was substantiated for 3,111 children, compared with the 3,176 in the 12 months to March 2013.

Better Public Services theme	Better Public Services result target	Progress towards result
<i>Ministry of Social Development contribution</i>		
Boosting skills and employment	85% of 18-year-olds will have achieved NCEA Level 2 or an equivalent qualification in 2017 (Result 5)	77.2% of 18-year-olds achieved NCEA Level 2 in 2012, up from 74.3% in 2011. (Source: Ministry of Education)
Reducing crime	By June 2017, reduce the crime rate by 15%, reduce the violent crime rate by 20%, and reduce the youth crime rate by 25% (Result 7)	For the year to December 2013: <ul style="list-style-type: none"> the crime rate has reduced by 14% since June 2011 the violent crime rate has reduced by 10% since June 2011 the youth crime rate has reduced by 27% since June 2011. (Source: Ministry of Justice)
	By June 2017, reduce the reoffending rate by 25% (Result 8)	For the year to December 2013, the reoffending rate reduced by 11.7% towards the target of 25% by 2017. This means 2,159 fewer offenders returning against a target of 4,600 fewer by 2017. (Source: Ministry of Justice)
Improving interaction with Government	An average of 70% of New Zealanders' most common transactions with government will be completed in a digital environment by 2017 (Result 10)	For the January to March 2014 quarter, there is a 42% average digital uptake of the selected bundle of services. This is: <ul style="list-style-type: none"> 1.0% above the January to March 2013 quarter 1.4% below the October to December 2013 quarter. The January to March 2014 figures are for the third quarter of the second year of measuring progress towards Result 10 Target Measurement. (Source: Department of Internal Affairs)

Achieving Ministry outcomes

Over the next four years we will monitor our progress towards achieving Ministry outcomes through the following indicators.

Ministry outcome: More people into sustainable employment and out of welfare dependency		
Intermediate outcomes	Indicators	Intended trend and baseline
Fewer people are dependent on welfare	The number of people continuously receiving Jobseeker Support for more than 12 months	Intended trend: Reducing the number of people continuously receiving Jobseeker Support for more than 12 months to 64,650 by 30 June 2015. 2012/13 (Baseline): 74,599
	Reduction in the future liability of the benefit system, due to management actions (as assessed by an independent valuation)	The 2013 actuarial valuation shows that benefit payments were \$180 million less than expected in the year to June 2013, with a \$10.3 billion reduction in the liability (\$4.4 billion of which can be attributed to welfare reforms and management influence), reflecting fewer than expected beneficiaries and less time expected on benefit in the future. (Source: Taylor Fry Actuarial valuation of the Benefit System for Working-age Adults as at 30 June 2013)
More young people are in education, training or work-based learning	The proportion of people (aged 16-18) who do not require a main benefit within three months of leaving the service	Intended trend: Increasing This is a new indicator for 2014/15.
Eligible students are supported to overcome financial barriers to access higher education	The proportion of applications for 2014 student loans and student allowances received and finalised by the applicant's study start date	Intended trend: Increasing 2013/14 (Baseline): 85% of student applications received by the target date were finalised prior to the main 2014 study start date of 2 March.

Ministry outcome: More people are able to participate in and contribute positively to their communities and society

<i>Intermediate outcomes</i>	<i>Indicators</i>	<i>Intended trend and baseline</i>
Children and young people are involved in decision-making on issues that affect them	More young people involved in decision-making activities	Intended trend: Increasing 2012/13 (Baseline): 4,910 ⁷ young people were involved in activities such as youth consultations and youth councils.
Young people are engaged in and contribute positively to their communities	More young people involved in community-based projects and activities	Intended trend: Increasing 2012/13 (Baseline): 39,127 ⁸ young people were involved in community-based projects and activities including the Youth Fund and Youth Development Partnership Fund.
Disabled people are able to participate in society	The proportion of Think Differently partners ⁹ who report that attitudes and behaviours are shifting in their communities	Intended trend: Increasing This is a new indicator for 2014/15.
Seniors and veterans are able to maintain their independence and participate in society	The number of SuperGold Card participating businesses	Intended trend: Increasing 2012/13 (Baseline): 5,636 businesses were participating in the SuperGold Card scheme.

Ministry outcomes:
More people are able to participate in and contribute positively to their communities and society
Fewer children and people are vulnerable

<i>Intermediate outcomes</i>	<i>Indicators</i>	<i>Intended trend and baseline</i>
Seniors, families and low-income New Zealanders have access to goods and services through discounts and concessions	The accurate assessment of Community Services Card applications	Intended trend: Maintaining 2012/13 (Baseline): 98.6% of Community Services Card applications completed accurately.
More people interact with the Ministry digitally	The proportion of people applying for a benefit online	Intended trend: Increasing 2012/13 (Baseline): 31.7% of benefit applications were lodged online.
	The proportion of people aged 65 and over taking up online services	Intended trend: Increasing 2012/13: 32% of the Ministry's senior clients had taken up online services. 2011/12 (Baseline): 28.9%
	The proportion of students applying for student support online	Intended trend: Maintaining 2012/13 (Baseline): 96.6% of students applied for their student loan or allowance online. The Ministry intends to maintain this high proportion.
	The number of students who access their MyStudyLink e-accounts using a mobile device	Intended trend: Increasing MyStudyLink mobile view was launched on 16 March 2014, providing students with greater access to their MyStudyLink online accounts. The service enables students to check the status of their applications, whether payment has been made or documents received. Students can move easily from mobile to the full MyStudyLink site to update information. Automated reporting on students' use of the new service will commence from 1 July 2014.
	The percentage of eligible students who review and approve their student loan contract through their MyStudyLink e-accounts	Intended trend: Increasing This is a new indicator for 2013/14. Results measured annually.

7. This indicator is measured through participants' feedback following the completion of a programme or service.

8. This indicator is measured through participants' feedback following the completion of a programme or service.

9. The Think Differently campaign aims to improve outcomes for disabled people by changing attitudes and behaviours that limit their opportunities to participate. Think Differently partners include local authorities, NGOs and charitable organisations that promote and encourage positive attitudes and behaviours towards disabled people in their communities.

Ministry outcome: Fewer children and people are vulnerable

<i>Intermediate outcomes</i>	<i>Indicators</i>	<i>Intended trend and baseline</i>
Vulnerable children are protected from abuse and neglect	The proportion of children and young people who have been abused/neglected within six months of a previous finding of abuse/neglect	Intended trend: Decreasing 2012/13 (Baseline): 13.4% of children and young people with a finding of abuse or neglect in 2012/13, had had a finding of abuse/neglect in the previous six months. ¹⁰
Children and young people are in safe and permanent care	The proportion of children aged under five years old (who are unable to return home), who are placed with their Home for Life ¹¹ caregiver within 12 months of coming into care	Intended trend: Increasing 2012/13: 69.1% of children under five years old who came into our care in 2012/13 were placed with their Home for Life caregiver within 12 months. 2011/12 (Baseline): 68.1%
Children and young people we work with have access to adequate health services, housing and education	The proportion of children in care who have improved access to a comprehensive assessment, to enable referral to appropriate services in order to achieve improved health and education outcomes	Intended trend: Increasing 2012/13 (Baseline): 27.2% of children for whom we had consent to be referred for a Gateway Assessment had a subsequent referral to a service.
	The proportion of families who receive in-home parenting support, that have up-to-date Well Child/Tamariki Ora check-ups	Intended trend: Increasing 2012/13 (Baseline): 79% of families receiving Family Start services had up-to-date Well Child/Tamariki Ora check-ups.
	The proportion of families who receive in-home parenting support, that have children enrolled in early childhood education	Intended trend: Increasing 2012/13 (Baseline): 59% of children aged 18 months receiving Family Start services were enrolled in licensed early childhood education.
Children and young people experience good parenting	The proportion of all parents/primary caregivers who have received support, that have improved their parenting practices	Intended trend: Increasing 2012/13 (Baseline) 80% of parents involved in the SKIP ¹² initiative reported that the support improved their parenting practices.

10. Repeat findings may relate to historical events before the child or young person came to our attention. Emotional abuse accounts for the majority of repeat findings.

11. A Home for Life placement occurs when a child is placed by Child, Youth and Family with a caregiver who is approved to offer a permanent home. Achieving a Home for Life occurs when the Chief Executive's custody is discharged in favour of a permanent caregiver.

12. The Strategies with Kids, Information for Parents (SKIP) initiative supports parents to improve parenting practices through resources, as well as funding, training, mentoring and capability building of community providers.

Ministry outcomes:		
Fewer children and people are vulnerable		More communities are strong and thriving
Intermediate outcomes	Indicators	Intended trend and baseline
Families receive the right information, knowledge and support	The proportion of people who are satisfied with the information and advice provided through family and community services programmes ¹³	Intended trend: Increasing This is a new indicator for 2014/15.
Communities have the resources and capability to better support themselves	The number of communities funded by need and population	Intended trend: Increasing 2012/13 (Baseline): 12 communities developed community-based solutions through Community Response Forums.
Families and communities have increased levels of awareness of how to respond to family violence	The high proportion of surveyed community groups that say the It's not OK ¹⁴ campaign has increased their ability to address or prevent family violence	Intended trend: Maintaining This is a new indicator for 2014/15.
More effective and efficient allocation of government resources to meet community need	The proportion of providers on outcomes-based contracts	Intended trend: Increasing This is a new indicator for 2013/14. Results measured annually.
	The proportion of providers who deliver on all contracted results	Intended trend: Increasing 2012/13 (Baseline): 49.2% of contracted providers sampled had met all the results outlined in their respective contracts.

Ministry outcome: Fewer children and young people commit crime		
Intermediate outcomes	Indicators	Intended trend and baseline
More young offenders are in education, training or employment	The proportion of young offenders who are in education, training or employment following our intervention	Intended trend: Increasing 2012/13: 56.3% of young offenders who received an intervention in 2011/12 were in education, training or employment following the intervention. 2011/12 (Baseline): 52.3%
Fewer child offenders go on to become youth offenders	The proportion of child offenders who have a youth justice referral	Intended trend: Decreasing This is a new indicator for 2013/14. Results measured annually.
Fewer young people have a repeat youth justice referral	The proportion of young offenders who reoffended ¹⁵ within one year of a previous offence	Intended trend: Decreasing This is a new indicator for 2013/14. Results measured annually.
	The proportion of young offenders whose reoffending ¹⁶ within one year has reduced in severity	Intended trend: Increasing This is a new indicator for 2013/14. Results measured annually.
Families and victims are involved in addressing offending behaviour	The proportion of victims engaging and participating in family group conferences	Intended trend: Increasing 2012/13 (Baseline): 58.5% of victims contacted before a family group conference provided a submission or had a representative at the family group conference.

13. This indicator will be measured through client satisfaction surveys of the Heartland Services programme, Budgeting Services programme and Strengthening Families programme.

14. The It's not OK campaign mobilises communities to take a stand against family violence, and change attitudes and behaviour that tolerate it. The campaign leverages off social change, research and evaluation, communications, media advocacy, social media and resource development. A key component of the campaign is supporting community-led initiatives and working in partnership with sports organisations, local and non-government agencies, faith and ethnic communities, businesses, and the family violence sector.

15. This relates to offending that resulted in a youth justice family group conference.

16. This relates to offending that meets the threshold of a youth justice family group conference and includes those who did not reoffend or whose reoffending was resolved by Police action.

Ministry outcome: Fewer people commit fraud and the system operates with fairness and integrity

<i>Intermediate outcomes</i>	<i>Indicators</i>	<i>Intended trend and baseline</i>
Fraud is detected sooner	The number of people who offend ¹⁷	Intended trend: Reducing This is a new indicator for 2013/14. Results measured annually.
	The age of offending ¹⁸	Intended trend: Reducing This is a new indicator for 2013/14. Results measured annually.
More fraud overpayments are recovered and fewer overpayments are made	The amount of money recovered from fraud overpayments	Intended trend: Increasing This is a new indicator for 2013/14. Results measured annually.
	The average value of fraud overpayments	Intended trend: Decreasing 2012/13 (Baseline): the average value of fraud overpayments was \$34,500.
People's claims and complaints are dealt with appropriately	The proportion of complaints about the Ministry that are upheld by the Ombudsman	Intended trend: Decreasing 2012/13 (Baseline): the Ombudsman reported 166 complaints under the Ombudsmen Act and 97 complaints under the Official Information Act about the Ministry of Social Development. Of the investigations finalised: <ul style="list-style-type: none"> • 0 Ombudsmen Act complaints were upheld • 19 Official Information Act complaints were upheld.¹⁹ (Source: Ombudsman Annual Report 2012/13)
People's personal data and information are managed and used appropriately	The proportion of complaints about the Ministry that are upheld by the Privacy Commissioner	Intended trend: Decreasing 2012/13 (Baseline): the Office of the Privacy Commissioner reported that it received 61 complaints about the Ministry of Social Development. Fifty-three complaints were closed, of which nine were found to have some substance. (Source: Office of the Privacy Commissioner Annual Report 2012/13)

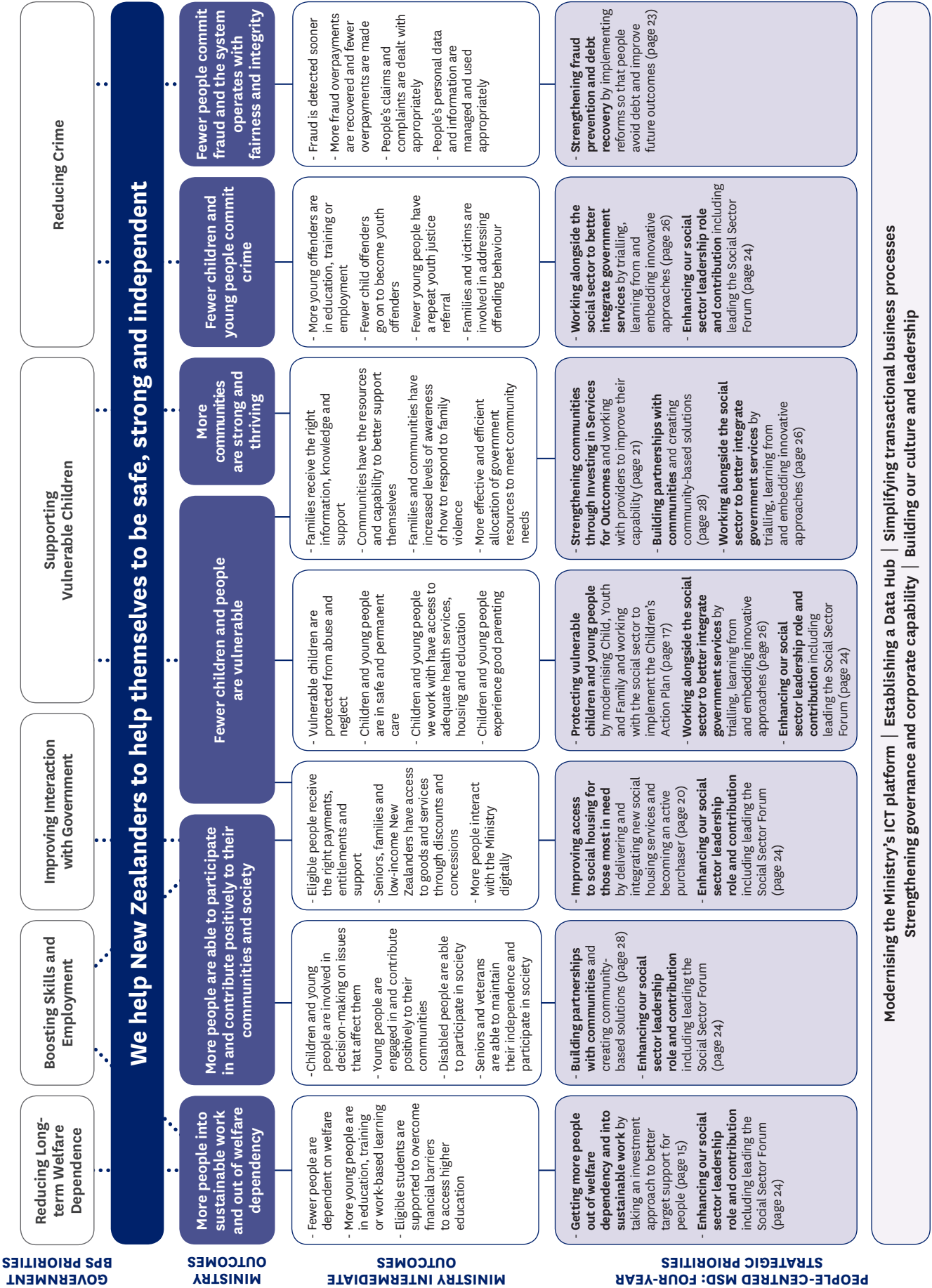
17. Offending is defined as people we have successfully prosecuted in 2013/2014.

18. This indicator is intended to measure the length of offending for cases where benefit fraud has been committed. We anticipate that, by detecting fraud sooner, the duration of benefit fraud offending will decrease.

19. Upheld refers to a complaint investigation that was finalised and where administrative deficiency was identified.

Appendix A

Linking it together: Government priorities, MSD outcomes and four-year strategic priorities





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