

Te Manatū Whakahiato Ora  
Ministry of Social Development

# Tauākī Whakamaunga Atu

## Statement of Intent

### 2022-2026



Presented to the House of Representatives pursuant to section 39(4) of the Public Finance Act 1989



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



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Published September 2022

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ISSN: 1178-5160 (online)

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# Te kupu whakataki a te Minita

**Hei Kāwanatanga e ū ana mātou ki te whakarite kia whiwhi ngā tāngata katoa o Aotearoa i te āheinga ki te whakatinana i tō rātou pitomata, ā, kia rangatira te noho.**

He nui ngā wā, e tutuki ai tēnei, me manawanui ki te whakamātau i ngā mahi rerekē, ā, me rite ki te urutau ki ngā matea e huri ana.

E whakamana ana, e tauawhi ana hoki tēnei Tauākī Koronga i tēnei matea kia panoni. E whakatakoto ana i te aronga o Te Manatū Whakahiato Ora (MSD) mō ngā tau e whā e tū mai nei, me ngā kaupapa whanaketanga pāpori matua e whai ana te Kāwanatanga hei kokenga i taua wā.

Mātua rā o ēnei kaupapa ko te hōtaka mahi Whakahounga Tokoora (Welfare Overhaul). E angitu au te whakahounga tokoora, me tareka e Te Manatū Whakahiato Ora te urupare ki te horanuku pāpori e panoni ana, ā, me whai rauemi e pai ai te tuku i ngā tautoko me ngā ratonga angitu, wawe, whakapiki mana hoki.

E whakatakoto ana hoki tēnei tuhinga i te hōtaka whakaumu ka whāia e Te Manatū. Ka tautoko tēnei hōtaka i te whakahounga tokoora, ā, ka whakarite i a Te Manatū ki te whakatutuki i āna huanga rautaki. Ka whakapū hoki te whakapai i ngā wheako me ngā putanga o āna kiritaki me ō rātou whānau.

E whakamanawa ana au kei a Te Manatū te awhero me te āheinga ki te whakatutuki i tēnei panonitanga.

He tūranga pai tō Te Manatū ki te toro atu ki ngā hāpori tino whakaraerae, otirā he tari āna kei te nuinga o ngā taone o Aotearoa, ā, he pakari āna whatunga. E taea ana e ia te mahi puta noa i ngā tari e tae atu ai te tautoko waiwai ki te hunga e tino matea ana, ā, me te wawe hoki o te mahi.

He nui noa atu ngā mahi hei mahi - inakoa mā ngā rōpū whakaraerae, tae atu ki te Māori, ngā iwi o Te Moana-nui-a-Kiwa me te hunga whirinaki roa ki te pūnaha tokoora. E matapae ana ko tā Te Manatū he:

- pupuri i te aronga kaha ki te tautoko kia whiwhi mahi te tangata
- para i ngā huarahi pakari mā ō tātou taiohi e puāwai ai rātou
- tautoko i te hunga e mahi ana i ngā mahi i te taumata ā-rohe, ā-hāpori hoki ki te mātua whakarite kia wātea te tautoko tika, i te wā tika, i te huarahi tika
- whakapakari i ngā rangapūtanga, tae atu ki ngā whakahaere pāpori, ngā iwi, ngā rōpū ahumahi me te hāpori, me te whānau ki te tautoko i te tangata i roto i ngā āhuatanga uaua, tuatini hoki.

Mā te huarahi rautaki e takoto mai ana i tēnei tuhinga, e whakapono ana au ka whakamau tonu a Te Manatū ki te ara, mā te whakamahi i te auahatanga me te manawa rahi ki te whakapai haere i a rātou e koke whakamua ana.

Ko ngā mahi e whāia ana e Te Manatū ināianei e whakatakoto ana i te tūāpapa o tētahi anamata pai ake, tōkeke ake hoki mā ngā tāngata katoa o Aotearoa.

## Tauākī a te Minita

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



**Hōnore Carmel Sepuloni**  
**Te Minita Whakahiato Ora me te Mahi**  
Hepetema 2022

# Minister's foreword

**As a Government we are committed to ensuring all New Zealanders have the opportunity to fulfil their potential and live with dignity.**

In many cases, achieving this will require the courage to do things differently and readiness to adapt to changing needs.

This Statement of Intent recognises and embraces this need for change. It sets out the Ministry of Social Development's (MSD's) focus for the next four years and the key social development initiatives that the Government is seeking to progress over that period.

Foremost amongst these initiatives is the Welfare Overhaul work programme. For welfare overhaul to be successful, MSD needs to be able to respond to a changing social landscape and be equipped to deliver effective, timely and mana-enhancing support and services.

This document also sets out the transformation programme MSD is set to embark upon. This programme will support welfare overhaul and enable MSD to achieve its strategic outcomes. It will also fundamentally improve the experiences and outcomes for its clients and their whānau.

I am confident that MSD has the ambition and ability to achieve this change.

With locations in nearly every centre in New Zealand and well-developed networks, MSD is well-placed to reach some of our most vulnerable communities. It is able to work across agencies to get vital support out to those who need it most, and at pace.

There is much more to do – particularly for vulnerable groups that include Māori, Pacific and people who have spent a long time in the welfare system. I expect MSD will:

- maintain a strong focus on supporting more people into work
- build strong pathways for our young people to fulfil their potential
- continue to support those doing the mahi at a regional and community level to ensure the right support is available, at the right time, in the right way
- strengthen its partnerships, including with NGOs, iwi, industry and community groups, and whānau and family, to support people through challenging and complex situations.

With the strategic path outlined in this document, I believe MSD will continue to keep its foot on the accelerator, using innovation and a commitment to improve as they move forward.

The actions MSD takes now are laying the foundations for a better, fairer future for New Zealanders.

## 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 Carmel Sepuloni**  
**Minister for Social Development and Employment**  
September 2022

# Te kupu whakataki a te Tumuaki

**I ngā wā o te raru, kei konā a Te Manatū Whakahiato Ora (MSD) ki te āwhina i ngā tāngata o Aotearoa, otirā he wā anō ka hiahia āwhina te nuinga o tātou.**

Ko tā Te Manatū he whakahaere, he whakarato hoki i te pūnaha tokoora o Aotearoa. Ka toro ā mātou mahi ki te tuku mahi, te whakangungu, te tautoko moni whiwhi, ngā take hauātanga, te tautoko i ngā kaumātua me ngā ākonga, te tautoko i ngā kaiwhakarato -hapori, te tautoko i te tauāraitanga whakarekerekere ā-whānau, taitōkai me ngā ratonga tautoko, te tautoko ohotata, te tūhonohono ā-pāpori, te tautoko noho whare, me te whakatau i ngā kerēme tūkinu o mua. Ahakoa he aha te mahi, ko wai hoki ō mātou hoa mahi, he kaupapa matua tō mātou e whakakotahi ana i ngā wāhanga katoa o tō mātou whakahaere:

Manaaki Tangata, Manaaki Whānau - Ka āwhina mātou i te hunga o Aotearoa kia haumaruru, kia pakari, ā, kia tū motuhake.

I roto i tēnei Tauākī Koronga, ka tōai mātou i tō mātou manawanui ki a Te Pae Tawhiti, tō mātou anga rautaki. Mā te whakapiki i runga i ngā mahi kua oti kē, e whai ana mātou i tētahi hōtaka awhero nui o te whakaumu e kitea ai ngā panoni nui ki ā mātou pūnaha me ngā tukanga papanga. Ko te tikanga o tēnei ka tino ea te hoahoa me te whakarato anamata o ngā ratonga e hiahia ana ā mātou kiritaki me ngā hapori.

Engari kua te whakarato o te rā nei e noho hei papa mō te aronga ki te whakaumu i te anamata. Ka whakauru hohe tonu mātou ki ngā mahi ka whakapiki i te oranga o ngā tāngata o Aotearoa. Ka uru ki tēnei te tautoko i ngā tāngata ki te whakariterite, te rapu me te pupuri i ngā tūranga mahi, te tautoko tonu i ngā rohe hei urupare ki te KOWHEORI-19, te whakapiki i te tūhonotanga ā-pāpori, te ārai i te whakarekerekere ā-whānau me te taitōkai, me te whakarite i te whakatapokotanga me te whai wāhitanga o ngā tāngata katoa o Aotearoa.

Ka tiro te Tauākī Koronga ki tua o te KOWHEORI-19, ki te tautoko hoki ka hiahia ngā tāngata o Aotearoa i ngā tau e tū mai nei. Ahakoa te nui, kua whakaritea e mātou e kore tō mātou urupare KOWHEORI-19 e whakapōrearea i ngā mahi waiwai i ētahi atu wāhanga. Ka koke tonu i a mātou ngā whakaarotau i tuhia e tō mātou Minita i tāna whakataki.

E tutuki ai tēnei, me raungāwari mātou ki te whakatutuki i ngā matea panoni o ngā tāngata o Aotearoa. Ko te hunga e haere mai ana ki a mātou kia āwhinatia rātou i tēnei rā, he rerekē ki te hunga i kuhu mai ki te wāhi ratonga i ngā 20 tau kua hipa - he tuatini ake ngā matea a ētahi, otirā ko ētahi atu ka hiahia āwhina wā poto, ā, he iti noa pea te pāhekohekotanga ki a mātou. Me urutau hoki te ratonga e tukua ana e mātou, otirā me whakapakari mō te anamata, mō ngā panoni a ngā tau e tū mai nei.

Ka whakapakari tonu mātou i ā mātou mahi me ētahi atu, tae atu ki te whakakaha i te reo ā-rohe, ā-hapori hoki, i te mea kei te hunga kei te mura o te ahi ngā rapanga pai rawa.

## Tauākī a te Tumuaki

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



**Debbie Power, Tumuaki**  
**Te Manatū Whakahiato Ora**  
Hepetema 2022

# Chief Executive's Introduction

The Ministry of Social Development (MSD) is there when New Zealanders need a helping hand, and most of us will need a helping hand at some stage of our lives.

MSD manages and delivers New Zealand's welfare system. Our work spans employment, training, income support, disability issues, support for seniors and students, funding for community service providers, funding family and sexual violence prevention and support services, emergency support, social cohesion, housing assistance and resolving claims of historical abuse. Whatever we do, and whoever we work with, we have a core purpose that unites all facets of our organisation:

Manaaki Tangata, Manaaki Whānau – We help New Zealanders to be safe, strong and independent.

In this Statement of Intent, we reinforce our commitment to Te Pae Tawhiti, our strategic direction. Building on the work done to date, we are embarking on an ambitious programme of transformation that will see significant changes to our underlying systems and processes. Doing this will mean we can fully realise the future design and delivery of services our clients and communities need.

This focus on transforming for tomorrow must not, of course, be at the expense of continuing to deliver today. We will remain actively involved in work that improves the wellbeing of people in New Zealand. This includes supporting people to prepare for, secure and sustain employment, continuing to support regions in response to COVID-19, improving social cohesion, preventing family and sexual violence, and ensuring accessibility and inclusion of all New Zealanders.

This Statement of Intent looks beyond COVID-19 to the support New Zealanders will need in the coming years. While it has been significant, we have made sure our COVID-19 response does not impede the vital work we do in other areas. We will progress the priority areas our Minister wrote about in her introduction.

To do this we must be flexible to meet the changing needs of New Zealanders. The people coming to us for assistance today are different to those who came into a service centre 20 years ago – some have more complex needs, while others may need help for a short period and want little interaction with us. The service we provide must adapt too and be future-proofed for other changes in years to come.

We will continue to strengthen the work we do with others, including strengthening our regional and community voice, as those closest to what's happening on the ground often have the best solution.

## Chief Executive's statement

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



**Debbie Power, Secretary for Social Development and Chief Executive**  
**Ministry of Social Development**  
September 2022

# Wāhanga 1 – Ko wai mātou, ā, he aha ngā mahi

# Part 1 – Who we are and what we do



# Tā mātou mahi

## Our role

### Te whanaketanga pāpori mā ngā tāngata katoa o Aotearoa

#### Social development for all New Zealanders

#### He whakatauki

Unuhia te rito o te harakeke	If you remove the central shoot of the flaxbush
Kei hea te kōmako e kō?	Where will the bellbird find rest?
Whakatairangitia, rere ki uta, rere ki tai;	Will it fly inland, fly out to sea, or fly aimlessly;
Ui mai ki ahau,	If you were to ask me,
He aha te mea nui o te ao?	What is the most important thing in the world?
Māku e kī atu,	I will tell you,
He tangata, he tangata, he tangata.	It is people, it is people, it is people <sup>1</sup> .

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

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

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

As an agency of the Crown, we are committed to upholding the principles of Te Tiriti o Waitangi. As a Te Tiriti o Waitangi partner, we are committed to supporting and enabling Māori, whānau, hapū, iwi and communities to realise their own potential and aspirations.

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

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



<sup>1</sup> We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakatauki.

# Tā mātou hōkaitanga

## Our scope

### Ko mātou te tari matua e whakahaere ana, e whakarato ana hoki i te pūnaha tokoora o Aotearoa

We are the lead agency for managing and delivering New Zealand's welfare system

MSD is a large public service department with offices across New Zealand. We have a broad range of responsibilities and our mahi touches the lives of almost every New Zealander.

We are responsible for administering Vote Social Development and receive all of our funding from the Crown. Over 95 percent of what we spend goes directly to clients, including superannuitants, students and communities. The remainder is spent on departmental operating costs.

We support Ministers holding portfolios relating to social development, employment and public housing, including:

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

We help New Zealanders by fulfilling a broad range of responsibilities and functions<sup>2</sup>, including:

- providing income support and superannuation services
- providing employment services and support
- designing and delivering community services in conjunction with others
- allocating funding to community service providers
- providing student allowances and loans
- providing public housing assistance and services
- being the primary provider of social policy and advice to Government
- monitoring three Crown entities and providing advice to the responsible Minister
- hosting Whaikaha – Ministry of Disabled People, Te Kāhui Kāhu (Social Services Accreditation), the Office for Seniors, the Ministry of Youth Development and the Independent Children's Monitor
- ensuring the legislation we administer is effective and fit-for-purpose
- working with other agencies and the wider social sector to support Government priorities and improve the wellbeing of all New Zealanders.

<sup>2</sup> See appendix for a fuller list of responsibilities and functions.

### Legislation

We administer a series of statutes that ensure a fair welfare system for all New Zealanders<sup>3</sup>. The most significant of these are the Social Security Act 2018 and New Zealand Superannuation and Retirement Income Act 2001. We are also required to operate under a range of public sector legislation such as the Public Finance Act 1989, the Public Service Act 2020, the Official Information Act 1982, the Privacy Act 2020, the New Zealand Bill of Rights Act 1990 and the Crown Entities Act 2004. We also deliver services and support in accordance with a range of subordinate regulations including the Social Security Regulations 2018.

### Departmental agency

Whaikaha – Ministry of Disabled People<sup>4</sup> (Whaikaha), established on 1 July 2022, is a Departmental Agency hosted by MSD. To support Whaikaha, the Government has agreed it will initially operate within MSD's strategic framework while it develops its own systems, processes and capabilities. Whaikaha's Chief Executive will present a strategic framework to the Minister for Disability Issues within 18 months of establishment.

### Hosted functions and shared services<sup>5</sup>

We also host Te Kāhui Kāhu (Social Services Accreditation)<sup>6</sup>, the Office for Seniors<sup>7</sup>, the Ministry of Youth Development (MYD)<sup>8</sup> and the Independent Children's Monitor<sup>9</sup>.

We provide shared corporate services to four other agencies – the Social Wellbeing Agency<sup>10</sup>, the Office of the Children's Commissioner, Ministry of Housing and Urban Development, and the newly established Whaikaha. Our transitional services arrangement with Oranga Tamariki is being discontinued from 2023.

<sup>3</sup> A full list of the legislation we administer can be found at: [www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/legislation)

<sup>4</sup> [www.whaikaha.govt.nz](http://www.whaikaha.govt.nz)

<sup>5</sup> We provide a range of corporate support services to these functions and agencies.

<sup>6</sup> [www.tekahuikahu.govt.nz](http://www.tekahuikahu.govt.nz)

<sup>7</sup> [www.officeforseniors.govt.nz](http://www.officeforseniors.govt.nz)

<sup>8</sup> [www.myd.govt.nz](http://www.myd.govt.nz)

<sup>9</sup> The Independent Children's Monitor is currently hosted by MSD while it is establishing its functions. They report to the Minister for Children on their monitoring findings, and to the Minister for Social Development and Employment on the establishment of the functions. [www.icm.org.nz](http://www.icm.org.nz)

<sup>10</sup> [www.swa.govt.nz](http://www.swa.govt.nz)

# Tō mātou taiao mahi

## Our operating environment

Global issues such as climate change and COVID-19, and domestic issues such as child wellbeing, health and access to affordable housing, continue to present significant long-standing challenges for New Zealand.

We regularly assess how our operating environment is changing to identify trends, risks and opportunities. In the next four years, the external factors outlined below are those we expect will have the biggest influence on our operating environment.

### **Ka hoahoatia tō tātou horopaki e ngā whakaarotau rāngai pāpori a te Kāwanatanga**

#### Government social sector priorities shape our context

MSD has a key role in delivering on Government social sector priorities including:

- keeping New Zealanders safe from COVID-19 by co-ordinating the welfare side of Care in the Community under the COVID-19 Protection Framework
- supporting people to prepare for, secure and sustain employment
- lifting children out of poverty
- reducing debt to government
- laying the foundations for the future including the welfare overhaul work programme.

In addition, MSD is delivering on cross-government strategies and action plans to improve outcomes for Māori, Pacific peoples, seniors, youth, disabled people, carers, women, families and whānau. For example, Te Aorerekura National Strategy to Eliminate Family Violence and Sexual Violence<sup>11</sup> and Te Mahere Whai Mahi Māori – the Māori Employment Action Plan<sup>12</sup>. We are also leading work on social sector commissioning, strengthening social cohesion and supporting a more joined-up public service in the regions.

We are responding to the Government's expectations around strengthening the Māori Crown relationship, delivering to the All-of-Government Strategy for a Digital Public Service – Rautaki mō tētahi Rāngai Kāwanatanga Matihiko, implementing the new Public Service Act within MSD and improving diversity and inclusion in our workplace.

### **He waiwai te mahi ā-rangapū ki te tuku i ngā whakaarotau o te rāngai pāpori**

#### Working in partnership is essential to delivering on social sector priorities

Supporting people through challenging and complex situations often requires more than one agency or organisation including non-government organisations, hapū, iwi, business and community groups, whānau and families. As we have seen through our COVID-19 response, taking a more active, flexible and equity-focused approach to partnering acknowledges the fact that we are all stronger and more effective when we work together.

We have adapted, and continue to adapt, the way we provide services to partner with those closest to the communities they serve. Acknowledging the work that local communities do to impact our outcomes, we will continue to expand a locally-led, regionally-enabled, and nationally-supported approach to providing services.

<sup>11</sup> National Strategy to Eliminate Family Violence and Sexual Violence | Violence Free NZ [www.tepunaonui.govt.nz](http://www.tepunaonui.govt.nz)

<sup>12</sup> Employment Strategy | Ministry of Business, Innovation & Employment [www.mbie.govt.nz](http://www.mbie.govt.nz)

### **E haukurua ana te matea ki te pūnaha tokoora e te huringa o te taupori, te pāpori me te taiao whānui o Aotearoa**

#### New Zealand's changing population, society and broader environment is driving greater demand on the welfare system

New Zealand's landscape is changing. The population is ageing and becoming more ethnically diverse. Increasingly, our clients have multiple needs and expect to interact with us in different ways. Technological advancement is fundamentally shifting the way people and businesses operate. We are consistently called to lead Government response to crisis events such as natural disasters, terrorist attacks and pandemic events. We must respond to all of these challenges while continuing to fulfil our existing responsibilities. We are transforming our organisation so we can better respond to these demand drivers.

### **E piki haere ana te matea ki ngā whare ngāwari te utu puta noa i Aotearoa**

#### Demand for affordable housing across New Zealand is growing

Every person should have access to a safe and healthy place to live. Demand for housing across New Zealand is growing and more people are experiencing a severe and immediate need. This demand is generated by a shortage of affordable housing which in turn is driving up house prices and rents. People on low incomes are the most affected by rising housing costs. We will continue to work with people who need housing and financial support and manage the Public Housing Register<sup>13</sup> of applicants for public housing.

### **E piki haere ana te pānga mai o te huringa āhuarangi**

#### The impact of climate change is increasing

In December 2020, the Government launched its Carbon Neutral Government Programme (CNGP) alongside its declaration of a climate change emergency. We will be increasingly called to play a role in response to climate-related adverse and crisis events in New Zealand and in other parts of the Pacific – particularly around displacement, housing, employment opportunities in New Zealand, food security and social payments.

We are committed to reducing our emissions and introducing more sustainable practices to support the CNGP and contribute to better outcomes for people, whānau and New Zealand. We are also focused on supporting long-term social and economic development through an equitable transition to a lower-emissions New Zealand. We have a substantial number of programmes underway which will form the foundations for the welfare response to climate change. Our Chief Executive is also a co-lead for the Equitable Transition principle in the Emissions Reduction Plan.

<sup>13</sup> The Public Housing Register is comprised of applicants who have been assessed as eligible for public housing and are waiting for placement.



# Wāhanga 2 – He aha tā matou e whai nei



# Part 2 – What we want to achieve

## Purpose

**Manaaki Tangata, Manaaki Whānau**

We help New Zealanders to be safe, strong and independent



## Outcomes

What we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

## Strategic Shifts

How we will do this



**Mana manaaki**

A positive experience every time

**Kotahitanga**  
Partnering for greater impact

**Kia takatū tātou**

Supporting long-term social and economic development



**Te Pae Tata** – Te Rautaki Māori me to Mahere Mahi | Our Māori strategy and action plan



**Pacific Prosperity** – Our People, Our Solutions, Our Future | Our Pacific strategy and action plan

## Tō mātou kaupapa

### Our purpose

#### Manaaki Tangata, Manaaki Whānau

We help New Zealanders to be safe, strong and independent

The te reo Māori version of our purpose statement is a figurative translation of the English language version and reflects our overarching purpose of caring for people, whānau and families, communities and all New Zealanders.

Manaaki Tangata, Manaaki Whānau sits at the heart of Te Pae Tawhiti – Our Future and what we do as an organisation. Our purpose emphasises our commitment to all New Zealanders. It highlights the importance of ensuring the people, whānau and families we serve remain the focus of this support and the essence of the work we do.

## Ā mātou huanga

### Our outcomes

#### He aha tā matou e whai nei

What we want to achieve

We seek to achieve three outcomes in order to deliver to our purpose.

- **New Zealanders get the support they require**

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

- **New Zealanders are resilient and live in inclusive and supportive communities**

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

- **New Zealanders participate positively in society and reach their potential**

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

Achieving these outcomes will take connection, collaboration and effort between the wider social sector, other government agencies, non-government organisations, hapū, iwi, employers, advisory and industry groups, communities, whānau and families.



# Tō mātou anga rautaki: Te Pae Tawhiti

## Our strategic direction: Te Pae Tawhiti – Our Future

**Ko Te Pae Tawhiti ka whakaahua i ngā nekehanga rautaki e toru e whāia ana puta noa i tō mātou whakahaere**

Te Pae Tawhiti – Our Future describes the three strategic shifts we are making across our organisation

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

### He whakataukī

Ko te pae tawhiti	Seek out the distant horizons,
Whāia kia tata,	While cherishing
Ko te pae tata	Those achievements
Whakamaua kia tina.	At hand.

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

Te Pae Tawhiti – Our Future presents our strategic direction. It is supported by our Māori strategy and action plan, Te Pae Tata – Te Rautaki Māori me te Mahere Mahi<sup>14</sup>, and our Pacific strategy and action plan, Pacific Prosperity – Our People, Our Solutions, Our Future<sup>15</sup> which embrace the three shifts outlined below and describe how they will be realised for Māori and Pacific peoples.

### Mana manaaki

A positive experience every time



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

### Kotahitanga

Partnering for greater impact



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

### Kia takatū tātou

Supporting long-term social and economic development



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

### Mana manaaki

A positive experience every time



**Helping people, whānau, families and communities is at the centre of what we do. Mana manaaki is about looking after the dignity of people with warmth, listening, respect, compassion, openness and fairness.**

We want people to feel comfortable dealing with us, be aware of all the support that is available to them and be confident they will receive it. We provide services and support to a wide range of people who come to us as individuals, and as whānau, family and community members.

We want all people, whānau, families and communities to know they will be treated fairly and with respect, and that we care about them and their future. To do this we will continue to encourage open discussion and engagement with our clients. We want to understand their experiences and for them to feel they will be listened to. As we design our Future Service Model we will expand our engagement with clients and staff to ensure their voices are captured.

We will support our people to strengthen their cultural competencies to ensure that culture and/or ethnicity is not a barrier to clients receiving quality services and support.

It is important that our information, channels, services and service centres are accessible to all those who need our support. We have worked hard to improve the service culture, make our services more client centric, and make our office layouts more inviting.

We are continuing to enhance our digital channels to help clients access services and provide their information more easily. Over the next four years, we will continue to create a modern digital experience for clients and staff. This will help ensure our information, channels, services and service centres are more accessible.

We will also develop new case management practices that connect people to services depending on the level of support they need. We will empower clients to access our services in the way they choose and receive services that enhance their mana and promote their independence and dignity.

### About the korowai

Korowai are reflective of honour, leadership, warmth, protection, identity, skill and beauty. The korowai inspires us to be warm, kind and compassionate to people and whānau and treat them with care, honour and respect. Each experience people have with us should enhance their mana.

<sup>14</sup> [www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/te-pae-tata)

<sup>15</sup> [www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/pacific-strategy](http://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/pacific-strategy)

## Kotahitanga

### Partnering for greater impact



**Kotahitanga is about unity and collective action. We know we can achieve better outcomes for New Zealanders by being more connected. This includes partnering with the wider social sector, other government agencies, non-government organisations, hapū, iwi, employers, advisory and industry groups and communities.**

We recognise that we do not always have the answers and are not always the best people to offer some services. Non-government organisations, hapū, iwi and community change agents may be better placed to meet the needs of our clients in areas such as sustainable employment, training and skills development, a safe and secure home, or family and sexual violence prevention and support services.

By allowing others to take a lead, our clients can connect directly with our network of trusted partners and providers. By being more connected, we will be able to join people with the right services more effectively.

We have been moving toward a high-trust approach in supporting community providers – by reducing compliance reporting, for example. Over the next four years, we will continue to develop authentic partnerships based on mutual respect, co-operation, integrity and good faith. We will improve our contract management to allow more efficient and effective partnering. We will take a more relational approach to commissioning and contracting underpinned by better systems and processes. This will make it easier for clients, whānau and families, and communities to access the information, social services or support they are seeking. More broadly we will continue to strengthen our work with partners, harness their knowledge and expertise, and encourage innovation and fresh thinking to support shared outcomes.

#### About the kete

At MSD we recognise we are stronger when we work together, and can draw on a range of services and programmes that can help achieve the right results. The kete reflects our commitment to working in partnership to have a greater impact and make a bigger difference for New Zealanders.

## Kia takatū tātou

### Supporting long-term social and economic development



**Kia takatū tātou underpins our intention to prepare ourselves and those we serve for the future. We are taking a long-term approach to community, regional and economic development.**

We work to support positive wellbeing outcomes for New Zealanders, balancing a focus on employment with recognising opportunities for clients to participate in our communities through volunteering, training and skills development, and caring for whānau and families.

Over the last few years we have expanded our employment services to better support communities and increased our efforts toward proactively helping those at risk of poor labour market outcomes. We will continue helping priority cohorts at risk of long-term benefit receipt and those who may need extra support into work, like disabled people, those with health conditions, and sole parents. Over the next four years, we will modernise our digital employment service to deliver our products and services more effectively and to a wider range of needs and population groups.

We will also continue to broaden our role in community development and social services to support people, whānau, families and communities to realise their potential and aspirations. This way we can help people live the lives they aspire to as part of an inclusive and prosperous New Zealand.

Our regional teams will continue to work closely with employers, industries, community partners, and other government agencies to understand and anticipate changes and trends in regional employment, and in community and housing needs. This enables us to be aware of the opportunities and demands on services for us and those we work with.

By making better use of our regional network and local connections we can provide greater opportunities for clients to contribute to social and economic development by acquiring the tools and skills they need to reach their potential.

#### About the kōmako

Like the bellbird's role in regenerating our natural environment, MSD has an important role to play in supporting and developing our communities so they have a strong and sustainable future.

## Te Pae Tata – Te Rautaki Māori me te Mahere Mahi

### Ka whakatakoto a Te Pae Tata i te āhua o tā mātou whakatutuki i ngā putanga pai ake mā te Māori

Ko tō mātou tūruapō, kia pakari, kia haumaruru, kia haumako, ka hohe hoki ngā whānau i roto i ō rātou hapori, me te pakari o te tuakiri me te pono ā-ahurea, otirā me te mana kaha o te whānau.

Mā te tāmāu i te tirohanga ao Māori ki roto i tō mātou whakahaere e āwhina i a mātou kia whakaaro rerekē ki te āhua o te mahi tahi me te Māori. E hiahia ana mātou kia whai āheinga ā mātou kaimahi kia kaha te mahi mā te takitahi, te whānau, ngā hapū me ngā iwi, ahakoa kei hea, te āhua rānei o te hono mai ki a mātou.

#### Mō te Mana manaaki:

- Nā te hua o ā mātou mahi ka whakaponohia, ka whakautehia hoki mātou e te Māori. Ka whakarongo mātou, ā ka kore mātou e whakawā. Ka ngākau puare, ka matatika hoki mātou.
- Ka whakapau kaha ā mātou kaimahi me ngā kaiwhakarato i ā mātou ratonga, kia whakautetia, ā, kia whakaponotia rātou e te Māori. Ka whai pūkenga, mōhiotanga tōtika hoki ngā kaimahi, me te mōhio anō me pēhea te whai wāhi ki te whakapiki i ngā putanga mā te Māori.
- Ka tautokohia ā mātou kaimahi ki te whai i te reo Māori me ngā tikanga Māori, me te whakaururu haere ki ngā kaupapa ā-whānau, ā-ahurea hoki/rānei, me ngā manakohanga. Ka whakanui mātou i ā rātou mahi me ngā whāinga.

#### Mō te Kotahitanga:

- Ka whakarite mātou i ngā hoatanga rangapū motuhenga ki te Māori. Ka tautokona te Māori kia arahina te hoahoa rātonga, kaupapa whakarato hoki ka whakaritea mō te Māori.
- Ka mārama ā mātou kaimahi me ngā kaiwhakarato i ā mātou ratonga ki te uara o ngā hononga ki te Māori, otirā ka motuhenga aua hononga. Ka tuitui ngā kaimahi i ngā hononga whaimana ki ngā hoa rāngai, ka noho hoki hei mema o ngā whatunga e hiahia ana i ngā putanga pai ake mā te Māori.
- E mārama ana mātou kei te mōhio te Māori he aha ngā āhuatanga whai hua mā te Māori, ā, ka tautoko mātou i te Māori ki te whai i te tino rangatiratanga. Ka ngana mātou ki te whakawhiti kōrero ki te Māori mō ngā take e pā ana ki te Māori.

#### Mō Kia takatū tātou:

- Ka tautoko mātou i ngā wawata a te Māori. Ka hāpai ake mātou, ka tautoko hoki mātou i ngā kaupapa tērā ka kitea te Māori e whanake ake ana, e tipu ake ana, hei Māori.
- Ka pai ake te mahi a ā mātou kaimahi me ngā kaiwhakarato i ā mātou ratonga, kia whiwhi ai te Māori i ngā tūranga mahi toitū, te tūwhena ahumoni, ngā whare tōtōpū, me ngā hononga hauora hoki.



## Te Pae Tata – Māori strategy and action plan

### Te Pae Tata sets out how we will achieve better outcomes for Māori

Our vision is that whānau are strong, safe, prosperous and active within their community, living with a clear sense of identity and cultural integrity and control over their destiny – Te mana kaha o te whānau.

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

#### In terms of Mana manaaki:

- We will earn the respect and trust of Māori, listen without judgement and be open and fair.
- Our staff, and people who are providing services on our behalf, will work to be respected and trusted by Māori. Staff will be appropriately skilled and know how they can positively contribute to improving outcomes for Māori.
- Our staff will be supported to engage in te reo Māori and tikanga Māori, and to engage in whanau and/or cultural commitments and expectations. We will celebrate their successes and achievements.

#### In terms of Kotahitanga:

- We will form genuine partnerships with Māori and support Māori to lead the way in any service design and delivery models that we commission for Māori.
- Our staff, and people providing services on our behalf, will understand the value of and have genuine partnerships with Māori. Staff will have credible relationships with sector partners and belong to networks that want better outcomes for Māori.
- We understand that Māori know what works best for Māori and will support Māori to do things for themselves. We will undertake to engage Māori in any matters that affect Māori.

#### In terms of Kia takatū tātou:

- We will support Māori aspirations and champion and support initiatives that see Māori develop and grow as Māori.
- Our staff, and people providing services on our behalf, will work to better enable Māori to have sustainable employment, financial stability, stable housing and healthy relationships.



## Kia Ora ngā Iwi o te Moana-nui-a-Kiwa – Ā mātou Tāngata, Ā mātou Otinga, Tō mātou Anamata

**Ko Kia Ora ngā Iwi o Te Moana-nui-a-Kiwa tā mātou rautaki, mahere mahi hoki e tutuki ai ngā huanga mana taurite mō ngā iwi o Te Moana-nui-a-Kiwa**

Pacific Prosperity – our Pacific strategy and action plan – was launched in October 2019 and aligns with Te Pae Tawhiti and complements Te Pae Tata. It embraces the shifts described in Te Pae Tawhiti and articulates how they will be realised for Pacific peoples<sup>16</sup>, families and communities by placing them at the heart of our service development, thinking and decision-making. It embodies their strong aspirations to actively design and lead their own innovative solutions.

Pacific Prosperity is a mandate for MSD to respond to the changing context of Pacific peoples in Aotearoa. It is a key driver to inform policy and deliver stronger co-ordinated action with and for Pacific peoples across government, stakeholders and the wider social sector service providers. It sets out our direction for changing the way we deliver services for, and work with, our Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa.



## Pacific Prosperity – Our People, Our Solutions, Our Future

Pacific Prosperity is our strategy and action plan for achieving positive outcomes for Pacific peoples



### In terms of Mana manaaki:

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



### In terms of Kotahitanga:

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



### In terms of Kia takatū tātou:

- We will commit to fostering long-term, positive partnerships with Pacific peoples, families, communities, and Pacific social service providers.
- We will commit to investing in the professional development of our Pacific staff into leadership roles.
- We will commit to long-term investments that support Pacific aspirations and innovation to achieve prosperity and self-sufficiency for Pacific peoples, families and communities in Aotearoa.

<sup>16</sup> We consider the term Pacific peoples to be inclusive of all Pacific ethnicities, genders, age groups, disabled peoples, and Rainbow+ communities.

## Whaikaha – Ministry of Disabled People

The establishment of Whaikaha – Ministry of Disabled People (Whaikaha) enables the diverse experiences of disabled people, tangata whaikaha Māori, Pacific disabled peoples, their families, whānau and carers<sup>17</sup> to be better recognised and understood. It is also an opportunity to begin transforming the government system so disabled people, tangata whaikaha Māori and whānau have equal opportunities to achieve their goals and aspirations.

Currently many disabled people, tangata whaikaha Māori and whānau face significant barriers in achieving ordinary life outcomes. Disabled people's voices have not been heard in a fragmented system that lacks clarity of focus and leadership. Establishing a new ministry and beginning national implementation of the Enabling Good Lives approach (EGL) are significant milestones for the disability community.

Whaikaha has three key functions during the initial stages of its establishment and consolidation:

- Ensuring continuity of support for disabled people, tangata whaikaha Māori and whānau while furthering the work on the transformation of disability support services
- Facilitating leadership and stewardship of disability issues across government
- Maintaining the trust and confidence of disabled people, tangata whaikaha Māori and whānau.

In undertaking these functions, Whaikaha will work in partnership with disabled people, tangata whaikaha Māori and whānau.

As a Departmental Agency of the Crown, Whaikaha is a Te Tiriti o Waitangi partner committed to supporting and enabling Māori, whānau, hapū, iwi and communities so that tangata whaikaha Māori me ō rātou whānau realise their aspirations, and to embedding Te Tiriti o Waitangi into the way Whaikaha will work with and for Māori.

Whaikaha will combine a significant service delivery responsibility with the stewardship role of a population Ministry<sup>18</sup>. Whaikaha cannot and should not assume responsibility for disability supports, services and policies that are the responsibilities of other public sector agencies. Its role is to support other government agencies to hear and respond to the needs and perspectives of disabled people, tangata whaikaha Māori and whānau in their work and to provide strategic leadership and co-ordination across government.



<sup>17</sup> For the purposes of brevity these groups are collectively abbreviated to 'disabled people, tangata whaikaha Māori and whānau'.

<sup>18</sup> For example the Ministry for Pacific Peoples or the Ministry for Women.

These are significant responsibilities and Whaikaha's work has just begun. It is important that Whaikaha has the time it needs to consolidate and stabilise its functions, so it can progress longer-term transformation of the disability support system. This can be seen as three stages:

- **Establishment** – Upon commencement, the Disability Support Services' functions and associated staff, including Mana Whaikaha and Enabling Good Lives Christchurch, transferred from Manatū Hauora (the Ministry of Health). At the same time, the functions and staff of the Office of Disability Issues<sup>19</sup> and Enabling Good Lives Waikato transferred from MSD. Ensuring continuity of services to disabled people is a priority. Aspects of Whaikaha, such as some corporate functions including accommodation, have been established on an interim basis. Engagement to ensure the voices of disabled people, tangata whaikaha Māori, whānau and their communities are reflected in Whaikaha's work will continue to be developed as a priority.
- **Consolidation** – The incoming Chief Executive will begin to develop Whaikaha's vision and strategy in consultation with key partners. Existing services will continue and Whaikaha will develop and implement its new functions and ways of working. The priority is to ensure the functional foundations and components are in place for Whaikaha's success and to support the work in leading disability system transformation.
- **Transformation** – Leading transformative change will be a core responsibility for Whaikaha, including:
  - wider leadership and stewardship of disability issues across government to improve the experience and outcomes of disabled people, tangata whaikaha Māori and whānau
  - transformation of the disability support system (enable disabled person-directed support and the application of EGL principles).

Transformation will be undertaken in partnership with disabled people, tangata whaikaha Māori and whānau, with Māori (including iwi and hapū), and informed by the individual and collective voices of the disability community as well as input from the sector.

These priorities sit at the centre of Whaikaha's purpose and are its major accountabilities to the disability community and government.

MSD's Statement of Intent 2022 – 2026 provides a broad base for Whaikaha to begin to deliver on the goal of disabled people's full participation and inclusion across multiple facets of their lives. The Government recognises Whaikaha will need to develop objectives and performance measures across broad areas of wellbeing and government priorities which are valued by disabled people, tangata whaikaha Māori and whānau.

The first 18 months of operation will enable Whaikaha to engage in partnership with disabled people, tangata whaikaha Māori and whānau on its strategic path and on the development of measures of progress with relevant agencies.

<sup>19</sup> [www.odi.govt.nz](http://www.odi.govt.nz)

# Te ine i tō mātou ahunga

## Measuring our progress

**E whakaatu ana tā mātou pou tarāwaho huanga i te āhua o tā mātou ine ahunga puta noa i ā mātou huanga me ngā nekehanga**

Our outcomes framework shows how we measure progress across our outcomes and shifts

### Our three outcomes

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their full potential



#### Mana manaaki

A positive experience every time

↑ Improve awareness of and access to support

↑ Improve how we connect and partner

↑ Improve effectiveness of support



#### Kotahitanga

Partnering for greater impact

↑ Improve support to people, whānau and families in hardship or insecure housing

↑ Improve the safety and strength of people, whānau, families and communities

↑ Improve sustainable employment outcomes



#### Kia takatū tātou

Supporting long-term social and economic development

↑ Improve our contribution to business and regional development

↑ Improve people's readiness for work, including through training and education

↑ Improve equity of outcomes, particularly for Māori

↑ Improve people's trust and confidence in the welfare system

Our raranga (or weave) emphasises that changes to how we are delivering our services (through our shifts) will have an impact on what we want to achieve (our outcomes).

Our impact statements collectively represent how we will assess progress on delivering to our outcomes and our strategic shifts.

A suite of key performance indicators (KPIs) accompanies our impact statements and is available on our website. We expect these KPIs to evolve over time as part of our regular review process. The results of our KPIs will be provided in our annual reports and published on our website.

We also report on performance measures set out in Vote Social Development Estimates of Appropriations in periodic reports to Ministers, the Government, Parliament and the public.

Our three strategic shifts



# Wāhanga 3 – Te āwhina i a matou kia whakatutuki ai i ngā mahi

## Part 3 – Helping us get there



## Te Hōtaka a Te Pae Tawhiti

### Te Pae Tawhiti Programme

**E whakaumu ana mātou kia mārāma pai ake, kia hono kaha ake, kia whakarato pai ake, me te tautoko pai ake i ngā kiritaki, ō rātou whānau me ngā hapori**

**We're transforming so we can better understand, connect to, deliver for, and support clients, their whānau and communities**

Te Pae Tawhiti Programme (the Programme) is a multi-year change programme to enable us to deliver services that are easier to use, more accessible and integrated across employment, housing and income support.

The Programme will deliver:

- a better digital experience across all MSD services
- a new service model and stronger case management practice model, with more focus on prevention and sustaining outcomes and intensive support for those who need it most
- simpler processes for seniors, students and working age clients
- smarter ways of partnering with social services, iwi, employers, and commercial suppliers.

Clients and whānau will be able to:

- access support more quickly, with a digital option available
- achieve employment and other goals more easily
- receive full and correct entitlement
- receive services that reflect and support the diverse and multiple needs of New Zealanders
- access support that improves equity of outcomes for Māori
- access support that improves equity of outcomes for Pacific.

Staff will be able to:

- spend more time working with clients who need our help to achieve their goals, rather than doing manual processing
- use modern, integrated systems that show a single view of client information.

Partners will be able to:

- focus more on outcomes and less on process
- support the clients and whānau best suited to their services.

Government will be able to:

- use modern and stable technology
- implement new policy more easily.

It will take years to do everything we want. Our initial focus will be on the foundations for digital services and case management change, including:

- creating a modern digital experience for clients
- enabling New Zealanders to access digital employment services
- developing new case management practices fundamental to the Future Service Model
- significantly improving contract management to allow more efficient and effective partnering.

## Ō mātou tūāpapa whakahaere

### Our organisational foundations

Delivering our strategy will rely on many things and having the right organisational capability is essential.

**Ko ō mātou Uara Manatū Whakahiato Ora he whakapuakitanga ko wai mātou, ā, me tō mātou kaupapa**

**Our MSD Values are an expression of who we are and what we stand for**

Woven into the fabric of MSD are Manaaki, Whānau, Mahi tahi and Tika me te pono – the four values that guide our behaviour. They help us to align our daily actions with a shared understanding of what should guide our behaviour.



#### Manaaki

We care about the wellbeing and success of people

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



#### Whānau

We are inclusive and build belonging

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



#### Mahi tahi

We work together, making a difference for communities

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



#### Tika me te pono

We do the right thing with integrity

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

## Ka whakapakari mātou i tō mātou uruparetanga ki te Māori

### We will strengthen our responsiveness to Māori

As an agency of the Crown, we are a Te Tiriti o Waitangi partner committed to supporting and enabling Māori, whānau, hapū, iwi and communities to realise their own potential and aspirations. The mission of Te Pae Tata is to embed a Māori world view into our organisation that will honour our commitment as a Te Tiriti o Waitangi partner and prioritise the needs of whānau. We will strengthen our accountability and responsiveness to Māori by placing emphasis on our guiding principles of:

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

- giving effect to our Te Tiriti o Waitangi commitments
- strengthening existing relationships and seeking new opportunities to partner with Māori, whānau, hapū, iwi and communities
- collaborating with a wide range of partners to improve opportunities and outcomes for Māori.

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

- services and approaches to ensure equitable access and outcomes for Māori
- policies and practices to safeguard Māori cultural concepts, values and practices
- support and the provision of advice on the contemporary claims process and kaupapa inquiries
- Māori capability and confidence.

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

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

## Ka whakahaere angitū mātou i tō mātou whakahaere

### We will manage our organisation effectively

#### We will support our people to help New Zealanders

Our People Strategy – He Korowai Manaaki – sets out the people-related actions we will carry out to deliver our key organisational strategies. The strategy provides a ‘whole-of-MSD’ view on what is needed to be successful in an ever-changing environment, how we might work in new and different ways, and what we want it to be like to work and lead people at MSD. He Korowai Manaaki is woven with four key threads. These threads are:

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

Interwoven through the four threads is a focus on building Māori cultural capability and supporting Pacific people to thrive. Many of our people are already knowledgeable in te ao Māori and are working with Māori in ways that are mana-enhancing. We will build more cultural capability so whānau, hapū, and iwi are confident they will receive the best possible services no matter where or how they connect with us.

We want a client and whānau-centred way of working to become part of our organisational DNA. We will do this by maturing our workforce planning capability so we can proactively build the workforce we need in the future.

Our leaders will focus on building inclusive teams where diversity, strengths and differences are valued and brought together for the success of the team. They will take a key role in building capability by embedding our Capability and Development framework, Te ara piki.

We will continue to provide everyone with a positive work experience which enables them to be safe, well and reach their potential at MSD.

We will keep growing constructive relationships with our employees and their unions.

### We will look after the health, safety and security of our people, clients and the public

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

We will support the mental health and wellbeing of our staff by:

- continuing to enhance our mental health training
- building the capability of managers
- better equipping staff with skills to look after themselves and their colleagues
- improving and expanding long-standing initiatives that support staff, including our peer support network.

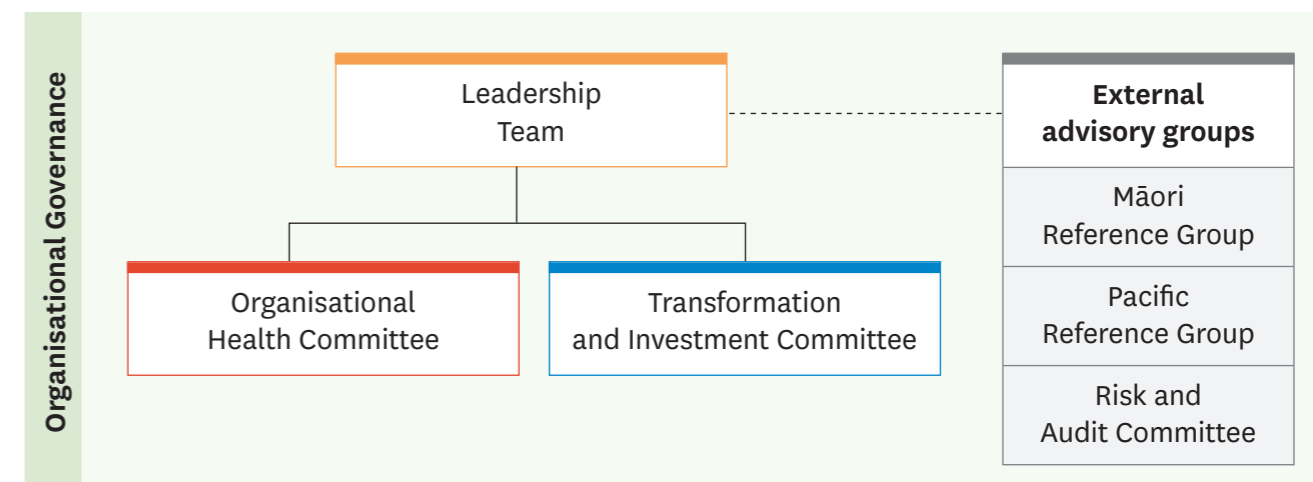
We will continue deploying a new model for our public facing sites to enhance the safety and security of our service centres. This balances ease of access and delivering a positive experience with ensuring our staff and the people we work with are safe. We will embed and improve changes to our health,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

### We will manage risk in a challenging environment

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

We will continue to support our people to make balanced decisions, taking risks into account and establishing controls, so that as an organisation we can take advantage of opportunities while managing their associated risks. This will provide ongoing assurance that the key systems and processes we rely on to deliver our services and safeguard our people are operating effectively and efficiently.

### We will support strong decision-making through governance



Our governance arrangements support strong stewardship, enabling delivery of our strategy and ensuring we are focused on our purpose.

Our primary governance body is the Leadership Team, comprising our Chief Executive and Deputy Chief Executives. The Leadership Team is responsible for setting our strategic direction, driving organisational performance, overseeing organisational risk and assurance and leading a positive culture. The Leadership Team is supported by the Organisational Health Committee and the Transformation and Investment Committee, which are led by members of the Leadership Team and include senior leaders from across the organisation.

Our Chief Executive is supported by three independent advisory groups consisting of external members. The Risk and Audit Committee provides advice to the Chief Executive on risk assurance and auditing requirements for MSD. The Chief Executive is also supported by the Māori Reference Group and Pacific Reference Group, who provide a strategic reference point and advice on matters impacting and relating to the wellbeing of Māori and Pacific peoples, whānau, families and communities.

### We will enable our people, partners and New Zealanders with effective digital technologies

Our technology needs to deliver an improved and expanded digital experience for staff and clients, better access for our partners, and enable better insights to support improved outcomes for clients and their whānau.

We will establish and mature our core foundations, including cloud platform services, improving system security, enabling digital access to services, improved integration between systems, improving access to, and use of, data and information, and simplifying our business processes.

We will continue to ensure the services we provide operate reliably and securely, and that we can react to changing requirements placed on MSD due to crisis events, the expectations of Government and our clients.

### **We will use data, analytics and information to make the right decisions for New Zealanders**

Effective use of data, analytics and information supports better decisions and better outcomes for New Zealanders. We will focus on building our clients' trust in the security and integrity of the information we hold – treating information as taonga. High-quality insights will direct investment to where it will make the greatest difference for New Zealanders. Our insights will be easily accessible for those who need it, including partners where appropriate, and specific to the unique needs of people and whānau.

We will continue embedding the Privacy, Human Rights and Ethics (PHRaE) framework into our information management, system design, and privacy and security processes. This will ensure we are open, transparent and responsible stewards of client information.

We are also committed to working alongside Stats NZ, as it progresses the Mana Ōrite Relationship Agreement, working together with Māori to realise the potential of data to make a positive difference to outcomes for iwi, hapū and whānau.

### **We will enable smarter investment and asset management**

We are committed to prioritising the services and opportunities that provide the greatest benefit to New Zealanders and align to our strategic direction, while working within our existing baseline allocations.

We will maintain the suitability and availability of assets through strong asset management practice and performance monitoring. This is essential to optimising the value of our significant asset portfolio. This will include asset management planning at strategic and operational levels and a structured approach to assessing the condition and performance of our assets with a strong base of reliable asset information.

### **We will continue to strengthen our commercial operations**

As our organisation transforms, we will need to respond to increasing demands for commercial operations support. This will require developing our commercial operations systems, processes and people through a series of initiatives. We will:

- continue to mature our procurement and commercial services
- ensure our processes focus on collaboration, planning and outcomes
- continue to embed broader social outcomes within our procurement including increasing procurement with Māori providers
- implement a supplier relationship management framework
- ensure our service centres and offices support evolving ways of working, meet our increased security and new building safety requirements, and environmental standards
- explore resilient regional workspaces through co-location and collaboration with other agencies
- continue implementing a new finance system to provide both frontline and back office staff with better core financial information.

### **We will reduce our carbon emissions and introduce more sustainable practices**

As part of the Carbon Neutral Government Programme, we are working to identify, measure and reduce emissions with the goal of becoming carbon neutral. We believe that by reducing our emissions and introducing more sustainable practices we contribute to better outcomes for New Zealanders and New Zealand generally. We are transitioning to an electric vehicle fleet and making sure we have optimised the number and type of vehicles we need to continue our mahi.



## Appendix – Services we provide

Income support and superannuation services:

- Benefits
- Other financial support (for people in or outside the benefit system)
- Retirement income (in particular New Zealand Superannuation)
- Accommodation-related financial support
- Student financial support (via StudyLink)
- Child-related benefits.

Employment services and support:

- Connecting clients to employers and job opportunities
- Upskilling clients through industry-based recruitment partnerships
- Responding to local labour market conditions by working with local employers and industry partners through our regional employment teams
- Supporting rangatahi to gain the skills they need to work and have an independent future.

Housing support services:

- Assessing people’s eligibility for, and assisting them with access to emergency, transitional and public housing
- Providing grants and recoverable assistance to help with housing costs.

Designing and delivering community services in conjunction with others:

- Supporting victims, survivors and perpetrators of family violence and sexual violence
- Growing leadership within communities to address family violence
- Reducing the isolation, abuse and neglect of older people
- Building people’s financial capability and resilience
- Ensuring refugee and migrant communities can participate in local initiatives
- Supporting community providers to develop their capability.

We provide a range of services to the Government to enable the welfare system, including:

- advice to Ministers on a wide range of social policy issues, such as the welfare overhaul work programme, income support, employment programmes, active labour market policies, housing-related social assistance, support for children and rangatahi, retirement income, social policy issues relevant to seniors and disabled people, social sector policy initiatives, regional development and governance, and our international obligations
- co-ordinating the whole-of-government approach to strengthening social cohesion, which is part of the Government’s response to the recommendations from the Report of the Royal Commission of Inquiry into the terrorist attack on Christchurch Masjidain in March 2019
- protecting the integrity of the welfare system by minimising errors, client debt and fraud, and managing the collection of overpayments and recoverable assistance loans
- providing requested information and preparing for hearings of the ‘Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions’ and supporting the Crown secretariat
- assessing and resolving claims of abuse and neglect for people who were under the supervision of, in the care, custody or guardianship of, or who had come to the notice of the State before April 2017

- co-ordinating the Care in the Community welfare response under the COVID-19 Protection Framework
- responding to adverse and crisis events, such as floods, droughts and earthquakes
- monitoring three Crown entities<sup>20</sup> and providing advice to the responsible Minister
- leading Connected<sup>21</sup>, a central place for information from the New Zealand Government relating to Employment, Education and Training.

We work with others to deliver effective welfare services and other social service functions, including:

- working with Inland Revenue to deliver Working for Families tax credits to people on benefits and COVID-19 business supports to qualifying employers and self-employed people
- participating in cross-government initiatives, including:
  - working with hapū and iwi towards improving outcomes for Māori
  - co-leading two workstreams under the Child and Youth Wellbeing Strategy
  - contributing as a member of several cross-agency groups, including the Social Wellbeing Board, the Digital Government Leadership Group, the Government Health and Safety Lead, and the Joint Venture for Family Violence and Sexual Violence
  - sponsoring We Enable Us, an all-of-government disabled employees’ network in the public sector
  - strengthening oversight of the Oranga Tamariki system including independent monitoring
  - supporting place-based initiatives (including playing a lead role in the Tairāwhiti region)
  - accrediting social service providers contracted by partner agencies<sup>22</sup>, managing Core Worker Exemptions and Social Worker Registration non-compliance.

<sup>20</sup> The Office of the Children’s Commissioner [www.occ.org.nz](http://www.occ.org.nz), Peke Waihangā (New Zealand Artificial Limb Service) [www.pw.co.nz](http://www.pw.co.nz), and the Social Workers Registration Board [www.swrb.govt.nz](http://www.swrb.govt.nz)

<sup>21</sup> [www.connected.govt.nz](http://www.connected.govt.nz)

<sup>22</sup> Oranga Tamariki, the Ministry of Justice, Ministry of Housing and Urban Development, Ministry for Pacific Peoples, and Ara Poutama Aotearoa (Department of Corrections).

