

2 September 2021

9(2)a

Tēnā koe

**Request for information under the Official Information Act 1982**

Thank you for your email of 12 August 2021 requesting information regarding documents the Social Wellbeing Agency provided to Select Committees. A copy of the text in your email request is attached.

The information you requested is **enclosed**.

You will note that information has been provided from the 2017/18 financial year onwards. This is because the Social Wellbeing Agency was established on 1 July 2017, as the Social Investment Agency. Your request for information prior to our establishment is refused under section 18(e) of the Official Information Act 1982 as the requested documents do not exist.

If you are not satisfied with this response to your request, you have the right to seek an investigation and review by the Ombudsman. Information on how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or by calling 0800 802 602.

Please note that this response, with your personal details removed, will be proactively published on our website 30 days from today.

Ngā mihi

Josh Logan

**Advisor – Office of the Chief Executive**

Encl Annual Review 2017-18  
Annual Review 2017-18 Appendix  
Annual Review 2018-19  
Annual Review 2018-19 Appendix  
Annual Review 2019-20

Proactive Release Authorised  
by the Social Wellbeing Agency

**Attachment: Copy of Official Information Act Request (dated 12 August 2021)**

Kia ora

We want to make the following information request.

If you are not responsible for handling OIAs, could you please forward this to the relevant team in your agency. You may be receiving this email multiple times because your email is associated with multiple public sector agencies. Please respond on behalf of all of the agencies you are responsible for managing in terms of OIAs and Parliament's Annual Review/Financial Review processes.

**Nature of the Information Sought**

Any written evidence/documents your agency sent to a Select Committee in response to an Annual Review(s)/Financial Review(s) for the following financial years:

- 2015/2016
- 2016/2017
- 2017/2018
- 2018/2019
- 2019/2020
- 2020/2021

This includes:

Any supporting documents (eg presentations, annexes of supplementary information or tables, supporting documents, etc) you supplied a Select Committee as part of each financial years' Annual Review/Financial Review processes.

**Specific format request**

We are aware the content we are seeking is already available on the Parliamentary website. However, it is mostly in PDF format and PDF is unsuitable for our purposes. We wish to easily copy information in the documents including handling information in tables – which is not easily achievable in PDF.

Accordingly, consistent with Section 16 (2) of the Official Information Act, We ask you provide this information in a commonly used format we can easily manipulate/copy electronically. This could include commonly used proprietary formats such as Microsoft Word (eg .doc or .docx), Microsoft Excel (eg .xls or .xlsx), Microsoft PowerPoint (eg .ppt or .pptx) or, where appropriate and necessary, commonly used generic formats such as rich text (eg .rtf), comma-separated-value (eg .csv) formats. The key is being able to easily copy material from the documents (notably easily handling table information).

Basically, we suspect you will easily find the final Word versions or Powerpoint of your submissions to Parliament. That's really all we need.

**Clarifications**

To help narrow this request, we are not seeking:

- (a) Copies of PDFs already on the Parliamentary website. We can access those ourselves.
- (b) Other written material/evidence your agency may have provided a Select Committee or Parliamentary inquiry for any purpose other than in response to the Annual Review/Financial review processes - such as departmental advice on legislation or petitions or response to a Select Committee inquiry or ad hoc question.
- (c) Any internal written material your agency used to support your participation in Annual Review/Financial Review processes but not provided to the Select Committee (eg internal supporting notes/talking points etc).
- (d) Any written material provided to the relevant ministers or other agencies in support of the Annual Review/Financial Review processes such as briefings to Ministers or emails to other agencies.

- (e) Any verbal advice or audio-visual/graphical material (such as videos, sound recordings, or standalone photographs, maps, etc) provided to the Select Committee as part of the Annual Review/Financial Review processes. We do not require any transcriptions of audio/visual material. We are specifically after documents provided to the Select Committee.
- (f) Any new, revised, or corrected information provided to Parliament, or a Select Committee for any purpose other than the Annual Review or Financial review process for the relevant year. If you are aware the information changed or needed updating, you can separately note the corrections/revisions/updates in your covering correspondence.
- (g) Any new versions of the information created to answer this request but that differ in content from the material provided to the Select Committee. Again, if information or data has changed, you can note those changes separately. We want the exact same information and data provided to the Select Committee in each relevant year.
- (h) Any professionally laid out/published material (such as an Annual Report or SOI).

We trust this helps narrow this request and removes any ambiguity. If you have follow-up questions, please feel free to email us your query via this email address.

#### **Availability**

If your agency does not have the information in an easily editable format (as outlined above) then it would be helpful if you could specifically explain the reason for the unavailability, such as:

- (a) The information sought is held by another agency (we are aware some agencies – particularly Crown agents – may have been bundled with another entity's response [eg CAA and AvSec responded jointly]) or answered by a parent body such as MBIE or the Ministry of Justice. If another agency has responded on your behalf, then please can you name the agency.
- (b) Your agency has retained only PDF versions of material sent to a Select Committee and it cannot recreate an editable version.
- (c) Your agency was created during the period covered by this request and can only supply information for recent years.
- (d) Your agency is not subject to Annual Review/Financial Review scrutiny by Parliament.

#### **Eligibility**

We are a Wellington-based initiative looking to collect, collate and analyse recent Annual Review/Financial Review responses to Parliament. 9(2)a if you need to verify eligibility.

#### **Urgency**

This is not an urgent request. The normal statutory timeframes are fine.

We look forward to your response.

Ngā mihi

# Annual Review questions 1-116

## Social Investment Agency

**NB: The SIA came into existence on 1 July 2017 so all responses refer to the 2017/18 financial year only.**

### RESTRUCTURING/REVIEWS

1. What restructuring occurred during 2017/18 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.

The SIA undertook a Formation Programme to establish and manage the task required to set-up the newly established Agency and subsequent operating model.

2. Was any work conducted around mergers with other agencies in the 2017/18 year? If so, for each such project, what agencies were being considered for mergers?

None.

3. Was any rebranding undertaken in the 2017/18 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years?

None.

4. Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:

- The body conducting the inquiry/investigation
- The reason for the inquiry/investigation
- The expected completion date

None.

5. How many reviews, working groups, inquiries or similar does the department operate or participate in? Please list by title.

We have taken "reviews, working groups, inquiries or similar" to refer to those that were Government-appointed. The SIA has not been involved in any such reviews, working groups, inquiries or similar.

6. For each review, working group or inquiry, what is the estimated cost for 2018/19, 19/20, and 20/21?

See the response to question 5.

7. For each review, working group or inquiry, what are the key dates and milestones including start dates, regular reporting dates, and end dates?

See the response to question 5.

8. For each review, working group or inquiry how many departmental staff are involved by head count and by FTE?

See the response to question 5.

9. For each review, working group or inquiry what reports, briefings or documents have been produced? Please list by title and date produced.

See the response to question 5.

## **BUDGET INITIATIVES**

***If your entity does not prepare Budget initiatives, please answer N/A to this section***

10. For each new spending initiative introduced over the last seven Budgets (ie Budget 2011, Budget 2012, Budget 2013, Budget 2014, Budget 2015, Budget 2016, and Budget 2017), what evaluation has been undertaken of its effectiveness during 2017/18 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?

None.

## **COST AND SERVICE CHANGES**

11. What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost.

The SIA is a departmental agency established on 1 July 2017, which consists of two Departmental Output Expenses - Designing and Implementing Social Investment (M63) and Place-based Initiatives - National Support (M63) and a total baseline of \$16.230 million.

12. What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving.

None.

13. What programmes or projects, if any, were delayed in the 2017/18 financial year and what was the reason for any delay in delivery or implementation?

The Phase 2 Data Exchange Business Case was prepared and submitted with a planned start of October 2017 to follow on directly from the Phase 1 pilot funding. The funding to implement the business case was not approved until 18 December 2017.

This has in turn led to further delays while this new change to timing was integrated into the programmes of current partner agencies and Non-Government Organisations, all resulting in slippage to the original timetable.

14. How much funding for specific projects, policies or programmes has been carried forward from the 2017/18 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
- Amount of funding brought forward
- Amount of funding already spent

- Amount of funding originally budgeted for the project
- Estimation completion date.

An In-Principle Expense Transfer from 2017/18 to 2018/19 of \$1.442 million was approved to enable the continued implementation of the Data Exchange. A total of \$4.295 million was spent on the Data Exchange in 2017/18. The original funding for the Data Exchange was a contingency of \$16.730m, which was established in Budget 2017, with an estimated completion date of October 2020.

15. How many projects or contracts that were due to be completed in 2017/18 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2017/18?

See the response to questions 13 and 14.

### **USER CHARGES**

***If your entity does not operate user charges, please answer N/A to this section***

16. What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year?

N/A

### **PROPERTY/CAPITAL WORKS**

17. How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?

None.

18. What land, building, and other assets were sold in 2017/18? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?

None.

19. How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

The SIA leases one floor of 590.2 square metres, at a gross cost of \$206,570 excluding GST and utilities per annum.

20. Were any of your offices relocated in 2017/18? In each case please provide where did the office move from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.

No.

21. How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2017/18 financial year? For each, please provide the following details:

- a. A description of the renovation carried out
- b. Location of the project
- c. Name of provider(s) or manufacturer(s)
- d. Type of product or service generally provided by the above
- e. Cost of the project
- f. Completion date
- g. Whether tenders were invited, if so, how many were received
- h. List separately any single item of furniture or fixture worth more than \$2,500 with its cost.

None.

22. What offices were closed in 2017/18 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?

None.

23. What offices did your department, agency or organisation open in 2017/18 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?

None.

24. How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2017/18 financial year listed by new and former opening hours, date of change, and location?

None.

25. How many vehicles did your department, agency or organisation own during the 2017/18 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

None

26. What was the total amount spent on purchasing vehicles during the 2017/18 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

None.

27. Were any labour and/or contractor costs been capitalised into capital project costs during the 2017/18 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs?

None

## ICT

28. Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?

The SIA is a departmental agency and receives all ICT services from MSD. As such we are covered by MSD's policy.

29. What IT projects, if any, were shelved or curtailed in the 2017/18 year and how much will have been spent on each project before it is shelved or curtailed?

None.

30. What IT projects, if any, were completed or under way in the 2017/18 year? For each, please provide the following details:

- Name of project
- Initial estimated budget
- Initial estimated time frame
- Start date
- Completion date or estimated completion date.
- Total cost at completion or estimated total cost at completion.

None.

31. How much was spent for software licensing fees in the 2017/18 financial year and how does this compare with spending in each of the previous four financial years?

The SIA is a departmental agency and receives all ICT services from MSD.

32. How many websites did your department, agency or organisation run in 2017/18 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

Name	URL	Established	Purpose	Cost
Social Investment Agency	<a href="https://sia.govt.nz/">https://sia.govt.nz/</a>	22 Aug 2016	Information portal about the Social Investment Agency and its work	\$7,200
The Hub	<a href="https://thehub.sia.govt.nz">https://thehub.sia.govt.nz</a>	16 Nov 2017	The Hub is a one-stop-shop for NZ government social science research	\$8,604

33. How many data security issues were identified in 2017/18 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them?

None.

34. How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2017/18 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?

None.

## REPORTS, PLANNING, AND EVALUATION

35. Please provide a list of all reports that were prepared in 2017/18 relating to:

- baseline update (if applicable)
- value for money
- savings identified

N/A.

36. Please provide copies of the current work plan.

The SIA's work plan for 2018/19 is to focus on the following priorities and major projects that commenced in 2017/18:

- Engagement on the Investing for Social Wellbeing approach.
- Engagement on a Data Protection and Use Policy.
- Continued rollout of the Data Exchange.
- Ongoing NGO partnerships to apply the use of data and evidence to improve services, and understand what works for whom.
- Mobilisation of the Wellbeing Measurement Programme.
- Review of the Place-based Initiative's (PBI's) and arrangements for the PBIs beyond 31 December 2018.
- Implementation of longer-term SIA organisational arrangements.

37. Please list projects and major policy initiatives progressed in 2017/18.

See the response to question 36.

38. Please provide copies of any reports made to the Minister in 2017/18 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.

N/A.

39. How many evaluations of policies or programmes were completed in 2017/18? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.

N/A.

40. What reviews of capability were started or completed in 2017/18? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed?

N/A.

41. Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2017/18 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).

N/A.

## GIFTS AND EXTERNAL RELATIONSHIPS

42. What policies were in place in 2017/18 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2017/18 financial year with the following details:

- Gift or hospitality accepted
- Position of staff member who accepted
- Estimated value
- Date received
- Name of the organisation or individual who paid for/gave the gift or hospitality.

The SIA has the following policies and guides in place for receiving gifts:

- Gift, Hospitality and Koha Policy
- Gift, Hospitality and Koha Procedure and Process
- Gift, Hospitality and Koha Process Map
- Gift, Hospitality and Koha Register.

The SIA accepted three gifts in the 2017/18 financial year. These were:

Date received	Description of gift/ Type of hospitality	Recipient's Role	Giver of gift / Individual / organisation providing hospitality	Estimated dollar value
16/08/17	Branded Pen & Card Holder	General Manager Engagement	Royal New Zealand Police College	Less than \$50
29/08/17	Invitation to NZIER AGM & dinner	Principal Analyst	NZIER	\$50
28/11/17	Set of coasters	Acting CE	Singapore Dept of Statistics	Less than \$50

43. What policies were in place in 2017/18 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2017/18 financial year. For each, please provide the following details:

- Gift given
- Name of external organisation or individual
- Reason given
- Estimated value
- Date given.

The SIA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy
- Ordering Catering and Gifts Procedure and Process
- Koha Approval Request Form
- Gift, Hospitality and Koha Procedure and Process

The SIA did not give any gifts to external organisations in the 2017/18 financial year.

44. What policies were in place in 2017/18 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2017/18 financial year. For each, please provide the following details:

- Gift given

- Position of staff member
- Reason given
- Estimated value
- Date given.

The SIA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy
- Ordering Catering and Gifts Procedure and Process
- Koha Approval Request Form
- Gift, Hospitality and Koha Procedure and Process

The SIA did not give any gifts to staff.

45. What potential conflicts of interest were identified regarding the board, management or senior staff in 2017/18? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

Two potential conflicts of interest were identified in 2017/18. One was simply a perceived conflict and declaration of such was all that was required. The other conflict was mitigated by ensuring the staff member had no decision-making capacity in regards to the contract. The SIA believes providing details of these two potential conflicts of interest would breach the privacy of the individuals involved.

46. What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2017/18? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?

None.

## **INVOICES AND PROCUREMENT**

47. How many penalties for late payment of an invoice were incurred in the 2017/18 year and what was the total cost of that. How does this compare to each of the previous four financial years?

None.

48. How many and what proportion of invoices and bills received in the 2017/18 financial year were not paid on time, and how does this compare to each of the previous four financial years?

MSD provides invoice payment services for the SIA as part of our shared services agreement. MSD's standard payment terms are on the 20th of the month following the receipt of the invoice. Payment times may also be subject to negotiation. Based on the information available, 11 percent of the invoices processed by MSD in 2017/2018 were not paid by the due date.

## ADVERTISING, POLLING, AND PUBLIC RELATIONS

49. What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:

- a. Who conducted the work
- b. When the work commenced
- c. When it was completed (or due to be completed)
- d. Estimated total cost
- e. Whether tenders were invited; if so, how many were received.

None.

50. How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?

None.

51. For each advertising or public relations campaign or publication conducted or commissioned in the 2017/18 financial year, please provide the following:

- a. Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
- b. Who conducted the project
- c. Type of product or service generally provided by the above
- d. Date the work commenced
- e. Estimated completion date
- f. Total cost
- g. Whether the campaign was shown to the Controller and Auditor-General
- h. Whether tenders were or are to be invited; if so, how many were or will be received.

N/A

52. How many public relations and/or communications staff, contractors/consultants or providers of professional services were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years? Provide a numerical and percentage breakdown of public relations or communications staff by employment status ie permanent, contractor/consultant, provider of professional service.

The SIA had no permanent communications staff in 2017/18. Details of communications contractors/consultants or providers of professional services are contained in the response to question 72.

53. How much was spent in 2017/18 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, policies or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2017/18 please provide the item purchased, the amount purchased, costs and the intended use.

None.

54. How many press releases, if any, were released in the 2017/18 financial year? How many were released in each of the previous four financial years?

None.

## OFFICIAL INFORMATION AND PRIVACY

***If your entity is not covered by the Official Information Act, please answer N/A to the relevant questions.***

55. In 2017/18, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?

In 2017/18 the SIA had one staff member whose role included performing these functions. To release details of cost would breach the privacy of this staff member.

56. What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2017/18? What were these numbers for each of the previous four financial years?

Number of OIA requests received	6
Number responded to within 20 working days	4
Number responded to after 20 working days	2
Number transferred	0
Number declined	0

57. What was the average response time for Official Information Act Requests during 2017/18? What was this number for each of the previous four financial years?

The average response time for Official Information Act Requests during this year was 22 working days.

58. How many complaints were received under the Privacy Act or Official Information Act during 2017/18 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?

None.

59. What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office? Have any of these policies changed since the new Government was sworn in?

The SIA has no formal policy in place for Official Information requests to be cleared by Ministers' offices. However, under the 'no surprises' convention and in accordance with the Cabinet Office Manual, the SIA briefs, and may consult with, the Ministers' offices prior to releasing material under the OIA Act 1982.

60. Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?

The SIA does not have any specific policies in place for dealing with requests for information from media, bloggers or political parties.

61. What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2016/17?

None.

62. Were any privacy issues identified in the 2017/18 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

None.

### PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS

*If the information sought in this section is found in the department, agency or organisation's Annual Report with the same breakdown as requested, your response may refer to this, giving details. However your response MUST be specific and cite the relevant page numbers.*

*If the question is not relevant to your department, agency or organisation (for example if it does not have a policy function or a staffing cap) please answer N/A*

63. How many staff positions in the policy area were left unfilled in the 2017/18 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

N/A.

64. How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

Status	31/07/2017			30/06/2018		
	Full Time	Part Time	Total	Full Time	Part Time	Total
Permanent	9.0	1.4	10.4	6.0	0.5	6.5
Fixed-Term	13.0	2.1	15.1	7.0	4.1	11.1
<b>Grand Total</b>	<b>22.0</b>	<b>3.5</b>	<b>25.5</b>	<b>13.0</b>	<b>4.7</b>	<b>17.7</b>

The SIA came into existence on 1 July 2017, and operated on an interim organisational structure while our work programme was developed. The SIA established a new organisational structure, which came into effect on 2 July 2018, so the number of staff is not able to be usefully compared to July 2017.

65. Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2017/18 and each of the previous four financial years, by age and gender.

FTE	Financial Year	Gender	Age Range					Unknown	Grand Total
			20<30	30<40	40<50	50<60	>=60		
June 2018	Female		1.0	2.9	4.1	2.0	1.0		11.0
	Male			1.0	2.8	2.8			6.6
<b>Total</b>			<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>		<b>17.7</b>
July 2017	Female		1.4	6.4	2.8	3.0	1.0		14.7
	Male		2.0		4.8	3.0		1.0	10.8
<b>Total</b>			<b>3.4</b>	<b>6.4</b>	<b>8.7</b>	<b>6.0</b>	<b>1.0</b>		<b>25.5</b>

66. If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2017/18, what was the figure at which it was capped? How many FTEs were employed in 2017/18, and how does this compare to each of the previous four financial years?

The SIA does not have a cap of Full Time Equivalent positions.

67. How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

The SIA does not have frontline staff.

#### **CONSULTANTS, CONTRACTORS/TEMPORARY CONTRACTS, PROVIDERS OF PROFESSIONAL SERVICES**

68. How many contractors, consultants, including those providing professional services, were engaged or employed in 2017/18 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:

- Name of consultant or contractor
- Type of service generally provided by the consultant or contractor
- Details of the specific consultancy or contract
- Budgeted and/or actual cost
- Maximum hourly and daily rates charged
- Date of the contract
- Date the work commenced
- Completion date
- Whether tenders were invited; if so, how many were received
- Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?

Please see table 68.

69. Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this compare with each of the previous four financial years?

The SIA didn't award any contracts valued at over \$1 million in 2017/18.

70. What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?

The SIA uses consultants or contractors to fill short-term needs where it is uneconomic to employ a staff member or the required expertise is not available internally.

71. How many consultants, contractors or people providing professional services contracted in 2017/18 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?

No previous employees were re-hired as contractors within SIA.

72. Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2017/18 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?

Company	Purpose	Duration	Total cost
Anne Bakhos	Strategic Communications	8 months	\$66,675.00
Axiom Strategy and Communication Ltd	Communication advice and Implementation	2 months	\$4,800.00
Momentum Consulting Group	Senior Communications Advisor	3 months	\$2,190.00
OCG Consulting Ltd	Communications Advisor	2 months	\$30,111.89
Senate Communications Ltd	Development of an overarching communications strategy for SIA and Data Protection and Use Policy engagement	2 months	\$71,295.00

73. How many temporary staff were contracted by your department, agency or organisation in the 2017/18 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

Role	Purpose	Company	Duration	Hourly Rate	Total cost
Executive Assistant	Executive support to CE	GBL Personnel	8 months	\$48.30	\$61,166.56
Team Administrator	General administrative support	Chandler McLeod	5 months	\$33.50	\$24,228.57
Personal Assistant	Support for Leadership Team	GBL Personnel	1 months	\$36.18	\$18,930.58

74. How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2017/18 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?

Length of contract	Number of staff employed
Three month or less	1
Three to six months	2
Six to nine months	5

75. How many staff were employed on a fixed term contract in total in 2017/18? How does this compare to each of previous four financial years?

See the response to question 64.

### COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES

76. How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.

None.

77. Please provide a summary of any collective employment agreement negotiations completed in the 2017/18 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2018/19?

None.

78. How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?

FTE as at Date	Collective	Individual	Total
June 2018	1.5	16.1	17.7
July 2017	4.4	21.1	25.5

79. Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2017/18 financial year? If so, please provide details.

None.

### LEAVE AND EAP

80. How many days of annual leave did employees have accrued on average during 2017/18? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?

Year to Date	Average accrued annual leave
June 2018	14.6 days
July 2017	11.4 days

The SIA monitors the leave balances of all employees and puts formal leave plans in place for employees who have leave balances that are higher than 25 days.

81. How many annual leave applications did the agency or organisation cancel or refuse during 2017/18? How does this compare to each of the previous four financial years?

None.

82. How many employees sold their fourth week of annual leave in the 2017/18 financial year? How does this compare to each of the previous financial years since this policy came into effect?

None.

83. How many days of sick leave did employees take on average during 2017/18? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?

Year to Date	Average sick leave (days)
June 2018	5 days

The SIA monitors the use of all sick leave taken by employees. To date the SIA have not had any concerns with excessive use of sick leave by employees. The SIA has a comprehensive Well-being policy and this is promulgated regularly to all staff to keep them informed of initiatives they have access to in order to keep themselves well.

84. How much was spent on EAP or workplace counselling in the 2017/18 financial year and how did that compare to each of the previous four financial years?

None.

## SECONDED STAFF

***If your department, agency or organisation does not second staff to Ministers' offices, please answer N/A to these questions***

85. What was the number and cost of staff seconded to Ministerial offices during 2017/18 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details:

- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more);
- The role they were seconded to;
- The role they were seconded from;
- The reason for the secondment;
- The remuneration they have received over and above the remuneration they are contracted for in the role they have come from.

One staff member was seconded to the Minister for Social Development's office in 2017/18. Their salary was paid for by the SIA. To release further details would breach the privacy of this staff member.

86. What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2017/18 and what was it for each of the previous four financial years?

Nil.

87. Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2017/18; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?

The SIA had one secondment that utilised travel expenses of \$14,831.

### STAFF TURNOVER/TERMINATION OF EMPLOYMENT

88. What was the staff turnover for 2017/18 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2018/19?

Financial Year	Turnover Rate	Cessations (included in the turnover)
2017/18	53.6%	5

The turnover figures include cessations of permanent employees due to resignations and other forms of cessation such as retirement, death, and dismissal. The turnover rate does not include cessations due to restructuring or cessations of fixed-term employees.

As a newly established agency the SIA has no concerns with its overall turnover rate.

89. What was the average length of service in your department, agency or organisation in the 2017/18 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender.

The SIA came into existence on 1 July 2017 so there is no meaningful average length of service.

90. How many staff resigned during 2017/18, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

Year	Gender	Age Range					Grand Total
		20<30	30<40	40<50	50<60	>=60	
June 2018	Female		1	1	1	1	4
	Male	1					1

Between 1 July 2017 and 30 June 2018, a total of 5 permanent employees resigned.

91. How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2017/18 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

Year	Number of Redundancies	Total Redundancy Payments
2017/18	2	\$82,390

92. How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2017/18 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

<b>Band</b>	<b>Number within Band</b>
< \$10,000	
\$10,000 to \$20,000	
\$20,000 to \$30,000	1
\$30,000 to \$40,000	
\$40,000 to \$50,000	
\$50,000 to \$60,000	1
More than \$60,000	
<b>Total Redundancies</b>	<b>2</b>

### **SALARIES AND BONUSES**

93. How much was spent on performance bonuses, incentive payments or additional leave in 2017/18 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2017/18 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why?

None.

94. In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

<b>FTE Salary Band</b>	<b>31/07/2017</b>	<b>30/06/2018</b>
\$40 < \$50,000	0.4	
\$50 < \$60,000	1.0	1.0
\$60 < \$70,000	1.0	
\$70 < \$80,000	2.0	1.0
\$80 < \$90,000	3.9	2.0
\$90 < \$100,000	1.5	2.0
\$100 < \$110,000	1.0	1.4
\$110 < \$120,000	2.8	0.8
\$120 < \$130,000	1.0	
\$130 < \$140,000	0.8	1.0
\$140 < \$150,000		1.0
\$150 < \$160,000		
\$160 < \$170,000	3.0	1.9
\$170 < \$180,000	1.0	1.8
\$180 < \$190,000		1.0

\$190 < \$200,000	1.0	
>= \$200,000	5.0	2.8
<b>Total</b>	<b>25.5</b>	<b>17.7</b>

FTE as at 30 June 2018		Age Range					Grand Total
Gender	Salary Band	20<30	30<40	40<50	50<60	>=60	
<b>Female</b>	\$50 < \$60,000	1.0					1.0
	\$70 < \$80,000					1.0	1.0
	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000		1.0				1.0
	\$100 < \$110,000			1.4			1.4
	\$140 < \$150,000			1.0			1.0
	\$160 < \$170,000		0.9	1.0			1.9
	\$170 < \$180,000			0.8			0.8
	>= \$200,000					2.0	2.0
	<b>Female Total</b>		<b>1.0</b>	<b>2.9</b>	<b>4.1</b>	<b>2.0</b>	<b>1.0</b>
<b>Male</b>	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000			1.0			1.0
	\$110 < \$120,000			0.8			0.8
	\$130 < \$140,000				1.0		1.0
	\$170 < \$180,000			1.0			1.0
	\$180 < \$190,000				1.0		1.0
	>= \$200,000				0.8		0.8
<b>Male Total</b>			<b>1.0</b>	<b>2.8</b>	<b>2.8</b>		<b>6.6</b>
<b>Grand Total</b>		<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>	<b>17.7</b>

## TRAINING, TRAVEL AND OTHER EXPENSES

95. How much was spent on catering in the 2017/18 financial year? What policies were in place for the use of catering and were there any changes to these?

The SIA spent \$13,430.07 on catering in 2017/18. Spend on catering is covered by the SIA's Functions, Catering and Gifts Policy.

96. How much was spent on domestic travel in the 2017/18 financial year and how does this compare to each of the previous four financial years? Provide a breakdown of spending on airfares, taxis/UBER and rental cars. Please provide a list of the positions of the top twenty spenders on domestic travel for 2017/18 including the amount spent.

Type	Amount
Airfares	\$95,432
Taxi Fares	\$21,889
Car Hire	\$5,749
Accommodation / Other	\$47,491
<b>Total</b>	<b>\$170,561</b>

<b>Top 20 Travellers</b>	
<b>Position</b>	<b>Amount</b>
Investment Lead	\$13,351.15
Manager Place-Based Initiatives	\$9,675.83
Chief Science Adviser	\$7,666.97
Acting Chief Executive	\$6,303.28
Director Data & Commissioning	\$6,295.60
Partnerships Lead	\$6,185.64
Senior Business Analyst Integration	\$5,546.87
Chief Maori Adviser	\$5,470.86
Chief Advisor, Strategy and Policy	\$5,290.85
Senior Project Manager Data Exchange	\$5,120.65
Maori Pacific and Key Communities Engagement Specialist	\$2,772.60
Senior Adviser	\$2,464.77
Solutions Architect	\$2,423.88
Engagement Group Member	\$2,399.38
Lead, Evidence & Insights	\$2,312.73
Principal Adviser	\$2,251.72
Chief Operating Officer	\$2,005.47
Chief Operating Officer	\$1,962.90
Senior Adviser Stakeholder Management	\$1,698.95
Senior Service Designer	\$1,453.82

97 What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2017/18 financial year and how does this compare to each of the previous four financial years?

The SIA used Air New Zealand 100% as its domestic airline in 2017/18, via the MSD shared services agreement.

98. How much was spent on international travel in the 2017/18 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2017/18, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.

<b>Description</b>	<b>Country</b>	<b>Travel Date</b>	<b>Position</b>	<b>Airfares</b>	<b>Accom</b>	<b>Other</b>	<b>Total</b>
Data Analytics for Effective Decision Making Conference	Australia	25 Jul 2017 to 28 Jul 2017	Senior Data Scientist	\$1,451	\$802	\$100	\$2,353
ESRC/ANZSOG Seminar	Australia	4 Dec 2017 to 6 Dec 2017	Strategic Adviser	\$1,178	\$494		\$1,673
ANZSOG Women in Leadership Workshop	Australia	19 Mar 2018 to 23 Mar 2018	General Manager - Corporate	\$1,048			\$1,048
London to accompany Sir Peter Gluckman and Executive Program at Singularity	London and USA	29 Aug 2017 to 18 Sep 2017	Acting Chief Executive	\$7,967	\$3,826	\$369	\$12,161
SingularityU Australia Summit	Australia	18 Feb 2018 to 21 Feb 2018	Director - Measurement	\$763			\$763

			and Insights				
SingularityU Australia Summit	Australia	18 Feb 2018 to 21 Feb 2018	Director – Corporate / Engagement	\$782		\$271	\$1,053
SingularityU Australia Summit	Australia	17 Feb 2018 to 23 Feb 2018	General Manager - Engagement	\$523			\$523
Attend the Oxford Leadership programme	United Kingdom	10 May 2017 to 27 May 2017	General Manager - Engagement	\$1,888		\$462	\$2,350
							<b>\$21,924</b>
<b>Total Vote</b>							<b>\$16,230,999</b>
<b>% of vote</b>							<b>0.13%</b>

99. How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership?

None.

100. How many staff had the use of vehicles paid for by your department, agency or organisation in 2017/18; what are the estimated costs; how do these numbers compare to each of the previous four financial years?

None.

101. How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2017/18? How does this compare to each of the previous four financial years? For each year please include:

- Purpose
- Venue
- Cost (including travel and accommodation costs)
- Activities undertaken

None.

102. What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

None.

103. How much was spent on staff training in 2017/18; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?

Type	Total cost
Accom - Course/Conf (NZ)	\$217.39
Accom - Course/Conf (Overseas)	\$261.05
Accom - Course/Conf(Australia)	\$4,332.33
External Course/Conf (NZ)	\$18,709.33
External Course/Conf(Overseas)	\$3,642.28
External Course/Conf(Australia)	\$6,923.3
Internal Course/Conf - Misc	-\$102

Travel - Course/Conf (NZ)	\$3,752.66
<b>Grand Total</b>	<b>\$37,736.34</b>
<b>Total Vote</b>	<b>\$16,230,999</b>
<b>% of vote</b>	<b>0.23%</b>

104. What specific activities or events were conducted that contributed towards staff morale in the last financial year?

The SIA did not undertake any specific activities or events for staff morale, but used normal good management practices to maintain staff morale.

105. How much was spent on pay television subscriptions (such as SKY and Netflix) in the last financial year and for how many subscriptions? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?

None.

106. What is the total amount spent, if any, on speakers fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received?

MSD provides financial services for the SIA as part of our shared services agreement, and MSD do not centrally record this information.

107. Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at?

MSD provides financial services for the SIA as part of our shared services agreement, and MSD do not centrally record this information.

108. What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work?

None.

109. What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work?

N/A. The SIA leases it's only property in Wellington.

110. What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2017/18 compare to previous years? What is the total cost of this work?

None.

111. What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2017/18 compare to previous years? What is the total cost of this work?

Financial Year	Gender Pay Gap
June 2018	1.4%
June 2017	-3.4%

As a small agency (less than 60), and having only been established since 1 July 2017, our gender pay gap percentage can be significantly altered by one new hire. Therefore we have focused on implementing a remuneration framework that ensures that there is no bias or discrimination in our Remuneration Systems or Human Resources Practices (systems and practices are designed to remove bias, including no gaps in starting salaries).

112. What specific work, if any, has the department, agency or organisation undertaken in relation to the Government's 100 day plan? Has this required the employment of additional staff, contractors or consultants; if so, for what purpose? What is the total or budgeted cost for undertaking this work?

NZTE has worked with the Minister for Social Development on elements of the Government's 100 day plan. This work has not required the employment of additional staff, contractors or consultants.

113. How many briefings has your department presented to your responsible Minister in the last year?

The SIA has provided 67 Briefings and Aide memoires to the responsible Minister in 2017/18.

114. How many reports has your department presented to your responsible Minister in the last year?

The SIA has not provided any specific reports to the responsible Minister in 2017/18. However, some of the Briefings and Aide memoires referred to in the response to question 113 will have contained information of a reporting nature.

115. How many meetings have your officials attended with your responsible Minister in the last year?

The SIA has attended 30 meetings with the current responsible Minister in 2017/18.

116. What processes does your department use to insure political impartiality in all functions and process you undertake?

In December 2018 the SIA conducted a session for all staff that focussed on the roles and responsibilities of officials, including the requirements of the State Sector code of conduct, and the principle of political neutrality.

117. The Committee notes that the SIA has conducted significant engagement on the investment in social well-being approach and on the use of data.
- What are the next steps for the development of the social well-being approach?
  - How will the SIA incorporate or give effect to the feedback obtained as part of its engagement?
  - What are the implications for the SIA from the implementation of the approach? What does it mean for systems and resourcing required?

The SIA has published a summary of engagement findings and feedback on our website and is now in the process of reporting back to Cabinet on recommendations for next steps.

The feedback that has been received will feed into the long-term work plan for the SIA and across government. The implications for resourcing and systems will be considered as the work progresses.

118. The Committee notes that the SIA has received feedback that it needs to establish a “different kind of relationship” across the social sector, enable locally led solutions “that work”, and develop models that promote innovation.
- What insights have respondents provided, or does the SIA have, on what needs to change to deliver services “that work”?
  - What insights have been gained about factors that are preventing the delivery of successful services?
  - What will the SIA do to promote innovative practice?

The hui participants and survey respondents were very forthcoming with their insights, and what changes they would want to ensure that services work for them or for the communities they work with. They were also realistic about the complexity of the social sector. Our engagement included the two topics of: Investing for Social Wellbeing, and Data Protection and Use. Whilst the topics are at different levels of granularity, much of the feedback had overlapping themes, as sharing data and information is a key component of measuring social wellbeing.

Service users want providers and agencies to take more time to understand them, what their information means about them, and their needs and circumstances. This includes flexibility in services that, for example, recognise the individual and collective cultures, needs and circumstances of people, whānau and communities. Agencies and service providers also want more time for front-line staff to spend with service users, e.g. by reducing administration.

Service providers want more consistency from, and a stronger say in their interactions with government agencies. They, and service users, want more help to navigate and understand the wide range of laws, policies and practices that span the social sector. People talked about multi-year contract and accountability mechanisms, which also recognised the whole cost of managing a service, not just the front-line activity.

Māori want formal recognition and involvement as Treaty partners, for example, the right to ‘co-decide’, not just ‘co-design’. Pacific peoples also want ‘a seat at the table’. They talked about better recognition of their individual nationalities, and also

their cultural context and concepts, e.g. Va, that sit at the heart of their approach to life and wellbeing.

Service providers and communities also talked about being empowered to undertake their own research and analysis, and to be more informed about the insights gained and decisions made by government. People are keen to explore ways that qualitative and contextual information can be used, alongside data, to provide better insights and richer context. Local government also want to be more involved in building a shared understanding, and influencing decisions about their communities.

We heard that some of the challenges relate to capability and capacity. We heard that local capability and capacity is limited, elements of which may be about making time and investment, but there is finite availability of specialist skill sets, e.g. research and analysis, in small communities. The capability and capacity for government agencies is also finite. For example, the ability to manage competing demands and meet the needs of diverse communities influences their ability to tailor their approach. Agencies' ability to share more information is also influenced by operating policies that appropriately exist to protect the integrity of data and privacy of individuals, as well as broader factors such as constraints in ICT.

The SIA's work on the Data Protection and Use Policy will promote innovative practice in several ways. Examples include promoting ways in which service users can become more closely involved in how and why their information is collected, shared and used. The Policy is also expected to include promotion of a 2-way flow of information, so that more information flows from government to service providers and communities, so that they can be better informed and more empowered to apply it in their local context, and understand why some decisions are made.

The SIA's work to understand what works for better lives includes working with government agencies and NGOs to test and evaluate innovative service delivery approaches. The SIA's measurement research and evaluation has already produced findings that challenge current assumptions, and promotes a different approach to understanding and measuring what works in a range of social sector areas.

119. The Committee notes that the SIA is running the Data Exchange platform.

- What data is being collected and exchanged?

The Data Exchange is a technology for securely sending data from one place to another. The Data Exchange enables any two organisations which have an agreement in place, to share data with each other. It can automate the extraction of data from the sharing organisations' systems and insert that data into the receiving organisation's systems. The SIA does not collect or see any of the data that goes through the Data Exchange.

Any organisation connected to the Data Exchange, can easily and quickly establish a new sharing arrangement with any other, subject to suitable agreements (MOUs etc.) in relation to the proposed exchange of data.

- How many participating organisations are there and what has been their feedback to date?

There are nine government agencies connected to the Data Exchange (including three DHBs) and eleven NGOs. Those using the Data Exchange have been very positive about the Data Exchange's ease of use and delivery of promised functionality. The organisations which have most recently connected to the Data Exchange have excellent business and use cases and expect to derive considerable benefit. ACC is in the process of connecting to a number of PHOs and is also talking about connecting to authorised providers.

- How is the SIA measuring the success of the initiative and what have been the key achievements to date?

Success is currently measured by the number of organisations which have installed the Data Exchange. There are, as yet, insufficient organisations connecting to each other to realise the benefits of data sharing. A good example of data sharing via the Data Exchange is that between Corrections and the Salvation Army. The Salvation Army shares accommodation availability data with Corrections enabling Corrections to ensure that parolees have accommodation upon their release, and that parolees are not detained beyond their release dates. There are obvious benefits for both organisations and for parolees. The SIA has also developed a Social Sector Event Record standard which will enable organisations that collect information about social sector events to do so in a standardised way.

- What are the main data privacy risks posed by the exchange of data, and what action has the SIA taken to help ensure that data sharing is in line with official privacy rules and principles?

The Data Exchange platform itself poses no privacy risks, as the data is encrypted in motion and at rest. The SIA takes prospective Data Exchange organisations through a readiness process, with the readiness assessment covering:

- Business requirements
- Governance
- Legal provisions for sharing
- Privacy
- Data management practices
- Security
- Systems and infrastructure
- Implementation needs

Extensive security testing and accreditation is also undertaken to ensure that the end-to-end process is safe, and never exposes the data to unauthorised interception or use.

Supplier Name	Description of the Contract	Contract Start Date	Contract End Date	Budgeted Contract Value (\$)	Year-to-Date Expenditure	If not tendered and >\$100k , please explain why	Unit (Daily, Hourly, N/A )	Unit Price (\$)
ANNE BAKHOS	Strategic Communications	13/06/2017	31/03/2018	\$98,400	\$66,675	Under \$100k	Daily	\$1,200.00
ASCENT BUSINESS CONSULTING	Data Exchange - Business case plan	17/07/2017	30/09/2017	\$47,000	\$38,188	Under \$100k	Hourly	\$195.88
ASK YOUR TEAM NZ LTD	First Year Survey Subscription 18-19	1/07/2017	30/06/2018		\$8,750	Under \$100k		
AXIOM STRATEGY AND COMMUNICATION LTD	Comms Advice & Implementation	13/04/2018	30/06/2018		\$4,800	Under \$100k		
BEHAVIOURAL INSIGHTS (NZ) LTD	Pre work for the Evaluation of Social Investment Fund	13/07/2017	19/07/2017	\$5,000	\$4,100	Under \$100k		
BLACK HAWK FARM LTD	Backfill - Director Measurement and Insight	27/04/2016	29/06/2018	\$535,650	\$256,102	Exemption	Daily	\$1,135.00
BRIGHT IDEAS CONSULTING LTD	Backfill - Senior Data Scientist	30/03/2016	29/06/2018	\$653,960	\$220,935	Exemption	Hourly	\$162.50
CHANDLER MACLEOD	Backfill - Team Administrator	31/08/2017	26/01/2018	\$16,000	\$22,854	Supplied by AOG contract	Hourly	\$25.00
CHANDLER MACLEOD	Backfill - Personal Assistant	14/08/2017	4/10/2017	\$11,520	\$18,931	Supplied by AOG contract	Hourly	\$27.00
Chapman Tripp	Legal Adviser for DPUP Partnerships	5/01/2017	31/01/2018	\$82,000	\$23,103	Under \$100k	N/A	
CONAL SMITH - CONSULTING ECONOMIST	Economist for the Outcomes Framework	20/03/2017	31/01/2018	\$49,050	\$81,523	Under \$100k	Hourly	\$100.00
CREATIVE HQ LTD	Workshop Design for DPUP	30/11/2017	30/08/2018	\$77,200	\$48,076	Under \$100k		
DELOITTE (AUCKLAND)	Assisted with the Security Certification and Accreditation	31/07/2017	30/09/2017	\$40,200	\$40,200	Under \$100k		
EIGHT WIRE LTD	Expert technical assistance for the Data Exchange implementation analysis phase	28/10/2016	27/10/2021	\$2,265,000	\$375,213	Tendered in 2016		
Life07 Partners	Facilitation of workshops	22/06/2018	30/08/2018	\$7,000	\$1,000	Under \$100k	Daily	\$1,000.00
Exonian Consulting Ltd	Backfill General Manager Commissioning	2/05/2016	31/01/2018	\$688,050	\$175,800	Exemption	Hourly	
FIVE AND DIME LTD	Ad-hoc Graphic design services for all of agency work	2/10/2017	31/05/2018	\$96,600	\$28,458	Under \$100k	Hourly	\$201.25
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	24/10/2017	29/06/2018	\$66,259	\$61,167	Exemption	Hourly	
GEMTECH SOLUTIONS	Oversight Pilot Partnerships	19/09/2017	31/10/2017	\$99,000	\$85,800	Under \$100k	Hourly	\$165.00
Graham Scott	Providing specialist subject matter expertise on the SIA Formation Project	5/03/2018	21/12/2018	\$30,000	\$4,255	Under \$100k	Hourly	\$200.00
INSIDE EXECUTIVE RECRUITMENT	Backfill - Ministerial Servicing Adviser	2/08/2017	29/06/2018	\$244,992	\$201,313	Tendered	Hourly	\$139.20
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Analyst	13/02/2018	29/06/2018	\$55,275	\$55,983	Supplied by AOG contract	Hourly	\$110.00
INSIDE EXECUTIVE RECRUITMENT	Transition Adviser for the SIA Formation Project	14/06/2017	18/08/2017	\$34,500	\$75,591	Under \$100k	Hourly	\$115.00
INSIDE EXECUTIVE RECRUITMENT	Content Generation for Engagement team collateral e.g. How to guides.	10/07/2017	2/03/2018	\$89,088	\$90,081	Supplied by AOG contract	Hourly	\$91.22
INSIDE EXECUTIVE RECRUITMENT	Backfill - HR Lead	28/08/2017	12/11/2018	\$215,191	\$196,953	Tendered	Hourly	\$110.00
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Analyst	9/04/2018	29/06/2018	\$54,782	\$50,274	Supplied by AOG contract	Hourly	\$100.00
INSIDE EXECUTIVE RECRUITMENT	Senior Stakeholder Management Consultant	7/08/2017	29/06/2018	\$188,320	\$121,033	Exemption	Hourly	\$100.00
INSIDE EXECUTIVE RECRUITMENT	Backfill - Senior Business Adviser	1/09/2017	29/06/2018	\$225,320	\$140,658	Supplied by AOG contract		
INSIDE EXECUTIVE RECRUITMENT	Senior Analyst	21/05/2018	24/11/2018	\$141,750	\$29,367	Supplied by AOG contract	Hourly	\$115.00
INSIDE EXECUTIVE RECRUITMENT	Principal Policy Analyst	5/06/2018	7/12/2018	\$147,917	\$20,818	Supplied by AOG contract	Hourly	\$120.00
INSIDE EXECUTIVE RECRUITMENT	Social Investment Board Advisor	16/04/2018	29/06/2018	\$75,328	\$66,210	Supplied by AOG contract	Hourly	\$150.00
INSIDE EXECUTIVE RECRUITMENT	Research & Evaluation Consultant	11/06/2018	5/10/2018	\$124,832	\$18,785	Supplied by AOG contract	Hourly	\$150.00
INSIDE EXECUTIVE RECRUITMENT	Senior HR Advisor	12/03/2018	29/06/2018	\$38,400	\$35,409	Supplied by AOG contract	Hourly	\$100.00
KORN FERRY	Job Evaluation services	1/07/2017	30/06/2018		\$1,350	Supplied by AOG contract		
MARB INVESTMENTS	Advice on mechanisms to fully embed an Investing in Social Well-being approach	16/04/2018	29/06/2018	\$50,000	\$55,615	Exemption	Hourly	\$190.00
MAT MULLANY	Workshop Facilitation DPUP Investing for Social Wellbeing	1/05/2018	31/08/2018		\$1,074	Under \$100k		
MAXINE SHORTLAND	Research & Evaluation Consultant	18/06/2018	28/09/2018	\$30,000	\$1,892	Under \$100k	Hourly	130
MILNER CONSULTING LTD	Specialist Subject Matter Advise for the Data Exchange technical advisory group	25/05/2017	31/10/2017	\$15,000	\$4,000	Under \$100k		
MOMENTUM CONSULTING GROUP LTD	Backfill - Senior Communications Adviser	13/04/2016	15/09/2017	\$166,119	\$2,190	Supplied by AOG contract	Hourly	\$90.13
NICHOLSON CONSULTING	Provision of data science services for projects within the SIA	13/06/2016	5/01/2018	\$502,656	\$71,040	Exemption	Hourly	\$240.00
NZYM LTD	Backfill - Director Data and Commissioning	27/02/2017	29/06/2018	\$433,000	\$280,160	Exemption	Daily	\$1,300.00
OCG CONSULTING LTD	Backfill - Team Administrator	1/12/2017	29/08/2017		\$1,375	Supplied by AOG contract	Hourly	\$25.00
OCG CONSULTING LTD	Communications Advisor for	16/05/2018	30/11/2018	\$130,088	\$30,112	Supplied by AOG contract	Hourly	\$100.00
OCG CONSULTING LTD	Backfill - Business Advisor	30/04/2018	29/06/2018	\$36,036	\$28,124	Supplied by AOG contract	Hourly	\$115.00
PAMELA TODD TUTORIALS	Storylining Support - Providing advice and support to improve the quality of writing.	21/09/2017	30/09/2018	\$24,400	\$21,900	Under \$100k	Daily	\$1,500.00
POTENTIA WELLINGTON LTD	Junior Project Manager - DPUP	1/02/2018	29/06/2018	\$71,400	\$69,532	Supplied by AOG contract	Hourly	\$85.00
PRICewaterhouseCOOPERS CONSULTING (NZ)	LP Co-design Commissioning Platform Design Sprint	23/06/2017	31/07/2017	\$49,000	\$40,000	Supplied by AOG contract		
PRICewaterhouseCOOPERS CONSULTING (NZ)	LP Formation Project	23/06/2017	31/07/2017		\$20,657	Supplied by AOG contract		
PRICewaterhouseCOOPERS CONSULTING (NZ)	LP Social Investment Framework - Designing & facilitating workshops	14/08/2017	14/09/2017	\$48,180	\$40,468	Supplied by AOG contract		
QUIGLEY & WATTS	Facilitating DPUP Workshops	1/05/2018	31/08/2018	\$53,280	\$15,084	Supplied by AOG contract	Hourly	\$180.00
REAL PROJECTS LTD	Backfill - Chief Operating Officer	31/01/2018	29/06/2018	\$171,600	\$171,772	Exemption	Daily	\$1,650.00
ROBERT WALTERS	Backfill project manager DX team	7/02/2018	29/06/2018	\$142,386	\$73,820	Supplied by AOG contract	Hourly	
ROBERT WALTERS	Commissioning Advisor - working on partnerships for the SIA	1/02/2018	30/06/2018	\$124,200	\$109,630	Supplied by AOG contract	Hourly	\$225.00
ROBERT WALTERS	Backfill - Data Architect	8/01/2018	29/06/2018	\$132,500	\$123,505	Supplied by AOG contract	Hourly	\$132.50
ROBERT WALTERS	Senior Project Manager - Data Exchange	4/09/2017	29/06/2018	\$257,600	\$206,477	Supplied by AOG contract	Hourly	\$135.00
ROBERT WALTERS	Business Writer - writing a draft of the DPUP Policy	1/09/2018	1/10/2018	\$3,273	\$5,483	Supplied by AOG contract	Hourly	\$80.00
ROBERT WALTERS	Junior Project Manager - DPUP	31/07/2017	29/06/2018	\$207,000	\$148,858	Supplied by AOG contract	Hourly	\$95.00
ROBERT WALTERS	Maori & Pacific Engagement Specialist	3/04/2018	29/06/2018	\$62,498	\$57,631	Supplied by AOG contract	Hourly	\$115.00
ROBERT WALTERS	Project Manager for the Data Exchange	14/05/2018	16/11/2018	\$135,259	\$32,251	Supplied by AOG contract	Hourly	\$120.00
Rogue Penguin Ltd	Graphic Designer	19/09/2016	31/08/2017	\$94,600	\$17,100	Under \$100k	Hourly	\$100.00
SAPERRE RESEARCH GROUP LTD	Independent Quality Assessment of Analytical results	10/03/2016	20/02/2017	\$5,380	\$5,380	Under \$100k		
Sapius Ltd	Backfill - Chief Operating Officer	29/05/2017	31/01/2018	\$176,800	\$119,149	Exemption	N/A	
SENATE COMMUNICATIONS LTD	Development of an overarching communications strategy for SIA	6/04/2018	29/06/2018	\$60,000	\$71,295	AOG Contract		
SENATE COMMUNICATIONS LTD	Public consultation for developing a Data Protection and Use Policy	12/02/2018	29/06/2018	\$73,000	\$73,538	AOG Contract		
STARFISH CONSULTING LTD	Project Coordinator for DPUP	28/05/2018	30/11/2018	\$95,375	\$17,662	Supplied by AOG contract	Hourly	\$80.00
STARFISH CONSULTING LTD	Project Coordinator for DPUP	5/06/2018	7/11/2018	\$86,323	\$0	Supplied by AOG contract	Hourly	\$85.00
SYNERGIA LIMITED	Design of the evaluation framework for collective impact	23/11/2018	31/05/2018	\$49,500	\$26,775	Under \$100k		
TENZING LTD	Backfill - Data Scientist	5/09/2016	29/06/2018	\$853,502	\$668,150	Exemption	Hourly	\$137.50
THE AKINA FOUNDATION (UD)	Data analysis & Collective Impact - Investment requirement of the Social Enterprise market.	30/06/2017	31/10/2017	\$47,500	\$47,500	Under \$100k		
THE METHODIST MISSION - DUNEDIN	Secondment costs to backfill DPUP Analyst role	11/06/2018	31/12/2018		\$10,574	Under \$100k	Hourly	\$175.00
TREGASKIS BROWN LTD	Workshop Facilitation DPUP Investing for Social Wellbeing	1/05/2018	31/08/2018	\$92,500	\$36,264	Supplied by AOG contract		
WILD BAMBOO LTD	Specialist Subject Matter Advise for the Data Exchange technical advisory group	25/05/2017	31/10/2017	\$15,000	\$3,413	Under \$100k		
WISE MANAGEMENT SERVICES LTD	Specialist Resource to explore new social sector related initiatives	1/08/2017	1/08/2018	\$280,000	\$287,045	Tendered		



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66. If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2018/19, what was the figure at which it was capped? How many FTEs were employed in 2018/19, and how does this compare to each of the previous four financial years?.....	24

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67. How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years? .	24
68. How many contractors, consultants, including those providing professional services, were engaged or employed in 2018/19 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:	25
- Name of consultant or contractor.....	25
- Type of service generally provided by the consultant or contractor .....	25
- Details of the specific consultancy or contract.....	25
- Budgeted and/or actual cost.....	25
- Maximum hourly and daily rates charged.....	25
- Date of the contract .....	25
- Date the work commenced.....	25
- Completion date.....	25
- Whether tenders were invited; if so, how many were received.....	25
- Whether there are proposals for further or following work from the original consultancy; if so, the details of this work? .....	25
69. Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this compare with each of the previous four financial years? .....	25
70. What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?.....	25
71. How many consultants, contractors or people providing professional services contracted in 2018/19 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years? ..	25
72. Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2018/19 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years? .....	26
73. How many temporary staff were contracted by your department, agency or organisation in the 2018/19 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract? .....	26
74. How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2018/19 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?.....	26
75. How many staff were employed on a fixed term contract in total in 2018/19? How does this compare to each of previous four financial years? .....	27
76. How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.....	27

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77. Please provide a summary of any collective employment agreement negotiations completed in the 2018/19 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2019/20?.....	27
78. How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years? .....	27
79. Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2018/19 financial year? If so, please provide details.....	27
80. How many days of annual leave did employees have accrued on average during 2018/19? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?.....	27
81. How many annual leave applications did the agency or organisation cancel or refuse during 2018/19? How does this compare to each of the previous four financial years? .....	28
82. How many employees sold their fourth week of annual leave in the 2018/19 financial year? How does this compare to each of the previous financial years since this policy came into effect? .....	28
83. How many days of sick leave did employees take on average during 2018/19? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take? .....	28
84. How much was spent on EAP or workplace counselling in the 2018/19 financial year and how did that compare to each of the previous four financial years? .....	28
85. What was the number and cost of staff seconded to Ministerial offices during 2018/19 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details.....	28
- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more); .....	28
- The role they were seconded to;.....	28
- The role they were seconded from; .....	28
- The reason for the secondment; .....	28
- The remuneration they have received over and above the remuneration they are contracted for in the role they have come from .....	28
86. What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2018/19 and what was it for each of the previous four financial years? .....	29
87. Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2018/19; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years? .....	29
88. What was the staff turnover for 2018/19 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2019/20? .....	29
89. What was the average length of service in your department, agency or organisation in the 2018/19 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender .....	29

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90. How many staff resigned during 2018/19, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender .....	30
91. How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2018/19 financial year? How does that compare to the number and amount spent in each of the previous four financial years?.....	30
92. How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2018/19 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years? .....	30
93. How much was spent on performance bonuses, incentive payments or additional leave in 2018/19 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2018/19 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since October 2017; if so, what specific changes and why? .....	31
94. In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender. 31	
95. How much was spent on catering in the 2018/19 financial year? What policies were in place for the use of catering and were there any changes to these?.....	33
96. How much was spent on domestic travel in the 2018/19 financial year and how does this compare to each of the previous four financial years? Provide a breakdown of spending on airfares, taxis/UBER and rental cars. Please provide a list of the positions of the top twenty spenders on domestic travel for 2018/19 including the amount spent .....	33
97. What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2018/19 financial year and how does this compare to each of the previous four financial years? .....	34
98. How much was spent on international travel in the 2018/19 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2018/19, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was .....	34
99. How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership? What is the total amount paid for Koru Club memberships during the 2018/19 financial year?.....	35
100. How many staff had the use of vehicles paid for by your department, agency or organisation in 2018/19; what are the estimated costs; how do these numbers compare to each of the previous four financial years?.....	35
101. How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2018/19? How does this compare to each of the previous four financial years? For each year please include.....	36
a. Purpose.....	36
b. Venue.....	36
c. Cost (including travel and accommodation costs).....	36

d. Activities undertaken.....	36
102. What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?.....	36
103. How much was spent on staff training in 2018/19; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?.....	36
104. What specific activities or events were conducted that contributed towards staff morale in the last financial year?.....	36
105. How much was spent on pay television subscriptions (such as SKY and Netflix) in the last financial year and for how many subscriptions? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year? .....	37
106. What is the total amount spent, if any, on speakers fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received? .....	37
107. Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at? .....	37
108. What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work? .....	37
109. What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work? .....	37
110. What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2018/19 compare to previous years? What is the total cost of this work?.....	37
111. What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2018/19 compare to previous years? What is the total cost of this work?.....	37

**Please answer the following questions about your department, agency or organisation. If you have a wholly owned/controlled subsidiary who is not independently answering these questions please also answer on their behalf.**

**NB: The SIA came into existence on 1 July 2017 so all responses comparing to the last financial years refer to the 2017/18 year only.**

## **RESTRUCTURING/REVIEWS**

1. What restructuring occurred during 2018/19 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.

No restructuring occurred during 2018/19. In the 2017/18 financial year, the SIA undertook a formation programme to establish and manage the task required to set-up the newly established agency and subsequent operating model.

2. Was any work conducted around mergers with other agencies in the 2018/19 year? If so, for each such project, what agencies were being considered for mergers?

None. This is consistent with 2017/18.

3. Was any rebranding undertaken in the 2018/19 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years?

None. This is consistent with 2017/18.

4. Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:
- The body conducting the inquiry/investigation
  - The reason for the inquiry/investigation
  - The expected completion date

None.

5. How many reviews, working groups, inquiries or similar does the department operate or participate in? Please list by title.

We have taken “reviews, working groups, inquiries or similar” to refer to those that were Government-appointed. The SIA has not been involved in any such reviews, working groups, inquiries or similar.

6. For each review, working group or inquiry, what is the estimated cost for 2018/19, 19/20, 20/21 and 21/22?

N/A.

7. For each review, working group or inquiry, what are the key dates and milestones including start dates, regular reporting dates, and end dates?

N/A.

8. For each review, working group or inquiry how many departmental staff are involved by head count and by FTE?

N/A.

9. For each review, working group or inquiry what reports, briefings or documents have been produced? Please list by title and date produced.

None.

### **BUDGET INITIATIVES**

*If your entity does not prepare Budget initiatives, please answer N/A to this section*

10. For each new spending initiative introduced over the last seven Budgets (ie, Budget 2012, Budget 2013, Budget 2014, Budget 2015, Budget 2016, Budget 2017 and Budget 2018), what evaluation has been undertaken of its effectiveness during 2018/19 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?

None.

### **COST AND SERVICE CHANGES**

11. What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost.

None.

12. What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving.

None.

13. What programmes or projects, if any, were delayed in the 2018/19 financial year and what was the reason for any delay in delivery or implementation?

None.

14. How much funding for specific projects, policies or programmes has been carried forward from the 2018/19 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
- Amount of funding brought forward
- Amount of funding already spent
- Amount of funding originally budgeted for the project
- Estimation completion date.

Name of project, policy or programme	Amount of funding carried forward from F2018/2019 to F2019/2020 (\$000's)	Amount of funding already spent (over both financial years) \$000's @ 30/11/2019	Amount of funding originally budgeted for the project (over both years) \$000's	Estimation of completion date
OBU IPET for Hub (Superu )	170	94	170	30/06/2020
OBU IPET for Place-based Evaluation	122	294	650	30/06/2020

15. How many projects or contracts that were due to be completed in 2018/19 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2018/19?

None.

#### USER CHARGES

*If your entity does not operate user charges, please answer N/A to this section*

16. What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year?

N/A.

#### PROPERTY/CAPITAL WORKS

17. How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?

None. This is consistent with 2017/18.

18. What land, building, and other assets were sold in 2018/19? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?

None. This is consistent with 2017/18.

19. How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

The SIA leases one floor of 590.2 square metres, at a gross cost of \$206,570 excluding GST and utilities per annum. This is consistent with 2017/18.

20. Were any of your offices relocated in 2018/19? In each case please provide where did the office move from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.

No. This is consistent with 2017/18.

21. How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2018/19 financial year? For each, please provide the following details:

- A description of the renovation carried out
- Location of the project
- Name of provider(s) or manufacturer(s)
- Type of product or service generally provided by the above
- Cost of the project
- Completion date
- Whether tenders were invited, if so, how many were received
- List separately any single item of furniture or fixture worth more than \$2,500 with its cost.

The SIA did not undertake any renovation, refurbishment or redecoration projects in the 2018/19 year.

The SIA purchased two items of furniture worth more than \$2,500. These were:

Item	Cost (ex. GST)
'Huddle' meeting/work booth	\$5770
Adjustable meeting/work table	\$4069

22. What offices were closed in 2018/19 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?

None. This is consistent with 2017/18.

23. What offices did your department, agency or organisation open in 2018/19 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?

None. This is consistent with 2017/18.

24. How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2018/19 financial year listed by new and former opening hours, date of change, and location?

None. This is consistent with 2017/18.

25. How many vehicles did your department, agency or organisation own during the 2018/19 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

None. This is consistent with 2017/18.

26. What was the total amount spent on purchasing vehicles during the 2018/19 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

None. This is consistent with 2017/18.

27. Were any labour and/or contractor costs been capitalised into capital project costs during the 2018/19 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs?

The SIA has a Master Services Agreement with Eight Wire Ltd. This agreement is for the provision of feature enhancements, on-boarding, specialist contracting and support and maintenance, in relation to the Data Exchange. SIA capitalised \$253,360 of this IT expenditure relating to product enhancements as an intangible asset during the 2018/19 year.

## ICT

28. Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?

The SIA is a departmental agency and receives all ICT services from MSD. As such we are covered by MSD's policy.

29. What IT projects, if any, were shelved or curtailed in the 2018/19 year and how much will have been spent on each project before it is shelved or curtailed?

None.

30. What IT projects, if any, were completed or under way in the 2018/19 year? For each, please provide the following details:

- Name of project
- Initial estimated budget
- Initial estimated time frame
- Start date
- Completion date or estimated completion date.
- Total cost at completion or estimated total cost at completion.

In the 2018/2019 year, the SIA completed a CWP 2.3 upgrade of the SIA and The Hub websites. The initial estimated budget was \$75,000, and total cost at completion was \$63,188.50. The initial estimated timeframe was 19 March 2019 to 30 April 2019, and it was started on 26 March 2019 and completed on 4 June 2019.

31. How much was spent for software licensing fees in the 2018/19 financial year and how does this compare with spending in each of the previous four financial years?

The SIA is a departmental agency and receives all ICT services from MSD. The SIA pays an overarching ICT cost which includes licensing fees. Additional ICT software costs (such

as website compliance testing, email distribution and online survey services) are detailed below:

Software	2018/19	2017/18
Internal (subscription)	\$14,290	-

32. How many websites did your department, agency or organisation run in 2018/19 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

Name	URL	Established	Purpose	Cost
Social Investment Agency	<a href="https://sia.govt.nz/">https://sia.govt.nz/</a>	22 Aug 2016	Publication of public and SIA information	\$16,322
The Hub	<a href="https://thehub.sia.govt.nz">https://thehub.sia.govt.nz</a>	16 Nov 2017	The Hub is a one-stop-shop for NZ government social science research	\$19,407
Data Protection and Use Policy	<a href="http://dpup.sia.govt.nz">http://dpup.sia.govt.nz</a>	7 May 2019	Consultation on the draft Data Protection and Use Policy	\$494

33. How many data security issues were identified in 2018/19 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they, how were these addressed and what are the titles of any reports into them? What involvement, if any, was there from either the GCSB or the National Cyber Security Centre?

None.

34. How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2018/19 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?

One laptop computer paid for by SIA was stolen from an employee's home in 2018/19, and has not been recovered. Prior to this no laptop computers, tablet computers and hard drives have been lost.

## REPORTS, PLANNING, AND EVALUATION

35. Please provide a list of all reports that were prepared in 2018/19 relating to:

- baseline update (if applicable)
- value for money
- savings identified

N/A.

36. Please provide copies of the current work plan.

Please see Appendix 3.

37. Please list projects and major policy initiatives progressed in 2018/19.

Project Name	Project overview / outcome
Data Protection and Use Policy (DPUP)	To develop with the sector a Data Protection and Use Policy (the Policy) to support the safe and respectful use of data and information in the social sector
Data Exchange (DX)-Phase Two	Continue to on-board agencies and NGO's to the DX and facilitate data sharing via a safe and secure platform that results in improved services to service users
Place-based Initiative Evaluation	Review of the Place-based Initiative's (PBI's) and arrangements for the PBIs beyond 31 December 2018
Child Wellbeing Strategy Data and Evidence	Support DPMC with the Child Youth Wellbeing Strategy through the use of data and evidence to inform the proposed direction
Integrated Services Hub (pilot)	Working with Methodist Mission Southern to support them deliver integrated social services through loosely structured collaboration and practice management across 8-12 participating service providers.
Manawa Nui	Work with a number of Whānau Ora service providers to identify and measure service impacts in a meaningful way that matters for Māori
Kāinga Whānau Ora	SIA provides expert advice and governance around the safe transfer of data, outcome measurement, and evaluation, and plays a lead support role to the Kāinga Whānau Ora programme

38. Please provide copies of any reports made to the Minister in 2018/19 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.

N/A.

39. How many evaluations of policies or programmes were completed in 2018/19? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.

None.

40. What reviews of capability were started or completed in 2018/19? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed?

None.

41. Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2018/19 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).

N/A.

**GIFTS AND EXTERNAL RELATIONSHIPS**

42. What policies were in place in 2018/19 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2018/19 financial year with the following details:

- Gift or hospitality accepted
- Position of staff member who accepted
- Estimated value
- Date received
- Name of the organisation or individual who paid for/gave the gift or hospitality.

SIA has a policy regarding the acceptance of corporate gifts or hospitality:

- All gifts or hospitality must be recorded if their value is \$50 or more.
- Gifts must not be retained for personal gain or use.
- Gifts should be donated or gifted to SIA as a taonga.

Gifts and/or hospitality accepted in 2018/19 were:

<b>Gift</b>	<b>Recipients role</b>	<b>Value</b>	<b>Date received</b>	<b>Giver</b>
Bottle of Champagne and Chocolate	Director Corporate	\$55	7/12/18	Inside Recruitment
Bottle of champagne	Principal Analyst, Insights (Contractor)	\$55	7/12/18	Inside Recruitment
Bottle of champagne	Project Manager (Contractor)	\$55	7/12/18	Inside Recruitment
Bottle of champagne	Senior Policy Analyst (Contractor)	\$55	7/12/18	Inside Recruitment
Bottle of champagne	Chief Investment & Integration Officer	\$55	7/12/18	Inside Recruitment
Bottle of champagne	Ministerial Advisor	\$55	7/12/18	Inside Recruitment
Box of Cherries (2kg)	Director Corporate	\$56	17/12/18	Worklife
Small box of Aron Hasselhoff's Chocolates	Director Corporate	\$10	19/12/18	Dundas St
Small box of Aron Hasselhoff's Chocolates	Chief Executive	\$10	19/12/18	Dundas St
Small box of Aron Hasselhoff's Chocolates	Director Partnerships	\$10	19/12/18	Dundas St
10 x identical \$25 gifts of Easter Buns & Chocolate	10 staff	\$250	18/4/2019	Inside Recruitment

Gifts and/or hospitality accepted in 2017/18 were:

<b>Date received</b>	<b>Description of gift/ Type of hospitality</b>	<b>Recipient's Role</b>	<b>Giver of gift / Individual / organisation providing hospitality</b>	<b>Estimated dollar value</b>
16/08/17	Branded Pen & Card Holder	General Manager Engagement	Royal New Zealand Police College	Less than \$50

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29/08/17	Invitation to NZIER AGM & dinner	Principal Analyst	NZIER	\$50
28/11/17	Set of coasters	Acting CE	Singapore Dept of Statistics	Less than \$50

43. What policies were in place in 2018/19 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2017/18 financial year. For each, please provide the following details:

- Gift given
- Name of external organisation or individual
- Reason given
- Estimated value
- Date given.

The SIA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy
- Ordering Catering and Gifts Procedure and Process
- Koha Approval Request Form
- Gift, Hospitality and Koha Procedure and Process

The SIA did not give any gifts to external organisations in the 2018/19 financial year. This is consistent with 2017/18.

44. What policies were in place in 2018/19 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2018/19 financial year. For each, please provide the following details:

- Gift given
- Position of staff member
- Reason given
- Estimated value
- Date given.

The SIA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy
- Ordering Catering and Gifts Procedure and Process
- Koha Approval Request Form
- Gift, Hospitality and Koha Procedure and Process

The SIA did not give any gifts to staff in 2018/19. This is consistent with 2017/18.

45. What potential conflicts of interest were identified regarding the board, management or senior staff in 2018/19? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

SIA has a conflict of interest policy which outlines how potential or perceived conflicts should be managed. When and if a conflict is identified, this is managed on an individual basis by the appropriate manager. The conflict is then entered into a register recording the nature of the conflict and how it will be managed.

SIA did not identify any conflicts of interest regarding the board, management or senior staff in 2018/19.

Two potential conflicts of interest were identified in 2017/18. One was simply a perceived conflict and declaration of such was all that was required. The other conflict was mitigated by ensuring the staff member had no decision-making capacity in regards to the contract. The SIA believes providing details of these two potential conflicts of interest would breach the privacy of the individuals involved.

46. What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2018/19? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?

<b>Membership Organisations</b>	<b>2018/19</b>	<b>2017/18</b>
GOVIS	\$174	0
NZ Tech	\$2,500	0
Human Resource Institute NZ	\$387	0
Philanthropy NZ	\$10,995	0
Institute of Public Administration NZ	\$578	\$578
<b>Total</b>	<b>\$14,634</b>	<b>\$578</b>

In 2017/18, the SIA was not a paid member of any non-government organisations, associations or bodies.

## INVOICES AND PROCUREMENT

47. How many penalties for late payment of an invoice were incurred in the 2018/19 year and what was the total cost of that. How does this compare to each of the previous four financial years?

None. This is consistent with 2017/18.

48. How many and what proportion of invoices and bills received in the 2018/19 financial year were not paid on time, and how does this compare to each of the previous four financial years?

MSD provides invoice payment services for the SIA as part of a shared services agreement. Based on the information available, 11.8 percent of the invoices processed by MSD in 2018/19 were not paid by the due date. In 2017/18, 11 percent of invoices processed were not paid by the due date.

**ADVERTISING, POLLING, AND PUBLIC RELATIONS**

49. What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:

- a. Who conducted the work
- b. When the work commenced
- c. When it was completed (or due to be completed)
- d. Estimated total cost
- e. Whether tenders were invited; if so, how many were received.

None.

50. How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?

None. This is consistent with 2017/18.

51. For each advertising or public relations campaign or publication conducted or commissioned in the 2018/19 financial year, please provide the following:

- a. Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
- b. Who conducted the project
- c. Type of product or service generally provided by the above
- d. Date the work commenced
- e. Estimated completion date
- f. Total cost
- g. Whether the campaign was shown to the Controller and Auditor-General
- h. Whether tenders were or are to be invited; if so, how many were or will be received.

N/A.

52. How many public relations and/or communications staff, contractors/consultants or providers of professional services were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years? Provide a numerical and percentage breakdown of public relations or communications staff by employment status ie permanent, contractor/consultant, provider of professional service.

SIA Remuneration Band	2017/18	2018/19
\$70,500 – \$99,500	0	1
\$98,500 - \$139,000	0	1
\$159,800 - \$225,600	0	1

Details of communications contractors/consultants or providers of professional services are contained in the response to question 72.

53. How much was spent in 2018/19 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, polices or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2018/19 please provide the item purchased, the amount purchased, costs and the intended use.

None. This is consistent with 2017/18.

54. How many press releases, if any, were released in the 2018/19 financial year? How many were released in each of the previous four financial years?

None. This is consistent with 2017/18.

## OFFICIAL INFORMATION AND PRIVACY

***If your entity is not covered by the Official Information Act, please answer N/A to the relevant questions.***

55. In 2018/19, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?

In 2018/19 the SIA had one staff member whose role included performing these functions. This is consistent with 2017/18. To release details of cost would breach the privacy of this staff member.

56. What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2018/19? What were these numbers for each of the previous four financial years?

	2017/18	2018/19
Number of OIA requests received	6	9
Number responded to within 20 working days	4	8
Number responded to after 20 working days	2	0
Number transferred	0	1
Number declined	0	0

57. What was the average response time for Official Information Act Requests during 2018/19? What was this number for each of the previous four financial years?

	Average response time
2017/18	22 days
2018/19	15 days

58. How many complaints were received under the Privacy Act or Official Information Act during 2018/19 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?

None. This is consistent with 2017/18.

59. What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office? Have any of these policies changed since the new Government was sworn in?

The SIA has no formal policy in place for Official Information requests to be cleared by Ministers' offices. However, under the 'no surprises' convention and in accordance with the Cabinet Office Manual, the SIA briefs, and may consult with the Ministers' offices prior to releasing material under the Official Information Act 1982.

60. Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?

The SIA does not have any specific policies in place for dealing with requests for information from media, bloggers or political parties.

61. What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2018/19?

None.

62. Were any privacy issues identified in the 2018/19 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

None. This is consistent with 2017/18.

#### PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS

***If the information sought in this section is found in the department, agency or organisation's Annual Report with the same breakdown as requested, your response may refer to this, giving details. However your response MUST be specific and cite the relevant page numbers.***

***If the question is not relevant to your department, agency or organisation (for example if it does not have a policy function or a staffing cap) please answer N/A***

63. How many staff positions in the policy area were left unfilled in the 2018/19 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

The SIA does not have roles or groups comprised entirely of policy work.

64. How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

	31/07/2017			30/06/2018			30/6/2019		
Status	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total

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Permanent	9.0	1.4	10.4	6.0	0.5	6.5	26.0	5.1	31.1
Fixed-Term	13.0	2.1	15.1	7.0	4.1	11.1	1.0	0.8	1.8
<b>Grand Total</b>	<b>22.0</b>	<b>3.5</b>	<b>25.5</b>	<b>13.0</b>	<b>4.7</b>	<b>17.7</b>	<b>27.0</b>	<b>5.9</b>	<b>32.9</b>

SIA established a new organisational structure which came into effect on 2 July 2018 so the number of staff is not able to be usefully compared to previous years.

As at 30 June 2019 SIA staff were located in Wellington. SIA has a corporate team with 5.7 staff providing administration or support functions. The remaining staff are operational in nature. SIA does not have roles comprised entirely of policy work.

65. Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2018/19 and each of the previous four financial years, by age and gender.

FTE	Financial Year	Gender	Age Range					Unknown	Grand Total
			20<30	30<40	40<50	50<60	>=60		
	June 2019	Female	3.0	1.9	5.9	3.0	0.8		14.6
		Male	2.0	3.0	7.8	4.5	1.0		18.3
		<b>Total</b>	<b>5.0</b>	<b>4.9</b>	<b>13.7</b>	<b>7.5</b>	<b>1.8</b>		<b>32.9</b>
	June 2018	Female	1.0	2.9	4.1	2.0	1.0		11.0
		Male		1.0	2.8	2.8			6.6
		<b>Total</b>	<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>		<b>17.7</b>
	July 2017	Female	1.4	6.4	2.8	3.0	1.0		14.7
		Male	2.0		4.8	3.0		1.0	10.8
		<b>Total</b>	<b>3.4</b>	<b>6.4</b>	<b>8.7</b>	<b>6.0</b>	<b>1.0</b>		<b>25.5</b>

As at 30 June 2019 SIA had a corporate team with 5.7 staff providing administration or support functions. The remaining staff are operational in nature. SIA does not have roles comprised entirely of policy work.

66. If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2018/19, what was the figure at which it was capped? How many FTEs were employed in 2018/19, and how does this compare to each of the previous four financial years?

The SIA does not have a cap of Full Time Equivalent positions. This is consistent with 2017/18.

67. How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

The SIA does not have frontline staff. This is consistent with 2017/18.

**CONSULTANTS, CONTRACTORS/TEMPORARY CONTRACTS, PROVIDERS OF PROFESSIONAL SERVICES**

68. How many contractors, consultants, including those providing professional services, were engaged or employed in 2018/19 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:

- Name of consultant or contractor
- Type of service generally provided by the consultant or contractor
- Details of the specific consultancy or contract
- Budgeted and/or actual cost
- Maximum hourly and daily rates charged
- Date of the contract
- Date the work commenced
- Completion date
- Whether tenders were invited; if so, how many were received
- Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?

<b>Contractors &amp; consultants</b>	<b>2018/19</b>	<b>2017/18</b>
Total cost	\$5,336,283	\$5,666,247
Total number of contractors & consultants	64	73

Refer to appendices for detailed breakdown:

Appendix 1 – 2018/19

Appendix 2 – 2017/18.

69. Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this compare with each of the previous four financial years?

In 2017/18, SIA entered into a Master Services Agreement with Eight Wire Ltd. This agreement is for the provision of feature enhancements, on-boarding, specialist contracting and support and maintenance, in relation to the Data Exchange. The total cost of the work is approximately \$3 million over five years. No new contracts valued at \$1 million or more were awarded in 2018/19.

70. What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?

The SIA uses consultants or contractors to fill short-term or specialised needs where it is uneconomic to employ a staff member or the required expertise is not available internally.

71. How many consultants, contractors or people providing professional services contracted in 2018/19 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?

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No previous employees were re-hired as contractors within SIA. This is consistent with 2017/18.

72. Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2018/19 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?

During 2018/19 the total spend was as follows:

Company	Purpose	Duration	Total cost
OCG Consulting Ltd	Data Protection and Use Policy engagement – Snr Comms	12 months	\$187,377
Randstad Ltd	Communications Advisor – Web/IT support	5 months	\$75,887
Senate Communications Ltd	Strategy Development & Support	1 months	\$874
<b>Total</b>			<b>\$264,138</b>

During 2017/18 the total spend on communications was \$175,072:

Company	Purpose	Duration	Total cost
Anne Bakhos	Strategic Communications	8 months	\$66,675.00
Axiom Strategy and Communication Ltd	Communication advice and Implementation	2 months	\$4,800.00
Momentum Consulting Group	Senior Communications Advisor	3 months	\$2,190.00
OCG Consulting Ltd	Communications Advisor	2 months	\$30,111.89
Senate Communications Ltd	Development of an overarching communications strategy for SIA and Data Protection and Use Policy engagement	2 months	\$71,295.00

73. How many temporary staff were contracted by your department, agency or organisation in the 2018/19 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

Temporary staff are employed by SIA on an employment agreement. There were 2 temporary employees as at 30 June 2019. Staff who are contracted by SIA and not paid through SIA's payroll system are included in the list of consultants and contractors engaged by SIA in Appendix 1.

74. How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2018/19 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?

	Number of staff employed	
	2018/19	2017/18
Three month or less	13	1
Three to six months	6	2
Six to nine months	0	5
More than 9 months	6	0

Note this question is answered for 2018/19 based MSD data which includes contractors.

75. How many staff were employed on a fixed term contract in total in 2018/19? How does this compare to each of previous four financial years?

Please see response to Question 64.

### COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES

76. How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.

None.

77. Please provide a summary of any collective employment agreement negotiations completed in the 2018/19 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2019/20?

None.

78. How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?

FTE as at Date	Collective	Individual	Total
30 June 2019	0	32.9	32.9
30 June 2018	1.5	16.1	17.7
31 July 2017	4.4	21.1	25.5

79. Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2018/19 financial year? If so, please provide details.

No.

### LEAVE AND EAP

80. How many days of annual leave did employees have accrued on average during 2018/19? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?

Year to Date	Average accrued annual leave
June 2019	11.4 days
June 2018	14.6 days
July 2017	11.4 days

The SIA monitors the leave balances of all employees and puts formal leave plans in place for employees who have leave balances that are higher than 25 days.

81. How many annual leave applications did the agency or organisation cancel or refuse during 2018/19? How does this compare to each of the previous four financial years?

None. This is consistent with 2017/18.

82. How many employees sold their fourth week of annual leave in the 2018/19 financial year? How does this compare to each of the previous financial years since this policy came into effect?

None. This is consistent with 2017/18.

83. How many days of sick leave did employees take on average during 2018/19? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?

Year	Average sick leave (days)
2018/19	5 days
2017/18	5 days

SIA has a wellbeing policy, which was established to encourage employees to take preventative measures to maintain long-term health. This policy encompasses measures such as funding towards health screenings, vision care and fitness costs. The policy also provides access to influenza vaccinations and access to the employee assistance programme.

84. How much was spent on EAP or workplace counselling in the 2018/19 financial year and how did that compare to each of the previous four financial years?

In 2018/19 EAP and workplace counselling was provided to employees of SIA under a service level agreement with SSC. This is consistent with 2017/18.

## SECONDED STAFF

***If your department, agency or organisation does not second staff to Ministers' offices, please answer N/A to these questions***

85. What was the number and cost of staff seconded to Ministerial offices during 2018/19 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details:
- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more);
  - The role they were seconded to;
  - The role they were seconded from;
  - The reason for the secondment;
  - The remuneration they have received over and above the remuneration they are contracted for in the role they have come from.

One staff member was seconded to the Minister for Social Development's office in 2018/19. This is consistent with 2017/18. Their salary was paid for by the SIA. To release further details would breach the privacy of this staff member.

86. What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2018/19 and what was it for each of the previous four financial years?

Nil. This is consistent with 2017/18.

87. Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2018/19; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?

In 2018/19, the SIA had two secondments that utilised travel and accommodation expenses:

	Travel	Accommodation
<b>Secondment 1</b>	\$11,770	\$8,151
<b>Secondment 2</b>	\$0	\$6,520

In 2017/18 the SIA had one secondment that utilised travel expenses of \$14,831.

#### STAFF TURNOVER/TERMINATION OF EMPLOYMENT

88. What was the staff turnover for 2018/19 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2019/20?

Financial Year	Turnover Rate	Cessations (included in the turnover)
2018/19	9.9%	2
2017/18	53.6%	5

The turnover figures include cessations of permanent employees due to resignations and other forms of cessation such as retirement, death, and dismissal. The turnover rate does not include cessations due to restructuring or cessations of fixed-term employees.

As a newly established agency the SIA has no concerns with its overall turnover rate.

89. What was the average length of service in your department, agency or organisation in the 2018/19 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender.

The SIA was established on 1 July 2017 and a new organisational structure came into effect on 2 July 2018. As a result the average length of service in 2017/18 or 2018/19 is not meaningful.

As at	Permanent	Temporary	Total Average (years)
30/06/2019	1.3	0.4	1.3

Gender	Age Range					Overall Average
	20<30	30<40	40<50	50<60	>=60	
Female	0.3	0.5	0.6	1.2	0.3	0.6
Male	0.4	0.8	1.5	3.7	0.7	1.8
<b>Average</b>	<b>0.3</b>	<b>0.7</b>	<b>1.1</b>	<b>2.8</b>	<b>0.5</b>	<b>1.3</b>

90. How many staff resigned during 2018/19, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

Year	Gender	Age Range					Grand Total
		20<30	30<40	40<50	50<60	>=60	
June 2019	Female		2				2
	Male						0
June 2018	Female		1	1	1	1	4
	Male	1					1

In 2018/19, a total of 2 permanent employees resigned.

91. How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2018/19 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

Year	Number of Redundancies	Total Redundancy Payments
2018/19	Nil	Nil
2017/18	2	\$82,390

92. How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2018/19 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

Band	Redundancies within Band	
	2017/1/8	2018/19
< \$10,000		
\$10,000 to \$20,000		
\$20,000 to \$30,000	1	
\$30,000 to \$40,000		
\$40,000 to \$50,000		
\$50,000 to \$60,000	1	
More than \$60,000		
<b>Total Redundancies</b>	<b>2</b>	<b>0</b>

**SALARIES AND BONUSES**

93. How much was spent on performance bonuses, incentive payments or additional leave in 2018/19 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2018/19 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since October 2017; if so, what specific changes and why?

None. This is consistent with 2017/18.

94. In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

<b>FTE Salary Band</b>	<b>31/07/2017</b>	<b>30/06/2018</b>	<b>30/6/2019</b>
\$40 < \$50,000	0.4		
\$50 < \$60,000	1.0	1.0	2.0
\$60 < \$70,000	1.0		
\$70 < \$80,000	2.0	1.0	1.0
\$80 < \$90,000	3.9	2.0	1.0
\$90 < \$100,000	1.5	2.0	2.0
\$100 < \$110,000	1.0	1.4	1.0
\$110 < \$120,000	2.8	0.8	1.8
\$120 < \$130,000	1.0		4.0
\$130 < \$140,000	0.8	1.0	2.9
\$140 < \$150,000		1.0	
\$150 < \$160,000			0.9
\$160 < \$170,000	3.0	1.9	1.8
\$170 < \$180,000	1.0	1.8	2.0
\$180 < \$190,000		1.0	0.8
\$190 < \$200,000	1.0		5.8
>= \$200,000	5.0	2.8	5.9
<b>Total</b>	<b>25.5</b>	<b>17.7</b>	<b>32.9</b>

<b>FTE as at 30 June 2018</b>		<b>Age Range</b>					
<b>Gender</b>	<b>Salary Band</b>	<b>20&lt;30</b>	<b>30&lt;40</b>	<b>40&lt;50</b>	<b>50&lt;60</b>	<b>&gt;=60</b>	<b>Grand Total</b>

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<b>Female</b>	\$50 < \$60,000	1.0					1.0
	\$70 < \$80,000					1.0	1.0
	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000		1.0				1.0
	\$100 < \$110,000			1.4			1.4
	\$140 < \$150,000			1.0			1.0
	\$160 < \$170,000		0.9	1.0			1.9
	\$170 < \$180,000			0.8			0.8
	>= \$200,000				2.0		2.0
<b>Female Total</b>		<b>1.0</b>	<b>2.9</b>	<b>4.1</b>	<b>2.0</b>	<b>1.0</b>	<b>11.0</b>
<b>Male</b>	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000			1.0			1.0
	\$110 < \$120,000			0.8			0.8
	\$130 < \$140,000				1.0		1.0
	\$170 < \$180,000			1.0			1.0
	\$180 < \$190,000				1.0		1.0
	>= \$200,000				0.8		0.8
<b>Male Total</b>			<b>1.0</b>	<b>2.8</b>	<b>2.8</b>		<b>6.6</b>
<b>Grand Total</b>		<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>	<b>17.7</b>

FTE as at 30 June 2019		Age Range					Grand Total
Gender	Salary Band	20<30	30<40	40<50	50<60	>=60	
<b>Female</b>	\$50 < \$60,000	1					1
	\$80 < \$90,000	1					1
	\$90 < \$100,000	1					1
	\$100 < \$110,000		1				1
	\$120 < \$130,000			1	1		2
	\$130 < \$140,000			1.9			1.9
	\$170 < \$180,000			1			1
	\$180 < \$190,000					0.8	0.8
	\$190 < \$200,000			1	1		2
	>= \$200,000		0.9	1	1		2.9
<b>Female Total</b>		<b>3</b>	<b>1.9</b>	<b>5.9</b>	<b>3</b>	<b>0.8</b>	<b>14.6</b>
<b>Male</b>	\$50 < \$60,000	1					1
	\$70 < \$80,000	1					1
	\$80 < \$90,000						
	\$90 < \$100,000			1			1
	\$110 < \$120,000		1	0.8			1.8
	\$120 < \$130,000		2				2
	\$130 < \$140,000				1		1
	\$150 < \$160,000				0.9		0.9
	\$160 < \$170,000			1	0.8		1.8
	\$170 < \$180,000			1			1
	\$180 < \$190,000						
	\$190 < \$200,000			2	0.8	1	3.8

	>= \$200,000			2	1		3
	<b>Male Total</b>	<b>2.0</b>	<b>3.0</b>	<b>7.8</b>	<b>4.5</b>	<b>1.0</b>	<b>18.3</b>
	<b>Grand Total</b>	<b>5.0</b>	<b>4.9</b>	<b>13.7</b>	<b>7.5</b>	<b>1.8</b>	<b>32.9</b>

## TRAINING, TRAVEL AND OTHER EXPENSES

95. How much was spent on catering in the 2018/19 financial year? What policies were in place for the use of catering and were there any changes to these?

Spend on catering is covered by the SIA's Functions, Catering and Gifts Policy, which was not changed in 2017/18. The total catering spend in 2018/19 was \$34,810.

96. How much was spent on domestic travel in the 2018/19 financial year and how does this compare to each of the previous four financial years? Provide a breakdown of spending on airfares, taxis/UBER and rental cars. Please provide a list of the positions of the top twenty spenders on domestic travel for 2018/19 including the amount spent.

Domestic travel by type:

Type	2017/18	2018/19
Airfares	\$95,432	\$183,474
Taxi Fares	\$21,889	\$27,342
Car Hire	\$5,749	\$8,321
Accommodation / Other	\$47,491	\$56,002
<b>Total</b>	<b>\$170,561</b>	<b>\$275,139</b>

Domestic travel top twenty spenders:

Role	\$
Secondee - National Support: Place-based Initiative	14,363
Chief Science Advisor	13,565
DPUP working group member	10,845
DPUP Contractor	10,628
Contractor - Data Exchange	8,870
Data and Information Architect	8,275
DPUP Contractor	8,270
Solutions Architect	8,195
Chief Māori Advisor	7,413
Chief Executive	6,627
Contractor - Māori Engagement & Pacific Engagement	5,620

Manager Data Systems	5,532
Engagement advisor	4,682
Partnership Manager	4,598
DPUP Engagement facilitator	4,376
DPUP Engagement facilitator	4,255
Director, Partnership	3,538
Project Manager	3,314
Director, Engagement and Communications	3,243
DPUP Engagement facilitator	3,214

97. What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2018/19 financial year and how does this compare to each of the previous four financial years?

The SIA used Air New Zealand 100% in 2018/19, via the MSD shared services agreement. This is consistent with 2017/18.

98. How much was spent on international travel in the 2018/19 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2018/19, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.

#### 2017/18

Total International travel	21,924
% of vote	0.13%

#### 2018/19

Project Description	Position	Travel Country	Travel dates	Accom (\$)	Airfares (\$)	Other (\$)
Attended the Singularity University Global Summit	Chief Executive	USA	18 -25 August 2018	1,304	2,124	180
Presenter – Social Data Science for Evidence-Based Policy, Economic & Social Research Council & Alan Turing Institute	Chief Science Advisor	UK	08-15 Sept 2018	3,217	7,170	739
Attend GEIS Conference	Chief Executive	Australia	20-24 Oct 2018	1,407	1,105	1,502

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Attend GEIS Conference	Chief Science Advisor	Australia	20-24 Oct 2018	295	1,092	-
To present results of social housing research to the Global Evidence and Implementation Summit	Consultant Evaluator	Australia	21-24 Oct 2018	214	848	-
Support the Chief Science Advisor in connecting to OECD staff at the OECD World Forum on Statistics, Knowledge and Poverty	Consultant Evaluator	Korea	26 Nov -1 Dec 2018	620	2,369	-
To support health Minister David Clarke's agenda in meetings at OECD World Forum	Chief Science Advisor	Korea	24-30 Nov 2018	1,141	5,686	-
Presented at Their Futures Matter Conference	Acting Chief Executive	Australia	11-12 Feb 2019	299	937	142
Gartner Analytics Summit - learning about new analytics research trends.	Director Data Systems and Analytics	Australia	17 -19 Feb 2019	-	-	1,489
Amazon Web Services Conference – Training part of the Analytics environment project	Solutions Architect	Australia	29 Apr - 3 May 2019	103	-	22
Amazon Web Services Conference – Training part of the Analytics environment project	Senior Data Scientist	Australia	30 Apr - 3 May 2019	82	-	147
Presented at an OECD workshop on 'cost/benefit analysis of evidence-based policy'	Manager/ Director Insights	France	19-21 Jun 2019	839	557	-
<b>Total International travel</b>					<b>35,628</b>	
<b>% of vote</b>					<b>0.24%</b>	

The percentage of vote is calculated on SIA appropriation only and does not include the Place-Based Initiative vote.

99. How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership? What is the total amount paid for Koru Club memberships during the 2018/19 financial year?

None. This is consistent with 2017/18.

100. How many staff had the use of vehicles paid for by your department, agency or organisation in 2018/19; what are the estimated costs; how do these numbers compare to each of the previous four financial years?

None. This is consistent with 2017/18.

101. How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2018/19? How does this compare to each of the previous four financial years? For each year please include:

- a. Purpose
- b. Venue
- c. Cost (including travel and accommodation costs)
- d. Activities undertaken

During 2018/19 the total spend was as follows:

Purpose	Venue	Activities undertaken	\$
Staff hui 'Better Together'	Te Wharewaka-Wgtn	Workshop	7,953
Director induction & strategic planning	CAANZ - Wgtn	Workshop	7,918
Agile Training	Bizdojo, Wgtn	15 staff attended & gained IC Agile certification	14,500
Executive Leadership Workshop	Te Wharewaka, Wgtn	Hogan assessment – workshop	24,356
<b>Total</b>			<b>54,727</b>

During 2017/18 there was no spend on internal conferences and seminars, staff retreats, offsite training, or planning and team building exercises.

102. What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

SIA measures the effectiveness of conferences, seminars and forums through formal and informal staff feedback. This is then analysed and contributes to the planning of future events. For the all staff hui in April 2019, an internal survey was undertaken using the Ask My Team tool.

103. How much was spent on staff training in 2018/19; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?

Year	Cost	Percentage of Vote
2017/18	\$37,736	.23%
2018/19	\$71,595	.48%

The percentage of vote is calculated on SIA appropriation only and does not include the Place-Based Initiative vote.

104. What specific activities or events were conducted that contributed towards staff morale in the last financial year?

The SIA did not undertake any specific activities or events for staff morale, but used standard good management practices to maintain staff morale.

105. How much was spent on pay television subscriptions (such as SKY and Netflix) in the last financial year and for how many subscriptions? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?

None. This is consistent with 2017/18.

106. What is the total amount spent, if any, on speakers fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received?

None. This is consistent with 2017/18.

107. Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at?

None. This is consistent with 2017/18.

108. What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work?

None.

109. What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work?

N/A. The SIA leases its only property in Wellington.

110. What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2018/19 compare to previous years? What is the total cost of this work?

None.

111. What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2018/19 compare to previous years? What is the total cost of this work?

SIA does not report on its gender pay gap, in accordance with guidance from Stats NZ on measuring organisational gender pay gaps for small agencies.

SIA has a gender pay gap action plan and is planning further development and implementation of supporting policies, procedures and initiatives. This will promote and encourage greater diversity and inclusion. SIA's gender pay gap action plan was developed in March 2019. It is aligned to achieving the goals of the Public Service Gender Pay Gap Action Plan. SIA's focus areas for 2019 include: increasing understanding and buy-in of leaders; developing a diversity and inclusion strategy; developing metrics and monitoring; developing recruitment policy and practices; and developing parental leave policy and practices. No costs were incurred in 2018/19.

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Appendix 1 – Q 68 Consultants and Contractors 2018/19 FY

Supplier Name	Description of the Contract	Contract Start Date	Contract End Date	Contract Value (\$)	Cost (\$)
AIKO CONSULTANTS LTD	Maori Facilitator - DPUP	1/06/2018	1/09/2018		18,342
EIGHT WIRE LTD	Expert technical assistance for the Data Exchange implementation analysis phase	28/10/2016	27/10/2021	2,265,000	509,137
ERONI CLARKE	Pacific Facilitator for workshops	22/06/2018	30/08/2018	7,000	5,508
FRANK ADVICE LTD	Explore options for development of an evidence centre	13/05/2019	30/06/2019	28,800	26,200
PAMELA TODD TUTORIALS	Story lining	21/09/2017	30/09/2018	24,400	10000
RICHARD BEST	Legal advice	2/07/2017	29/06/2018	80,000	269
SENATE COMMUNICATIONS LTD	Strategy Development & Support	12/02/2018	29/06/2018	Up to 60,000	874
SIATIRAS CONSULTING LTD	Document Disposal	15/10/2018	28/02/2019	Up to 9,750	6,938
THE METHODIST MISSION - DUNEDIN	Specialist Subject Matter Advice	20/10/2016	30/06/2019		240,300
TRACECARE	Security Risk Assessment	1/05/2019	30/06/2019	5,000	3,480
TREGASKIS BROWN LTD	Workshop Facilitation DPUP Investing for Social Wellbeing	1/05/2018	31/08/2018	92,500	40,586
INSIDE EXECUTIVE RECRUITMENT	Back fill Senior Project Manager Data Protection Work Programme	5/11/2018	22/03/2019		95,548
ASK YOUR TEAM NZ LTD	Staff Engagement Survey and Analysis	27/03/2018	26/03/2021	Up to 36,250	16,513
UNIVERSITY OF OTAGO	Peer review Social Housing III	1/03/2019	31/03/2019		500
LITMUS LTD	Evaluation of Place based Initiatives	22/02/2019	30/06/2020	487,475	75,981
GAVIN LOCKWOOD	Executive Coaching and Facilitation	16/10/2015	30/602019		10,125

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BEYOND RECRUITMENT	Research & Evaluation Consultant	11/06/2018	5/10/2018	124,832	43,577
BLACK HAWK FARM LTD	Backfill - Director Measurement and Insight	2/05/2016	28/02/2019	Up to 190,680	179,689
BRIGHT IDEAS CONSULTING LTD	Backfill - Senior Data Scientist	19/10/2015	30/09/2018	Up to 67,600	53,365
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	11/10/2018	11/01/2019		22,853
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	24/10/2017	1/03/2019		57,686
GBL PERSONNEL LIMITED	Backfill Administration Assistant	26/09/2018	22/02/2019		25,405
GBL PERSONNEL LIMITED	Backfill Personal Assistant	17/07/2018	14/10/2018		22,199
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	10/06/19	25/10/19		5,688
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	5/06/19	28/08/219		3,751
HUDSON GLOBAL RESOURCES (NZ) LTD	Backfill Senior Policy Analyst	10/09/2018	30/11/2018		44,160
INSIDE EXECUTIVE RECRUITMENT	Backfill Principal Analyst	5/06/2018	7/12/2018		30,814
INSIDE EXECUTIVE RECRUITMENT	Backfill Senior Analyst	21/05/2018	29/06/2019		184,119
INSIDE EXECUTIVE RECRUITMENT	Backfill Social Investment Board Advice Support	16/04/2018	28/02/2019		176,519
INSIDE EXECUTIVE RECRUITMENT	Backfill - Ministerial Servicing Advisor	2/08/2017	22/03/2019		162,861
INSIDE EXECUTIVE RECRUITMENT	Backfill Senior Policy Analyst - Writer	9/04/2018	28/09/2018		59,833
INSIDE EXECUTIVE RECRUITMENT	Senior Stakeholder - Management Consultant	7/08/2017	29/03/2018		54,033
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Advisor	5/09/2018	30/11/2018		66,053
INSIDE EXECUTIVE RECRUITMENT	Backfill Director, Engagement & Communications	6/08/2018	2/11/2018		82,687
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Analyst	13/02/2018	10/05/2019		101,538

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INSIDE EXECUTIVE RECRUITMENT	Human Resources Consultant	12/03/2018	27/07/2018		5,269
INSIDE EXECUTIVE RECRUITMENT	Backfill - HR Lead	28/08/2017	12/11/2018	215,191	74,653
KOTATA INSIGHT	Economist for the Outcomes Framework	20/03/2017	31/01/2018	49,050	175,454
MANPOWER SERVICES (NZ) LTD	Business Case Writer	24/09/2018	24/12/2018		18,269
NOOS LTD	Support development of collective impact framework & analytical tools & methods.	3/06/2019	11/09/2019	30,000	30,000
NZYM	Director backfill Engagement Programme - DPUP	27/02/2017	28/06/2019	Up to 269,100	261,320
OCG CONSULTING LTD	Backfill - Business Advisor	30/04/2018	30/09/2018		31,654
OCG CONSULTING LTD	Backfill Team Assistant	25/06/2018	28/09/2018		20,304
OCG CONSULTING LTD	Backfill Personal Assistant	1/07/2018	15/07/2018		2,991
OCG CONSULTING LTD	Senior Communications Advisor - DPUP	16/05/2018	28/06/2019		187,377
PLACE RECRUITMENT	Programme Manager	30/07/2018	22/02/2019		177,066
POTENTIA WELLINGTON LTD	Junior Project Manager - DPUP	1/02/2018	21/12/2018		58,396
RANDSTAD LIMITED	Backfill Communications Advisor - Web/IT support	26/09/2018	28/02/2019		75,887
REAL PROJECTS LTD	Backfill - Chief Operating Officer	31/01/2018	28/06/2019		356,219
ROBERT WALTERS	Backfill project manager DX team	7/02/2018	31/10/2019		59,053
ROBERT WALTERS	Project Manager for the Data Exchange	14/05/2018	28/06/2019	135,259	168,982
ROBERT WALTERS	Commissioning Advisor - working on partnerships for the SIA	1/02/2018	30/06/2018	124,200	21,347

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ROBERT WALTERS	Backfill - Data Architect	8/01/2018	28/03/2019		193,264
ROBERT WALTERS	Senior Project Manager - Data Exchange	4/09/2017	8/03/2019		162,374
ROBERT WALTERS	Junior Project Manager - DPUP	31/07/2017	7/12/2018		112,524
ROBERT WALTERS	Maori & Pacific Engagement Specialist	3/04/2018	7/12/2018		90,202
STARFISH CONSULTING LTD	Project Coordinator for DPUP	28/05/2018	28/06/2019	95,375	121,750
STARFISH CONSULTING LTD	Project Coordinator for DPUP	5/06/2018	7/11/2018	86,323	30,310
STARFISH CONSULTING LTD	Service Design Lead DPUP	30/07/2018	30/09/2018		43,716
TASKA LTD	Data Entry Administrator	18/06/2018	19/09/2018		12,499
TENZING LTD	Backfill - Data Scientists	5/09/2016	24/12/2019	853,502	343,338
TSI Partnership	Exploration of new partnership channels and pilots and testing initiatives for investment in social wellbeing.	4/05/2018	3/05/2019		20,328
HINGSTON MILL LTD	Workstream lead - Insights	23/01/2019	28/06/2019	Up to \$50,000	20,250
WINSBOROUGH LIMITED	Development workshops and psychometric testing	1/05/2019	30/06/2019	Up to 22,351	24,356
<b>Total spend on Contractors and Consultants</b>					<b>5,336,283</b>

## Appendix 2 – Q 68 Consultants and Contractors 2017/18 FY

## Q 68 SIA Consultants and Contractors @ 30th June 2018

Supplier Name	Description of the Contract	Contract Start Date	Contract End Date	Budgeted Contract Value (\$)	Year-to-Date Expenditure	If not tendered and >\$100k, please explain why	Unit (Daily, Hourly, N/A)	Unit Price (\$)
ANNE BAKHOS	Strategic Communications	13/06/2017	31/03/2018	\$98,400	\$66,675	Under \$100k	Daily	\$1,200.00
ASCENT BUSINESS CONSULTING	Data Exchange - Business case plan	17/07/2017	30/09/2017	\$47,000	\$38,188	Under \$100k	Hourly	\$195.88
ASK YOUR TEAM NZ LTD	First Year Survey Subscription 18-19	1/07/2017	30/06/2018		\$8,750	Under \$100k		
AXIOM STRATEGY AND COMMUNICATION LTD	Comms Advice & Implementation	13/04/2018	30/06/2018		\$4,800	Under \$100k		
BEHAVIOURAL INSIGHTS (NZ) LTD	Pre work for the Evaluation of Social Investment Fund	13/07/2017	19/07/2017	\$5,000	\$4,100	Under \$100k		
BLACK HAWK FARM LTD	Backfill - Director Measurement and Insight	27/04/2016	29/06/2018	\$535,650	\$256,102	Exemption	Daily	\$1,135.00
BRIGHT IDEAS CONSULTING LTD	Backfill - Senior Data Scientist	30/03/2016	29/06/2018	\$653,960	\$220,935	Exemption	Hourly	\$162.50
CHANDLER MACLEOD	Backfill - Team Administrator	31/08/2017	26/01/2018	\$16,000	\$22,854	Supplied by AOG contract	Hourly	\$25.00
CHANDLER MACLEOD	Backfill - Personal Assistant	14/08/2017	4/10/2017	\$11,520	\$18,931	Supplied by AOG contract	Hourly	\$27.00
Chapman Tripp	Legal Advisor for DPUP Partnerships	5/01/2017	31/01/2018	\$82,000	\$23,103	Under \$100k	N/A	
CONAL SMITH - CONSULTING ECONOMIST	Economist for the Outcomes Framework	20/03/2017	31/01/2018	\$49,050	\$81,523	Under \$100k	Hourly	\$100.00
CREATIVE HQ LTD	Workshop Design for DPUP	30/11/2017	30/08/2018	\$77,200	\$48,076	Under \$100k		
DELOITTE (AUCKLAND)	Assisted with the Security Certification and Accreditation	31/07/2017	30/09/2017	\$40,200	\$40,200	Under \$100k		
EIGHT WIRE LTD	Expert technical assistance for the Data Exchange implementation analysis phase	28/10/2016	27/10/2021	\$2,265,000	\$375,213	Tendered in 2016		
Life07 Partners	Facilitation of workshops	22/06/2018	30/08/2018	\$7,000	\$1,000	Under \$100k	Daily	\$1,000.00
Exonian Consulting Ltd	Backfill General Manager Commissioning	2/05/2016	31/01/2018	\$688,050	\$175,800	Exemption	Hourly	
FIVE AND DIME LTD	Ad-hoc Graphic design services for all of agency work	2/10/2017	31/05/2018	\$96,600	\$28,458	Under \$100k	Hourly	\$201.25
GBL PERSONNEL LIMITED	Backfill - Executive Assistant	24/10/2017	29/06/2018	\$66,259	\$61,167	Exemption	Hourly	
GEMTECH SOLUTIONS	Oversight Pilot Partnerships	19/09/2017	31/10/2017	\$99,000	\$85,800	Under \$100k	Hourly	\$165.00
Graham Scott	Providing specialist subject matter expertise on the SIA Formation Project	5/03/2018	21/12/2018	\$30,000	\$4,255	Under \$100k	Hourly	\$200.00
INSIDE EXECUTIVE RECRUITMENT	Backfill - Ministerial Servicing Advisor	2/08/2017	29/06/2018	\$244,992	\$201,313	Tendered	Hourly	\$139.20
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Analyst	13/02/2018	29/06/2018	\$55,275	\$55,983	Supplied by AOG contract	Hourly	\$110.00
INSIDE EXECUTIVE RECRUITMENT	Transition Advisor for the SIA Formation Project	14/06/2017	18/08/2017	\$34,500	\$75,591	Under \$100k	Hourly	\$115.00
INSIDE EXECUTIVE RECRUITMENT	Content Generation for Engagement team collateral e.g. How to guides.	10/07/2017	2/03/2018	\$89,088	\$90,081	Supplied by AOG contract	Hourly	\$91.22
INSIDE EXECUTIVE RECRUITMENT	Backfill - HR Lead	28/08/2017	12/11/2018	\$215,191	\$196,953	Tendered	Hourly	\$110.00
INSIDE EXECUTIVE RECRUITMENT	Senior Policy Analyst	9/04/2018	29/06/2018	\$54,782	\$50,274	Supplied by AOG contract	Hourly	\$100.00
INSIDE EXECUTIVE RECRUITMENT	Senior Stakeholder Management Consultant	7/08/2017	29/06/2018	\$188,320	\$121,033	Exemption	Hourly	\$100.00
INSIDE EXECUTIVE RECRUITMENT	Backfill - Senior Business Advisor	1/09/2017	29/06/2018	\$225,320	\$140,658	Supplied by AOG contract		
INSIDE EXECUTIVE RECRUITMENT	Senior Analyst	21/05/2018	24/11/2018	\$141,750	\$29,367	Supplied by AOG contract	Hourly	\$115.00

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INSIDE EXECUTIVE RECRUITMENT	Principal Policy Analyst	5/06/2018	7/12/2018	\$147,917	\$20,818	Supplied by AOG contract	Hourly	\$120.00
INSIDE EXECUTIVE RECRUITMENT	Social Investment Board Advisor	16/04/2018	29/06/2018	\$75,328	\$66,210	Supplied by AOG contract	Hourly	\$150.00
INSIDE EXECUTIVE RECRUITMENT	Research & Evaluation Consultant	11/06/2018	5/10/2018	\$124,832	\$18,785	Supplied by AOG contract	Hourly	\$150.00
INSIDE EXECUTIVE RECRUITMENT	Senior HR Advisor	12/03/2018	29/06/2018	\$38,400	\$35,409	Supplied by AOG contract	Hourly	\$100.00
KORN FERRY	Job Evaluation services	1/07/2017	30/06/2018		\$1,350	Supplied by AOG contract		
MARB INVESTMENTS	Advice on mechanisms to fully embed an Investing in Social Well-being approach	16/04/2018	29/06/2018	\$50,000	\$55,615	Exemption	Hourly	\$190.00
MAT MULLANY	Workshop Facilitation DPUP Investing for Social Wellbeing	1/05/2018	31/08/2018		\$1,074	Under \$100k		
MAXINE SHORTLAND	Research & Evaluation Consultant	18/06/2018	28/09/2018	\$30,000	\$1,892	Under \$100k	Hourly	130
MILNER CONSULTING LTD	Specialist Subject Matter Advise for the Data Exchange technical advisory group	25/05/2017	31/10/2017	\$15,000	\$4,000	Under \$100k		
MOMENTUM CONSULTING GROUP LTD	Backfill - Senior Communications Advisor	13/04/2016	15/09/2017	\$166,119	\$2,190	Supplied by AOG contract	Hourly	\$90.13
NICHOLSON CONSULTING	Provision of data science services for projects within the SIA	13/06/2016	5/01/2018	\$502,656	\$71,040	Exemption	Hourly	\$240.00
NZYM LTD	Backfill - Director Data and Commissioning	27/02/2017	29/06/2018	\$433,000	\$280,160	Exemption	Daily	\$1,300.00
OCG CONSULTING LTD	Backfill - Team Administrator	1/12/2017	29/08/2017		\$1,375	Supplied by AOG contract	Hourly	\$25.00
OCG CONSULTING LTD	Communications Advisor for	16/05/2018	30/11/2018	\$130,088	\$30,112	Supplied by AOG contract	Hourly	\$100.00
OCG CONSULTING LTD	Backfill - Business Advisor	30/04/2018	29/06/2018	\$36,036	\$28,124	Supplied by AOG contract	Hourly	\$115.00
PAMELA TODD TUTORIALS	Storylining Support - Providing advice and support to improve the quality of writing.	21/09/2017	30/09/2018	\$24,400	\$21,900	Under \$100k	Daily	\$1,500.00
POTENTIA WELLINGTON LTD	Junior Project Manager - DPUP	1/02/2018	29/06/2018	\$71,400	\$69,532	Supplied by AOG contract	Hourly	\$85.00
PRICEWATERHOUSECOOPERS CONSULTING (NZ)	LP Co-design Commissioning Platform Design Sprint	23/06/2017	31/07/2017	\$49,000	\$40,000	Supplied by AOG contract		
PRICEWATERHOUSECOOPERS CONSULTING (NZ)	LP Formation Project	23/06/2017	31/07/2017		\$20,657	Supplied by AOG contract		
PRICEWATERHOUSECOOPERS CONSULTING (NZ)	LP Social Investment Framework - Designing & facilitating workshops	14/08/2017	14/09/2017	\$48,180	\$40,468	Supplied by AOG contract		
QUIGLEY & WATTS	Facilitating DPUP Workshops	1/05/2018	31/08/2018	\$53,280	\$15,084	Supplied by AOG contract	Hourly	\$180.00
REAL PROJECTS LTD	Backfill - Chief Operating Officer	31/01/2018	29/06/2018	\$171,600	\$171,772	Exemption	Daily	\$1,650.00
ROBERT WALTERS	Backfill project manager DX team	7/02/2018	29/06/2018	\$142,386	\$73,820	Supplied by AOG contract	Hourly	
ROBERT WALTERS	Commissioning Advisor - working on partnerships for the SIA	1/02/2018	30/06/2018	\$124,200	\$109,630	Supplied by AOG contract	Hourly	\$225.00
ROBERT WALTERS	Backfill - Data Architect	8/01/2018	29/06/2018	\$132,500	\$123,505	Supplied by AOG contract	Hourly	\$132.50
ROBERT WALTERS	Senior Project Manager - Data Exchange	4/09/2017	29/06/2018	\$257,600	\$206,477	Supplied by AOG contract	Hourly	\$135.00
ROBERT WALTERS	Business Writer - writing a draft of the DPUP Policy	1/09/2018	1/10/2018	\$3,273	\$5,483	Supplied by AOG contract	Hourly	\$80.00
ROBERT WALTERS	Junior Project Manager - DPUP	31/07/2017	29/06/2018	\$207,000	\$148,858	Supplied by AOG contract	Hourly	\$95.00

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ROBERT WALTERS	Maori & Pacific Engagement Specialist	3/04/2018	29/06/2018	\$62,498	\$57,631	Supplied by AOG contract	Hourly	\$115.00
ROBERT WALTERS	Project Manager for the Data Exchange	14/05/2018	16/11/2018	\$135,259	\$32,251	Supplied by AOG contract	Hourly	\$120.00
Rogue Penguin Ltd	Graphic Designer	19/09/2016	31/08/2017	\$94,600	\$17,100	Under \$100k	Hourly	\$100.00
SAPERRE RESEARCH GROUP LTD	Independent Quality Assessment of Analytical results	10/03/2016	20/02/2017	\$5,380	\$5,380	Under \$100k		
Sapius Ltd	Backfill - Chief Operating Officer	29/05/2017	31/01/2018	\$176,800	\$119,149	Exemption	N/A	
SENATE COMMUNICATIONS LTD	Development of an overarching communications strategy for SIA	6/04/2018	29/06/2018	\$60,000	\$71,295	AOG Contract		
SENATE COMMUNICATIONS LTD	Public consultation for developing a Data Protection and Use Policy	12/02/2018	29/06/2018	\$57,000	\$73,538	AOG Contract		
STARFISH CONSULTING LTD	Project Coordinator for DPUP	28/05/2018	30/11/2018	\$95,375	\$17,662	Supplied by AOG contract	Hourly	\$80.00
STARFISH CONSULTING LTD	Project Coordinator for DPUP	5/06/2018	7/11/2018	\$86,323	\$0	Supplied by AOG contract	Hourly	\$85.00
SYNERGIA LIMITED	Design of the evaluation framework for collective impact	23/11/2018	31/05/2018	\$49,500	\$26,775	Under \$100k		
TENZING LTD	Backfill - Data Scientist	5/09/2016	29/06/2018	\$853,502	\$668,150	Exemption	Hourly	\$137.50
THE AKINA FOUNDATION (UD)	Data analysis & Collective Impact - Investment requirement of the Social Enterprise market.	30/06/2017	31/10/2017	\$47,500	\$47,500	Under \$100k		
THE METHODIST MISSION - DUNEDIN	Secondment costs to backfill DPUP Analyst role	11/06/2018	31/12/2018		\$10,574	Under \$100k	Hourly	\$175.00
TREGASKIS BROWN LTD	Workshop Facilitation DPUP Investing for Social Wellbeing	1/05/2018	31/08/2018	\$92,500	\$36,264	Supplied by AOG contract		
WILD BAMBOO LTD	Specialist Subject Matter Advise for the Data Exchange technical advisory group	25/05/2017	31/10/2017	\$15,000	\$3,413	Under \$100k		
WISE MANAGEMENT SERVICES LTD	Specialist Resource to explore new social sector related initiatives	1/08/2017	1/08/2018	\$280,000	\$287,045	Tendered		

**Appendix 3 – current SIA workplan**

SIA Service	Name	High Level Description
Insights, analysis and advice	OECD Child Wellbeing data	Working with the <b>OECD on the child wellbeing data project</b> to identify (and begin to address) gaps in data for international comparison.
	Impact of government debt on child poverty	Working with DPMC to look at the <b>impacts of government debt on families</b> and individuals (from the Child Poverty Unit).
	Place-Based Initiatives Evaluation	<b>Place-Based Initiatives evaluation</b> completed with quality information to support decision making.
	Collective Impact approach	Deliver and test a different approach to a <b>Collective Impact</b> contract with Kāinga Whānua Ora and report back to the Minister on strategies for using a Collective Impact Model through Whanau Ora providers effectively.
	Governance	Support the <b>Social Wellbeing Board</b> with more strategic advice and insight around possible areas of intervention to improve wellbeing across the social sector.
	Budget 2020	<b>Budget 2020</b> work with Treasury to provide advice about coordinating key social sector bids for the budget.
	Workforce modelling	Investigate and test <b>workforce modelling</b> for the social sector.
Methods and best practice	Māori measurement	<b>Manawa Nui</b> (Big Heart) project is working closely with Maori providers to learn about measuring things that matter to Māori and how to do it better.
	Evidence Centre	<b>Evidence Centre</b> development, scoping and working through options to inform a decision around whether this is a capability the social sector needs.
	Having a Baby in South Auckland	<b>Developing and refining methodology</b> to show representative timelines of families having a baby in South Auckland.
Data, infrastructure and tools	Data Exchange	Continue to implement the <b>Data Exchange</b> aligned with the Cabinet-approved business case due for completion June 2021.
	Data Protection and Use Policy	Implement the <b>Data Protection and Use Policy</b> and develop supporting materials.
	The Hub	Enhancing <b>The Hub</b> , New Zealand's one-stop-shop for social science research.
	Homelessness	Using data to measure business process effectiveness and understand <b>service journeys</b> within an NGO focusing on homelessness.

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	Integrated Services Hub (ISH)	Delivering integrated social services through structured collaboration and practice management across 8-12 participating service providers.
	Measuring social interventions	Using data to better understand the effectiveness of <b>social interventions</b> .
Key internal activity	Te Aho Kura	<b>Te Aho Kura:</b> Champion and embed Te Aho Kura in our work.
	Operating Model	Implement an enhanced <b>operating model</b> that better integrates SIA's work programme with the needs of the Social Wellbeing Board and the social sector.
	Partnership	Implement an enhanced <b>partnership model</b> and test with our foundation partners to ensure increased levels of value are achieved for all parties.

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## Well-being Policy

Social Investment Agency (SIA) employees spend a large percentage of the week at work so it is important that this time is supported and encourages a healthy lifestyle and well-being.

The SIA recognises the importance of health and well-being and supports its employees by encouraging participation in physical activity and making healthy lifestyle choices. This is achieved through the provision of a healthy, safe and supportive environment for all SIA employees.

The Well-being Policy and accompanying 'pull-outs' applies to all SIA permanent or fixed term employees<sup>1</sup> and excludes contractors or temporary staff (people engaged for assignment through a recruitment agency or self-employed).

The SIA acknowledges the imports of **te Tiriti o Waitangi** and the concepts of hauora, including taha tinana, taha hinengaro, taha whānau and taha wairua.

### Purpose

This policy articulates how SIA employees are supported in matters of health and well-being. It is intended to encourage SIA employees to take preventative measures to maintain their long-term health. The benefits provided under this policy are not for the purposes of subsidising lifestyle choices, or for supporting recovery from illness or injury.

For the purpose of this policy, reference to a 'year' or 'annually' will cover the period 1 July to 30 June the following year. This policy will be reviewed annually, and may be revoked or amended at any time at the discretion of the Executive Leadership Team.

### Well-being is all encompassing

In the context of this policy, well-being encompasses the physical, mental and emotional, social, and spiritual dimensions of health (hauora). **Hauora** is the Māori philosophy of health unique to New Zealand and comprises:

- **Taha tinana** - the physical body, its growth, development, and ability to move, and ways of caring for it.
- **Taha hinengaro** - coherent thinking processes, acknowledging and expressing thoughts and feelings and responding constructively.
- **Taha whānau** - family relationships, friendships, and other interpersonal relationships; feelings of belonging, compassion, and caring; and social support.
- **Taha wairua** - the values and beliefs that determine the way people live, the search for meaning and purpose in life, and personal identity and self-awareness.

<sup>1</sup> Fixed term employees with a minimum of six months service

The SIA aims to ensure most, if not all, dimensions of hauora are incorporated in this policy's intent and approach.

## Operating principles

The following principles form the basis of this policy:

- Support for key preventative measures, rather than for interventions (ie not for activities to support illness, rehabilitation, treatment or injury).
- Support at a reasonable and appropriate level, providing benefits for both employees and the SIA, while also being a responsible use of tax payer money.
- Fitness assistance for locally accessible sport and fitness activities that provide health benefits on a regular and on-going basis.
- Subsidised health screening to support the assessment of the health status of employees.

## SIA's commitment to:

### ▪ fitness for well-being

The SIA recognises the workplace is an important setting in which employees can increase their levels of activity to benefit health and reduce risk of a range of health conditions. The SIA may reimburse up to \$500<sup>2</sup> per year for fitness related costs as defined in the 'pull out'. Head to this [section](#) to see more details of how the SIA will help.

### ▪ health screening for well-being

The SIA will provide an environment in which employees receive suitable support, and that reasonable steps are taken to make adjustments to work circumstances to enable reaching full potential. The SIA may reimburse up to \$100<sup>3</sup> per year for health screening costs as defined in the 'pull out'. This [page](#) holds all the details.

### ▪ a smokefree SIA

The health consequences relating to smoking are well documented both for the smoker and the non-smoker exposed to second hand smoke. Go [here](#) to find out what the SIA will do to provide a healthy, comfortable and productive workplace for its employees and visitors.

### ▪ alcohol and other drugs in the workplace

The SIA recognises that the effects of alcohol and other drugs may have far reaching impact which may adversely affect a healthy and safe working environment. Go [here](#) to learn how the SIA will intervene when the health, safety and well-being of employees and the working environment may be compromised through alcohol and other drugs.

### ▪ a meaningful work life balance

It is well known that improving the balance between home and work lives can bring real benefits for employees and the SIA as an employer. The SIA will work with employees to ensure the demands of the business do not, in a continued way, adversely impact on important time with

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<sup>2</sup> Conditions apply – see Fitness for well-being 'pull out' document for conditions

<sup>3</sup> Conditions apply – see Health screening for well-being 'pull out' document for conditions

family, participation in community events, voluntary work, personal development, leisure and recreation. Find out more by going to [this](#) page.

- **The employee assistance programme (EAP)**

The SIA recognises that employees may, from time to time, encounter problems, person and/or work-related, that may adversely affect health, well-being, and performance at work. The SIA is committed to supporting and strengthening its work environment through the availability of professional help for employees. See [here](#) for how to access help.

### Further Reading

- [State Services Commission \(SSC\) Well-Being Policy](#)

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## Fitness for well-being

Through the overarching well-being policy, the SIA is committed to:

- increase awareness of the benefits of physical activity
- create a workplace environment that encourages and enables employees to be physically active.

Examples of how the SIA may contribute to this commitment are:

- providing up to **\$500** as part or full reimbursement, for any fitness related per employee per year for:
  - » annual membership fees for such as a gym, yoga centre, swimming pool, squash club etc
  - » individual fees for SIA group or team membership to participate in social/interoffice leagues
- at the discretion of the Executive Leadership Team, sponsorship (excluding registration fees) for employees to support and participate as a team in fundraising.

### How to apply for physical activity contributions or sponsorship

Any contribution toward annual membership fees should be claimed as a reimbursement against the full cost. Membership must be purchased first, followed by a claim for expenses including documentation confirming membership, GST receipts and a completed [Well-being Expense Claim Form](#).

### An important note

Ski passes, fitness related equipment, GP visits and injury rehabilitation (eg physio, massage) are excluded from this policy.

Reimbursement does not imply any on-going obligation or expectation for additional costs relating to the activity.

## Health screening for well-being

Through the overarching well-being policy, the SIA is committed to:

- support employees to obtain regular and necessary health check-ups
- provide an environment and culture that supports and encourages well-being.

Examples of how the SIA may contribute to this commitment are:

- providing up to **\$100** as part or full reimbursement for any health screening related expenses per year from 1 July 2017 (accumulating on an annual basis for up to three years if unspent), for:
  - » annual medical check up
  - » mole mapping
  - » preventative screening measures eg mammograms
  - » diabetes checks
- up to **\$375** as part or full reimbursement **for first time corrective lens wearers**, to cover the cost of an examination, lenses and one pair of frames (GST inclusive)
- up to **\$350** as part or full reimbursement **for change of prescription**, to cover the cost of an examination<sup>4</sup>, lenses and one pair of frames (every twelve months from date of previous examination)
- free influenza vaccinations.

### How to apply for health screening contributions

- [Well-being Expense Claim Form](#) - Health Screening costs must be paid for first, followed by a claim for expenses by completing this form. You must include all relevant documentation such as GST receipts.
- [Visual Examination Claim Form](#) - Use this form to get approval from your budget manager *before* making the appointment for an eye examination and or prescription for lenses/frames.

### An important note

The SIA will not pay for the cost of frames for employees switching from contact lenses.

The Chief Executive may approve coverage for expenses that fall outside the examples listed, provided that such expenses meet the SIA's objective of encouraging employees' long-term health.

Reimbursement does not imply any on-going obligation or expectation for additional costs relating to the activity.

<sup>4</sup> SIA will pay for the eye test whether or not there is a change in prescription, but will not pay for new lenses or frames if there is no change

## A smokefree SIA

Through the overarching well-being policy, the SIA is committed to:

- provide a healthy, smokefree environment for all employees, volunteers and visitors
- provide health leadership in becoming a totally smokefree organisation by recognising that smokefree settings reinforce consistent messages to the community about the harmful effects of smoking and exposure to second hand smoke
- support the government's goal of Smokefree Aotearoa by 2025.

SIA will display this commitment through the following:

- declaring the SIA office and working environment smokefree - a blanket declaration that covers employees, contractors, visitors, volunteers and others working within or applying for positions, at the SIA
- tasking all employees with responsibility for informing colleagues and visitors who are found to be smoking on-site that the SIA is Smokefree and that employees who smoke must go off-site to smoke
- supporting SIA employees to participate in and complete quit smoking programmes by:
  - » encouraging contact with quit smoking programmes such as [Quitline](#)
  - » providing time to attend counselling sessions
  - » supporting ongoing effort and motivation.

To participate in a quit smoking programme:

- Research for a programme that will best suit private and work circumstances.
- Understand the costs and time commitment.
- Speak to a manager.

### An important note

A smokefree working and physical environment applies to all employees, contractors and visitors accessing SIA premises and facilities and supersedes any other discretion from a landlord or leasing agent.

## Alcohol and other drugs in the workplace

Through the overarching well-being policy, the SIA is committed to:

- protecting the health, safety and well-being of its employees by:
  - » preventing issues such as stress, alienation and poor coping skills from happening in the office which may lead to alcohol and other drug abuses
  - » encouraging and educating employees on low-risk drinking
  - » raising awareness of the risks of alcohol and other drug related problems
  - » promote the health and well-being of employees in social environments.

The SIA will display this commitment through the following:

- providing an environment for safe and confidential conversation between SIA employees and managers
- providing access to professional services such as [ALAC](#), [New Zealand Drug Foundation](#) and [Alcoholics Anonymous](#) for employees wanting help, including:
  - » providing time to attend counselling or intervention sessions
  - » supporting ongoing effort and motivation
- providing access to the Employee Assistance Programme through [Vitae](#).

### An important note

Early recognition of individual alcohol and drug problems is a shared responsibility of all employees. The SIA recognises that the consumption of alcohol and other drugs may be associated with physiological, emotional or psychological factors including bereavement or grief, trauma, family or personal crises or health concerns.

This policy must be applied with regard for the need to respect the rights and maintain confidentiality of employees that may have a psychological or physical condition associated with alcohol and/or drug use.

## A meaningful work life balance

Through the overarching well-being policy, the SIA is committed to:

- improve the balance between working lives and lives outside work to bring about real benefits for the SIA and SIA employees
- increase engagement, morale and motivation and reduce absenteeism in the workplace
- growing an organisation culture that reflects on high quality outcomes rather than hours worked
- build, and continue to do so, employee satisfaction and engagement
- celebrate and acknowledge the wealth of diversity and cultural within the SIA
- acknowledging the importance of meaningful and relevant events throughout the year for employees and the community.

The SIA will display this commitment through the following:

- providing the tools and resources needed for employees to work from home
- supporting reasonable time off for charitable pursuits or volunteer work
- providing flexible working hours with prior management agreement
- ensuring a safe workplace environment for children when circumstances require and support to breastfeeding parents by providing a comfortable environment to do so
- encouraging a social environment to build and strengthen relationships
- celebrating and recognising personal and workplace achievements and milestones and showing appreciation for them in a public manner
- enabling SIA wide support (in an appropriate manner) for national and local events such as Matariki, Chinese New Year, Pink Shirt Day, Daffodil Day, Movember and Mental Health Awareness Week.

### An important note

There is a joint responsibility for SIA employees to recognise and act on the push and pulls of home and work life balance. SIA employees are encouraged to raise issues or concerns around work life balance with managers at any given time and should not wait until issues grow.

When deciding what and how a personal or workplace achievement or important day is acknowledged or a charity is supported, common sense prevails. Planners should ask the person involved if they would like the public acknowledgement and also if an event or support intentionally or unreasonably excludes colleagues.

## The employee assistance programme (EAP)

Through the overarching well-being policy, the SIA is committed to:

- supporting and strengthening its work environment through the availability of professional help for employees
- provide a voluntary service for SIA employees and/or whānau to seek support create a workplace culture and environment where it is okay for SIA employees to ask for help.

### How can we assist

- Providing up to three counselling sessions for employees and/or whānau with Vitae, a national provider for a range of workplace wellness services to address issues including:
  - » personal and workplace stress
  - » relationship problems
  - » managing conflict
  - » anxiety and depression
  - » anger or violence
  - » grief and/or loss
  - » harassment
  - » personal trauma
  - » addictions
  - » budgeting
  - » motivation and self-esteem
  - » communication issues
- additional sessions may be provided at the discretion of the CE
- ensuring complete confidentiality<sup>1</sup>.

### An important note

Vitae operate a self-referral system for those who would like to use their services, the link to which is provided below.

**Telephone:** 0508 664 981 (24/7)

**Self-referral form:** <http://www.vitae.co.nz/selfreferral>

**Address:** Level 9, Ranchhod Tower, 39 The Terrace, Wellington

**or visit:** [www.vitae.co.nz](http://www.vitae.co.nz)

<sup>1</sup> EAP sessions are confidential unless a person's life has been threatened or is in danger or you give an EAP counsellor written permission to talk to another person

# Social Services and Community Committee

## 2019/20 Annual Review

Social Wellbeing Agency

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**NB: The Social Investment Agency came into existence on 1 July 2017 so all responses comparing to the last financial years refer to the 2017/18 and 2018/19 years only.**

**The Social Investment Agency was renamed the Social Wellbeing Agency (SWA) on 20 March 2020. All references to the Agency use the SWA acronym.**

## **RESTRUCTURING/REVIEWS**

1. What restructuring occurred during 2019/20 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.

In 2019/20 one restructure was undertaken to reduce ongoing operating expense. The restructure disestablished 16 positions and established 11 positions. Total costs of the restructure included \$161,276.23, including redundancy costs. Ongoing operating expense was reduced by \$1.2 million.

No restructuring occurred in previous financial years.

2. Was any work conducted around mergers with other agencies in the 2019/20 year? If so, for each such project, what agencies were being considered for mergers?

None. This is consistent with previous years.

3. Was any rebranding undertaken in the 2019/20 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years?

In 2019/20, Cabinet agreed to rename the Social Investment Agency to the Social Wellbeing Agency. Rebranding was undertaken to reflect this, which included design of a new logo, printing new collateral, website update, and updated office signage. The final cost was \$20,802.60.

Internal IT changes were also required, which cost \$55,239.98.

No rebranding was undertaken in 2017/18, or 2018/19.

4. Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:

- The body conducting the inquiry/investigation
- The reason for the inquiry/investigation
- The expected completion date

No.

5. How many reviews, working groups, inquiries or similar does the department operate or participate in? Please list by title.

None.

6. For each review, working group or inquiry, what is the estimated cost for the next three financial years?

N/A.

7. For each review, working group or inquiry, what are the key dates and milestones including start dates, regular reporting dates, and end dates?

N/A.

8. For each review, working group or inquiry how many departmental staff are involved by head count and by FTE?

N/A.

9. For each review, working group or inquiry what reports, briefings or documents have been produced? Please list by title and date produced.

N/A.

## **BUDGET INITIATIVES**

***If your entity does not prepare Budget initiatives, please answer N/A to this section***

10. For each new spending initiative introduced over the last three Budgets what evaluation (if any) has been undertaken of its effectiveness during 2019/20 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?

None.

## COST AND SERVICE CHANGES

11. What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost.

None.

12. What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving.

No specific services, functions or outputs have been cut, reduced or had funding reprioritised in 2019/20, though SWA did look at its work programme to ensure projects was scoped appropriately to reflect the recent restructure (see Q1).

13. What programmes or projects, if any, were delayed in the 2019/20 financial year and what was the reason for any delay in delivery or implementation?

One programme, Manawa, was delayed in 2019/20, due to staff secondments during COVID-19.

14. How much funding for specific projects, policies or programmes has been carried forward from the 2019/20 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
- Amount of funding brought forward
- Amount of funding already spent
- Amount of funding originally budgeted for the project
- Estimation completion date.

Two specific programmes had funding carried forward: Manawa and the Data Exchange.

\$1.5 million of funding was transferred from 2019/20 to 2020/21 to enable the continued implementation of the Data Exchange. The original funding for the Data Exchange was a contingency of \$16.730 million established in Budget 2017, with an estimated completion date of October 2020. The total funding spent for the Data Exchange as at 30 April 2020 is \$12.113 million.

In 2019/20, SWA was awarded \$0.265 million from the Department of Internal Affairs Innovation Fund for a further phase of the Manawa project. \$0.255 million of this was carried forward into 2020/21. Estimated completion date for this funding is 30 June 2020. Overall, \$47,794 has been spent on this project.

15. How many projects or contracts that were due to be completed in 2019/20 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2019/20?

Phase 1 of the Manawa project was completed in January 2020. Further phases that were due to be completed in 2019/20 (Minimum Viable Product and Beta trialling) were pushed into 2020/21 due to delays (see Q13).

## **USER CHARGES**

*If your entity does not operate user charges, please answer N/A to this section*

16. What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year?

N/A.

## **PROPERTY/CAPITAL WORKS**

17. How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?

None. This is consistent with previous financial years.

18. What land, building, and other assets were sold in 2019/20? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?

None. This is consistent with previous financial years.

19. How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

SWA leases one floor of 590.2 square metres, at a gross cost of \$206,570 excluding GST and utilities per annum. This is consistent with previous financial years.

20. Were any of your offices relocated in 2019/20? In each case please provide where did the office move from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.

No. This is consistent with previous financial years.

21. How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2019/20 financial year? For each, please provide the following details:

- a. A description of the renovation carried out
- b. Location of the project
- c. Name of provider(s) or manufacturer(s)
- d. Type of product or service generally provided by the above
- e. Cost of the project
- f. Completion date
- g. Whether tenders were invited, if so, how many were received
- h. List separately any single item of furniture or fixture worth more than \$2,500 with its cost.

None.

22. What offices were closed in 2019/20 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?

None.

23. What offices did your department, agency or organisation open in 2019/20 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?

None.

24. How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2019/20 financial year listed by new and former opening hours, date of change, and location?

None.

25. How many vehicles did your department, agency or organisation own during the 2019/20 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

None.

26. What was the total amount spent on purchasing vehicles during the 2019/20 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?

N/A.

27. Were any labour and/or contractor costs capitalised into capital project costs during the 2019/20 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs?

No.

**ICT**

28. Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?

SWA is a departmental agency and receives all ICT services from the Ministry of Social Development (MSD). As such we are covered by MSD's policies. There were no reported breaches of this policy in 2019/20 or previous financial years.

29. What IT projects, if any, were shelved or curtailed in the 2019/20 year and how much will have been spent on each project before it is shelved or curtailed?

None.

30. What IT projects, if any, were completed or under way in the 2019/20 year? For each, please provide the following details:

- a. Name of project
- b. Initial estimated budget
- c. Initial estimated time frame
- d. Start date
- e. Completion date or estimated completion date.
- f. Total cost at completion or estimated total cost at completion.

No major IT projects were completed or underway in 2019/20. However, an upgrade for the SWA intranet was started in the 2019/20 financial year. The estimated timeline is July 2019 to March 2021, with an estimated budget of \$60,500 to \$75,000.

31. How much was spent for software licensing fees in the 2019/20 financial year and how does this compare with spending in each of the previous four financial years?

SWA is a departmental agency and receives all ICT services from MSD. The SWA pays an overarching ICT cost which includes licensing fees. Additional ICT software costs (such as website compliance testing, email distribution and online survey services) are detailed below:

Software	2019/20	2018/19	2017/18
Internal (subscription)	\$2,903	\$14,290	-

32. How many websites did your department, agency or organisation run in 2019/20 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

Name	URL	Established	Purpose	19/20 Cost
Social Wellbeing Agency	<a href="https://swa.govt.nz/">https://swa.govt.nz/</a>	22 Aug 2016	Publication of public and SWA information	\$8,133.30
The Hub	<a href="https://thehub.swa.govt.nz/">https://thehub.swa.govt.nz/</a>	16 Nov 2017	The Hub is a one-stop-shop for NZ government social science research	\$32,463.60
Data Protection and Use Policy	<a href="http://dpup.swa.govt.nz">http://dpup.swa.govt.nz</a>	7 May 2019	Information and Toolkit for the Data Protection and Use Policy	\$5,434.60

33. How many data security issues were identified in 2019/20 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them?

In 2019/20, one data security issue was identified relating to the Data Exchange, a platform for copying data from one place to another. SWA, in partnership with Eightwire Ltd, facilitates the Data Exchange tool within the social sector.

On 4 November 2019, an incorrect data set was shared between Corrections and one of their providers, Presbyterian Support Northern (PSN) via the Data Exchange. The Data Exchange tool enables the Department to share information securely with providers without using PDFs and email. The previous mechanism was a manual process which resulted in slow payments to providers, monthly outcome reports, and was far more resource intensive for both Corrections and the providers.

Corrections immediately identified that an incorrect data set had been sent to PSN and contacted the Data Exchange provider Eightwire for assistance. The incorrect dataset was deleted by PSN without being opened. All new data shares were suspended until an audit of the Data Exchange was completed. The nature of the Data Exchange is such that only the sending and receiving organisations can see, retain or access data content at any time.

The issue that caused the incorrect share has been fixed. SWA commissioned an independent security company to perform a quality assurance of the Data Exchange and the software code was reviewed.

SWA was the lead agency in this matter, and notified the Government Chief Privacy Officer, Government Chief Digital Officer, Government Communications Security Bureau (GCSB) and Te Kawa Mataaho Public Service Commission of the issue. The GCSB noted that since there did not appear to be a network compromise, the GCSB was comfortable with a minimal level of involvement.

No data security issues were identified in previous financial years.

34. How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2019/20 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?

None. One laptop computer paid for by SIA was stolen from an employee's home in 2018/19 and has not been recovered. Prior to this no laptop computers, tablet computers and hard drives have been lost.

## REPORTS, PLANNING, AND EVALUATION

35. Please provide a list of all reports that were prepared in 2019/20 relating to:

- baseline update (if applicable)
- value for money
- savings identified

N/A.

36. Please provide copies of the current work plan.

Please see Appendix 1.

37. Please list projects and major policy initiatives progressed in 2019/20.

Project Name	Project overview / outcome
Data Protection and Use Policy (DPUP)	Developed a Data Protection and Use Policy with the social sector to support the safe and respectful use of data and information in the social sector. Cabinet endorsed the Policy in November 2019.
Having a Baby in South Auckland	Delivered the findings and case study of <i>Having a Baby in South Auckland</i> , which demonstrated the social wellbeing approach.
Data Exchange (DX)- Phase Two	Continued to on-board agencies and NGO's to the DX and facilitated data sharing via a safe and secure platform that results in improved services to service users
Place-Based Initiative Evaluation	Completed and delivered an evaluation of the Place-Based Initiatives (PBIs)
Child Wellbeing Strategy Data and Evidence	Supported DPMC with the Child Youth Wellbeing Strategy through the use of data and evidence to inform the proposed direction.
Integrated Services Hub (pilot)	Worked with Methodist Mission Southern to support them deliver integrated social services through loosely structured collaboration and practice management across 8-12 participating service providers.
Kāinga Whānau Ora	Provided expert advice and governance around the safe transfer of data, outcome measurement, and evaluation, and played a lead support role to the Kāinga Whānau Ora programme
Data for Communities	Worked with a diverse range of community organisations to better understand their data and information needs.
Debt to Government	Worked with DPMC to look at the impacts of government debt on families and individuals.
Ngā Tapuae	Undertook work looking at change for rangatahi from IDI data, mapping 'boosters' and 'barriers' to education and employment outcomes. This involved adapting the methodology we used for <i>Having a Baby in South Auckland</i> .

Measuring COVID-19 recovery	Facilitated a cross-sector wellbeing-focused approach to measuring COVID-19 recovery. This work is ongoing.
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38. Please provide copies of any reports made to the Minister in 2019/20 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.

N/A.

39. How many evaluations of policies or programmes were completed in 2019/20? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.

An evaluation of the Place-Based Initiatives (PBIs), commissioned by SWA, was completed in 2019/20. The evaluation was undertaken by Litmus Ltd, at a cost of \$279,000.

The final evaluation report was delivered on 4 December 2019. Key findings can be found at [https://swa.govt.nz/assets/Publications/reports/FINAL\\_Process-and-Emerging-Outcomes-Evaluation-report\\_04-12-2019.pdf](https://swa.govt.nz/assets/Publications/reports/FINAL_Process-and-Emerging-Outcomes-Evaluation-report_04-12-2019.pdf).

40. What reviews of capability were started or completed in 2019/20? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will these be completed?

None.

41. Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2019/20 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).

Please see response to Q39.

## GIFTS AND EXTERNAL RELATIONSHIPS

42. What policies were in place in 2019/20 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2019/20 financial year with the following details:

- a. Gift or hospitality accepted
- b. Position of staff member who accepted
- c. Estimated value
- d. Date received
- e. Name of the organisation or individual who paid for/gave the gift or hospitality.

SWA has a policy regarding the acceptance of corporate gifts or hospitality:

- All gifts or hospitality must be recorded if their value is \$50 or more.
- Gifts must not be retained for personal gain or use.
- Gifts should be donated or gifted to SWA as a taonga.

This is consistent with previous financial years. Gifts and/or hospitality accepted in 2019/20 were:

Gift	Recipients role	Value	Date received	Giver
Chocolates	Director Corporate	\$40	11/12/2019	Recruitment agency
Food gift box	Director Partnerships	\$100	16/12/19	NGO partner
Cup and tea infuser	Senior Data Scientist	\$60	14/02/20	Intern

43. What policies were in place in 2019/20 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2019/20 financial year. For each, please provide the following details:

- a. Gift given
- b. Name of external organisation or individual
- c. Reason given
- d. Estimated value
- e. Date given.

SWA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy.
- Ordering Catering and Gifts Procedure and Process.
- Koha Approval Request Form.
- Gift, Hospitality and Koha Procedure and Process.

SWA did not give any gifts to external organisations in the 2019/20 financial year. This is consistent with previous financial years.

44. What policies were in place in 2019/20 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2019/20 financial year. For each, please provide the following details:

- Gift given
- Position of staff member
- Reason given
- Estimated value
- Date given.

SWA has the following policies and guides in place for giving gifts:

- Functions, Catering and Gifts Policy.
- Ordering Catering and Gifts Procedure and Process.
- Koha Approval Request Form.
- Gift, Hospitality and Koha Procedure and Process.

SWA did not give any gifts to staff in 2019/20. This is consistent with previous financial years.

45. What potential conflicts of interest were identified regarding the board, management or senior staff in 2019/20? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

SWA did not identify any conflicts of interest regarding the board, management or senior staff in 2018/19 or 2019/20.

Two potential conflicts of interest were identified in 2017/18. One was simply a perceived conflict and declaration of such was all that was required. The other conflict was mitigated by ensuring the staff member had no decision-making capacity in regards to the contract. SWA believes providing details of these two potential conflicts of interest would breach the privacy of the individuals involved.

46. What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2019/20? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?

<b>Membership Organisations</b>	<b>2019/20</b>	<b>2018/19</b>	<b>2017/18</b>
GOVIS		\$174	
NZ Tech		\$2,500	
Human Resource Institute NZ	\$387	\$387	
Philanthropy NZ	\$10,000	\$10,000	
Institute of Public Administration NZ	\$578	\$578	\$578
NZIER	\$2,450		
Health Informatics New Zealand	\$172.20		
<b>Total</b>	<b>\$13,587.20</b>	<b>\$14,634</b>	<b>\$578</b>

#### **INVOICES AND PROCUREMENT**

47. How many penalties for late payment of an invoice were incurred in the 2019/20 year and what was the total cost of that. How does this compare to each of the previous four financial years?

None. This is consistent with previous financial years.

48. How many and what proportion of invoices and bills received in the 2019/20 financial year were not paid on time, and how does this compare to each of the previous four financial years?

MSD provides invoice payment services for SWA as part of a shared services agreement.

<b>Year</b>	<b>Percentage of invoices processed by MSD not paid by due date</b>
2019/20	12.1%
2018/19	11.8%
2017/18	11%

## ADVERTISING, POLLING, AND PUBLIC RELATIONS

49. What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:

- a. Who conducted the work
- b. When the work commenced
- c. When it was completed (or due to be completed)
- d. Estimated total cost
- e. Whether tenders were invited; if so, how many were received.

None.

50. How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?

None. This is consistent with previous financial years.

51. For each advertising or public relations campaign or publication conducted or commissioned in the 2019/20 financial year, please provide the following:

- a. Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
- b. Who conducted the project
- c. Type of product or service generally provided by the above
- d. Date the work commenced
- e. Estimated completion date
- f. Total cost
- g. Whether the campaign was shown to the Controller and Auditor-General
- h. Whether tenders were or are to be invited; if so, how many were or will be received.

N/A.

52. How many public relations and/or communications staff, contractors/consultants or providers of professional services were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years? Provide a numerical and percentage breakdown of public relations or communications staff by employment status ie permanent, contractor/consultant, provider of professional service.

SWA Remuneration Band	2017/18	2018/19	2019/20
\$70,500 – \$99,500	0	1	1
\$98,500 - \$139,000	0	1	1
\$159,800 - \$225,600	0	1	1

Details of communications contractors/consultants or providers of professional services are contained in the response to question 72.

53. How much was spent in 2019/20 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, policies or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2019/20 please provide the item purchased, the amount purchased, costs and the intended use.

None. This is consistent with previous financial years.

54. How many press releases, if any, were released in the 2019/20 financial year? How many were released in each of the previous four financial years?

None. This is consistent with previous financial years.

## OFFICIAL INFORMATION AND PRIVACY

***If your entity is not covered by the Official Information Act, please answer N/A to the relevant questions.***

55. In 2019/20, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?

In 2019/20 SWA had one staff member whose role included performing these functions, consistent with previous financial years. To release details of cost would breach the privacy of this staff member.

56. What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2019/20? What were these numbers for each of the previous four financial years?

	2017/18	2018/19	2019/20
Number of OIA requests received	6	9	2
Number responded to within 20 working days	4	8	2
Number responded to after 20 working days	2	0	0
Number transferred	0	1	0
Number declined	0	0	0

57. What was the average response time for Official Information Act Requests during 2019/20? What was this number for each of the previous four financial years?

	Average response time
2019/20	9 days
2018/19	15 days
2017/18	22 days

58. How many complaints were received under the Privacy Act or Official Information Act during 2019/20 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?

None. This is consistent with previous financial years.

59. What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office? Have any of these policies changed since the new Government was sworn in?

SWA has no formal policy in place for Official Information requests to be cleared by Ministers' offices. However, under the 'no surprises' convention and in accordance with the Cabinet Office Manual, SWA briefs, and may consult with the Ministers' offices prior to releasing material under the Official Information Act 1982.

60. Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?

No.

61. What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2019/20?

None.

62. Were any privacy issues identified in the 2019/20 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

None. This is consistent with previous financial years.

## PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS

*If the information sought in this section is found in the department, agency or organisation's Annual Report with the same breakdown as requested, your response may refer to this, giving details. However your response MUST be specific and cite the relevant page numbers.*

*If the question is not relevant to your department, agency or organisation (for example if it does not have a policy function or a staffing cap) please answer N/A*

63. How many staff positions in the policy area were left unfilled in the 2019/20 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

SWA does not have roles comprised entirely of policy work.

64. How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

Status	31/07/2017			30/06/2018			30/6/2019			30/6/2020		
	Full Time	Part Time	Total									
Permanent	9.0	1.4	10.4	6.0	0.5	6.5	26.0	5.1	31.1	30.0	0.6	30.6
Fixed-Term	13.0	2.1	15.1	7.0	4.1	11.1	1.0	0.8	1.8	2.9		2.9
<b>Grand Total</b>	<b>22.0</b>	<b>3.5</b>	<b>25.5</b>	<b>13.0</b>	<b>4.7</b>	<b>17.7</b>	<b>27.0</b>	<b>5.9</b>	<b>32.9</b>	<b>32.9</b>	<b>0.6</b>	<b>33.5</b>

The SWA office is located in Wellington and it does not have offices in other any locations. As at 30 June 2020 SWA had 1.0 FTE permanent administration staff. SWA does not have roles comprised entirely of policy work.

65. Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2019/20 and each of the previous four financial years, by age and gender.

FTE	Financial Year	Gender	Age Range					Unknown	Grand Total
			20<30	30<40	40<50	50<60	>=60		
June 2020	Female		3.8	7.3	5.0	4.0		3.8	20.1
	Male		1.0	4.0	3.8	2.6	2.0	1.0	13.4
	<b>Total</b>		<b>4.8</b>	<b>11.3</b>	<b>8.8</b>	<b>6.6</b>	<b>2.0</b>	<b>4.8</b>	<b>33.5</b>
June 2019	Female		3.0	1.9	5.9	3.0	0.8		14.6
	Male		2.0	3.0	7.8	4.5	1.0		18.3
	<b>Total</b>		<b>5.0</b>	<b>4.9</b>	<b>13.7</b>	<b>7.5</b>	<b>1.8</b>		<b>32.9</b>
June 2018	Female		1.0	2.9	4.1	2.0	1.0		11.0
	Male			1.0	2.8	2.8			6.6
	<b>Total</b>		<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>		<b>17.7</b>
July 2017	Female		1.4	6.4	2.8	3.0	1.0		14.7
	Male		2.0		4.8	3.0		1.0	10.8
	<b>Total</b>		<b>3.4</b>	<b>6.4</b>	<b>8.7</b>	<b>6.0</b>	<b>1.0</b>		<b>25.5</b>

As at 30 June 2020 SWA had 1.0 FTE permanent administration staff. SWA does not have roles comprised entirely of policy work.

66. If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2019/20, what was the figure at which it was capped? How many FTEs were employed in 2019/20, and how does this compare to each of the previous four financial years?

SWA does not have a cap of Full Time Equivalent positions. This is consistent with previous financial years.

67. How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

SWA does not have frontline staff. This is consistent with previous financial years.

## CONSULTANTS, CONTRACTORS/TEMPORARY CONTRACTS, PROVIDERS OF PROFESSIONAL SERVICES

68. How many contractors, consultants, including those providing professional services, were engaged or employed in 2019/20 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:

- a. Name of consultant or contractor
- b. Type of service generally provided by the consultant or contractor
- c. Details of the specific consultancy or contract
- d. Budgeted and/or actual cost
- e. Maximum hourly and daily rates charged
- f. Date of the contract
- g. Date the work commenced
- h. Completion date
- i. Whether tenders were invited; if so, how many were received
- j. Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?

Response is attached as Appendix 2.

69. Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this compare with each of the previous four financial years?

In 2017/18, SWA entered into a Master Services Agreement with Eight Wire Ltd. This agreement is for the provision of feature enhancements, on-boarding, specialist contracting and support and maintenance, in relation to the Data Exchange. The total cost of the work is approximately \$3 million over five years. No new contracts valued at \$1 million or more were awarded in 2018/19 or 2019/20.

70. What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?

SWA uses consultants or contractors to fill short-term or specialised needs where it is uneconomic to employ a staff member or the required expertise is not available internally.

71. How many consultants, contractors or people providing professional services contracted in 2019/20 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?

None. This is consistent with previous financial years.

72. Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2019/20 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?

During 2019/20 the total spend was as follows:

Company	Purpose	Duration	Total cost
OCG Consulting Ltd	Data Protection and Use Policy engagement – Snr Comms	5 months	\$92,810
<b>Total</b>			<b>\$92,810</b>

During 2018/19 the total spend was as follows:

Company	Purpose	Duration	Total cost
OCG Consulting Ltd	Data Protection and Use Policy engagement – Snr Comms	12 months	\$187,377
Randstad Ltd	Communications Advisor – Web/IT support	5 months	\$75,887
Senate Communications Ltd	Strategy Development & Support	1 months	\$874
<b>Total</b>			<b>\$264,138</b>

During 2017/18 the total spend on communications was \$175,072:

Company	Purpose	Duration	Total cost
Anne Bakhos	Strategic Communications	8 months	\$66,675.00
Axiom Strategy and Communication Ltd	Communication advice and Implementation	2 months	\$4,800.00
Momentum Consulting Group	Senior Communications Advisor	3 months	\$2,190.00
OCG Consulting Ltd	Communications Advisor	2 months	\$30,111.89
Senate Communications Ltd	Development of an overarching communications strategy for SIA and Data Protection and Use Policy engagement	2 months	\$71,295.00

73. How many temporary staff were contracted by your department, agency or organisation in the 2019/20 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

Contracted temporary staff are included in the response to Q68.

74. How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2019/20 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?

	Number of contractors		
	2019/20	2018/19	2017/18
Three month or less	1	13	1
Three to six months	7	6	2
Six to nine months	0	0	5
More than 9 months	2	6	0

NB: Numbers are based on the initial contract length of contractors.

75. How many staff were employed on a fixed term contract in total in 2019/20? How does this compare to each of previous four financial years?

See response to Q74.

### COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES

76. How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.

None.

77. Please provide a summary of any collective employment agreement negotiations completed in the 2019/20 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2020/21?

None.

78. How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?

<b>FTE as at Date</b>	<b>Collective</b>	<b>Individual</b>	<b>Total</b>
June 2020	0	33.5	33.5
June 2019	0	32.9	32.9
June 2018	1.5	16.1	17.7
July 2017	4.4	21.1	25.5

79. Were any specific instructions, directions or advice received in relation to employment agreement matters from the Public Service Commission or responsible Minister in the 2019/20 financial year? If so, please provide details.

No.

#### **LEAVE AND EAP**

80. How many days of annual leave did employees have accrued on average during 2019/20? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?

<b>Year to Date</b>	<b>Average accrued annual leave</b>
June 2020	12.1 days
June 2019	11.4 days
June 2018	14.6 days
July 2017	11.4 days

SWA monitors the leave balances of all employees and puts leave plans in place for employees who have leave balances higher than 25 days.

81. How many annual leave applications did the agency or organisation cancel or refuse during 2019/20? How does this compare to each of the previous four financial years?

None. This is consistent with previous financial years.

82. How many employees sold their fourth week of annual leave in the 2019/20 financial year? How does this compare to each of the previous financial years since this policy came into effect?

None. This is consistent with previous financial years.

83. How many days of sick leave did employees take on average during 2019/20? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?

<b>Year to Date</b>	<b>Average sick leave (days)</b>
June 2020	8 days
June 2019	5 days
June 2018	5 days

SWA has a wellbeing policy, which was established to encourage employees to take preventative measures to maintain long-term health. This policy encompasses measures such as funding towards health screenings, vision care and fitness costs. The policy also provides access to influenza vaccinations and access to the employee assistance programme.

84. How much was spent on EAP or workplace counselling in the 2019/20 financial year and how did that compare to each of the previous four financial years?

In 2019/20 SWA spent \$3,071 on EAP and workplace counselling. In previous financial years, EAP and workplace counselling was provided to employees under a service level agreement with Te Kawa Mataaho Public Service Commission.

## **SECONDED STAFF**

***If your department, agency or organisation does not second staff to Ministers' offices, please answer N/A to these questions***

85. What was the number and cost of staff seconded to Ministerial offices during 2019/20 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details:

- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more);
- The role they were seconded to;
- The role they were seconded from;
- The reason for the secondment;
- The remuneration they have received over and above the remuneration they are contracted for in the role they have come from.

One staff member was seconded to the Minister for Social Development's office in 2019/20. This is consistent with previous financial years. Their salary was paid for by SWA. To release further details would breach the privacy of this staff member.

86. What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2019/20 and what was it for each of the previous four financial years?

In 2019/20, one staff member returned from secondment to the Minister of Social Development's office, and one staff member was seconded into the office. There was no turnover in previous financial years.

87. Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2019/20; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?

In 2019/20, SWA had two secondments that utilised travel and accommodation expenses:

	Travel	Accommodation
<b>Secondment 1</b>	\$2,263	\$304
<b>Secondment 2</b>	\$5,058	\$1,637

In 2018/19, SWA had two secondments that utilised travel and accommodation expenses:

	Travel	Accommodation
<b>Secondment 1</b>	\$11,770	\$8,151
<b>Secondment 2</b>	\$0	\$6,520

In 2017/18, SWA had one secondment that utilised travel expenses of \$14,831.

#### STAFF TURNOVER/TERMINATION OF EMPLOYMENT

88. What was the staff turnover for 2019/20 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2020/21?

Financial Year	Turnover Rate	Cessations (included in the turnover)
2019/20	13.8%	5
2018/19	9.9%	2
2017/18	53.6%	5

The turnover figures include cessations of permanent employees due to resignations and other forms of cessation such as retirement, death, and dismissal. It does not include cessations due to restructuring or cessations of fixed-term employees. As a small agency, SWA has no concerns with its overall turnover rate.

89. What was the average length of service in your department, agency or organisation in the 2019/20 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender.

As at	Permanent	Temporary	Total Average
30/06/2020	2.2	0.7	2.1
30/06/2019	1.3	0.4	1.3

As at	Gender	20<30	30<40	40<50	50<60	>=60	Total average
June 2020	Female	1.2	1.7	1.2	1.7	0.0	1.5
	Male	0.9	1.5	2.8	6.8	1.5	3.0
June 2019	Female	0.3	0.5	0.6	1.2	0.3	0.6
	Male	0.4	0.8	1.5	3.7	0.7	1.8

90. How many staff resigned during 2019/20, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

Year	Gender	Age Range					Grand Total
		20<30	30<40	40<50	50<60	>=60	
June 2020	Female	1		1			2
	Male			3			3
June 2019	Female		2				2
	Male						0
June 2018	Female		1	1	1	1	4
	Male	1					1

5 permanent employees resigned in 2019/20. SWA does not record reasons provided and is not concerned with its resignation rate.

91. How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2019/20 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

Year	Number of Redundancies	Total Redundancy Payments
2019/20	4	\$117,900
2018/19	Nil	Nil
2017/18	2	\$82,390

92. How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2019/20 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

Band	Redundancies by band		
	2017/1/8	2018/19	2019/20
< \$10,000			1
\$10,000 to \$20,000			
\$20,000 to \$30,000	1		1
\$30,000 to \$40,000			
\$40,000 to \$50,000			2
\$50,000 to \$60,000	1		
More than \$60,000			
<b>Total Redundancies</b>	<b>2</b>	<b>0</b>	<b>4</b>

### SALARIES AND BONUSES

93. How much was spent on performance bonuses, incentive payments or additional leave in 2019/20 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2019/20 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since October 2017; if so, what specific changes and why?

None. This is consistent with previous financial years.

94. In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

FTE				
Salary Band	31/07/2017	30/06/2018	30/6/2019	30/6/2020
\$40 < \$50,000	0.4			
\$50 < \$60,000	1.0	1.0	2.0	
\$60 < \$70,000	1.0			
\$70 < \$80,000	2.0	1.0	1.0	1.0
\$80 < \$90,000	3.9	2.0	1.0	2.0
\$90 < \$100,000	1.5	2.0	2.0	
\$100 < \$110,000	1.0	1.4	1.0	1.8
\$110 < \$120,000	2.8	0.8	1.8	2.6
\$120 < \$130,000	1.0		4.0	5.8
\$130 < \$140,000	0.8	1.0	2.9	4.0
\$140 < \$150,000		1.0		

\$150 < \$160,000			0.9	2.9
\$160 < \$170,000	3.0	1.9	1.8	2.8
\$170 < \$180,000	1.0	1.8	2.0	
\$180 < \$190,000		1.0	0.8	
\$190 < \$200,000	1.0		5.8	4.6
>= \$200,000	5.0	2.8	5.9	6.0
<b>Total</b>	<b>25.5</b>	<b>17.7</b>	<b>32.9</b>	<b>33.5</b>

FTE as at 30 June 2020		Age Range					
Gender	Salary Band	20<30	30<40	40<50	50<60	>=60	Grand Total
Female	\$50 < \$60,000						
	\$70 < \$80,000	1					1.0
	\$80 < \$90,000	2					2.0
	\$90 < \$100,000						
	\$100 < \$110,000	0.8	1				1.8
	\$110 < \$120,000		0.6				0.6
	\$120 < \$130,000			1	1		2.0
	\$130 < \$140,000		2	1			3.0
	\$150 < \$160,000		0.9	1			1.9
	\$160 < \$170,000		1	1			2.0
	\$170 < \$180,000						
	\$180 < \$190,000						
	\$190 < \$200,000		0.8	1	1		2.8
	>= \$200,000		1		2		3.0
<b>Female Total</b>		<b>3.8</b>	<b>7.3</b>	<b>5</b>	<b>4</b>		<b>20.1</b>
Male	\$50 < \$60,000						
	\$70 < \$80,000						
	\$90 < \$100,000						
	\$110 < \$120,000		2				2.0
	\$120 < \$130,000	1	2	0.8421			3.8
	\$130 < \$140,000				1		1.0
	\$150 < \$160,000					1	1.0
	\$160 < \$170,000				0.8		0.8
	\$170 < \$180,000						
	\$190 < \$200,000			1	0.8		1.8
	>= \$200,000			2		1	3.0
<b>Male Total</b>		<b>1.0</b>	<b>4.0</b>	<b>3.8</b>	<b>2.6</b>	<b>2.0</b>	<b>13.4</b>
<b>Grand Total</b>		<b>4.8</b>	<b>11.3</b>	<b>8.8</b>	<b>6.6</b>	<b>2.0</b>	<b>33.5</b>

FTE as at 30 June 2019		Age Range					
Gender	Salary Band	20<30	30<40	40<50	50<60	>=60	Grand Total
Female	\$50 < \$60,000	1					1

	\$80 < \$90,000	1					1
	\$90 < \$100,000	1					1
	\$100 < \$110,000		1				1
	\$120 < \$130,000			1	1		2
	\$130 < \$140,000			1.9			1.9
	\$170 < \$180,000			1			1
	\$180 < \$190,000					0.8	0.8
	\$190 < \$200,000			1	1		2
	>= \$200,000		0.9	1	1		2.9
	<b>Female Total</b>	<b>3</b>	<b>1.9</b>	<b>5.9</b>	<b>3</b>	<b>0.8</b>	<b>14.6</b>
<b>Male</b>	\$50 < \$60,000	1					1
	\$70 < \$80,000	1					1
	\$80 < \$90,000						
	\$90 < \$100,000			1			1
	\$110 < \$120,000		1	0.8			1.8
	\$120 < \$130,000		2				2
	\$130 < \$140,000				1		1
	\$150 < \$160,000				0.9		0.9
	\$160 < \$170,000			1	0.8		1.8
	\$170 < \$180,000			1			1
	\$180 < \$190,000						
	\$190 < \$200,000			2	0.8	1	3.8
	>= \$200,000			2	1		3
	<b>Male Total</b>	<b>2.0</b>	<b>3.0</b>	<b>7.8</b>	<b>4.5</b>	<b>1.0</b>	<b>18.3</b>
	<b>Grand Total</b>	<b>5.0</b>	<b>4.9</b>	<b>13.7</b>	<b>7.5</b>	<b>1.8</b>	<b>32.9</b>

FTE as at 30 June 2018		Age Range					Grand Total
Gender	Salary Band	20<30	30<40	40<50	50<60	>=60	
Female	\$50 < \$60,000	1.0					1.0
	\$70 < \$80,000					1.0	1.0
	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000		1.0				1.0
	\$100 < \$110,000			1.4			1.4
	\$140 < \$150,000			1.0			1.0

	\$160 < \$170,000		0.9	1.0			1.9
	\$170 < \$180,000			0.8			0.8
	>= \$200,000				2.0		2.0
<b>Female Total</b>		<b>1.0</b>	<b>2.9</b>	<b>4.1</b>	<b>2.0</b>	<b>1.0</b>	<b>11.0</b>
<b>Male</b>	\$80 < \$90,000		1.0				1.0
	\$90 < \$100,000			1.0			1.0
	\$110 < \$120,000			0.8			0.8
	\$130 < \$140,000				1.0		1.0
	\$170 < \$180,000			1.0			1.0
	\$180 < \$190,000				1.0		1.0
	>= \$200,000				0.8		0.8
<b>Male Total</b>			<b>1.0</b>	<b>2.8</b>	<b>2.8</b>		<b>6.6</b>
<b>Grand Total</b>		<b>1.0</b>	<b>3.9</b>	<b>7.0</b>	<b>4.8</b>	<b>1.0</b>	<b>17.7</b>

## TRAINING, TRAVEL AND OTHER EXPENSES

95. How much was spent on catering in the 2019/20 financial year? What policies were in place for the use of catering and were there any changes to these?

Catering costs are covered by SWA's Functions, Catering and Gifts Policy, which was not changed in 2019/20. Total expenditure in 2019/20 was \$7,472.02.

96. How much was spent on domestic travel in the 2019/20 financial year and how does this compare to each of the previous four financial years? Provide a breakdown of spending on airfares, taxis/UBER and rental cars. Please provide a list of the positions of the top twenty spenders on domestic travel for 2019/20 including the amount spent.

Domestic travel by type:

Type	2017/18	2018/19	2019/20
Airfares	\$95,432	\$183,474	\$90,646
Taxi Fares	\$21,889	\$27,342	\$22,541
Car Hire	\$5,749	\$8,321	\$5,715
Accommodation / Other	\$47,491	\$56,002	\$28,806
<b>Total</b>	<b>\$170,561</b>	<b>\$275,139</b>	<b>\$147,708</b>

Domestic travel top twenty spenders:

Role	Travel spend
Solutions Architect	\$10,125
Data and Integration Architect	\$9,831
Manager Data Systems	\$7,416
Chief Science Advisor	\$6,197
Manager Partnerships	\$5,773

External project partner	\$5,157
External project partner	\$5,024
Project Manager	\$4,860
Communications Advisor	\$4,812
External project partner	\$4,093
External project partner	\$4,019
External project partner	\$2,990
Senior Analyst	\$2,933
Manager Analytics	\$2,375
Director Data Systems and Analytics	\$2,596
Chief Executive	\$2,567
Working Group member	\$2,411
Chief Māori Advisor	\$2,139
External partner	\$2,111
Principal Analyst	\$2,020

97. What domestic airlines are used by staff and why? Provide a breakdown of spending on each airline used in 2019/20 financial year and how does this compare to each of the previous four financial years?

SWA used Air New Zealand for all staff travel in 2019/20, via a shared services agreement with MSD. This is consistent with previous financial years.

98. How much was spent on international travel in the 2019/20 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2019/20, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.

#### 2017/18

Total International travel	\$21,924
% of vote	0.13%

#### 2018/19

Total International travel	\$35,628
% of vote	0.24%

## 2019/20

Project Description	Position	Travel Country	Travel dates	Accommodation (\$)	Airfare (\$)	Other (\$)
OECD project initiation and symposium	Principal Analyst	France	14-20 Oct 2019	1,972	2,209	-
Total international travel					\$4,181	
% of vote					0.03%	

The percentage of Vote is calculated on SWA appropriation only and does not include the Place-Based Initiative Vote.

99. How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership?

None. This is consistent with previous financial years.

100. How many staff had the use of vehicles paid for by your department, agency or organisation in 2019/20; what are the estimated costs; how do these numbers compare to each of the previous four financial years?

None. This is consistent with previous financial years.

101. How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2019/20? How does this compare to each of the previous four financial years? For each year please include:

- a. Purpose
- b. Venue
- c. Cost (including travel and accommodation costs)
- d. Activities undertaken

During 2019/20 the total spend was as follows:

Purpose	Venue	Activities undertaken	\$
AWS training	Auldhouse offices	Staff AWS training	7,175
Data literacy workshop	Write offices	Data literacy training	1,000

Staff HBDI assessment and workshops	Various	Team business planning	14,879
Ngā Tahī (Performance and Capability) workshops	Various	Performance and Capability leadership training	2,500
First Aid training	St Johns offices	First aid training	60.90
Resilience training	Hired meeting space	Staff resilience training	8,161.20
Writing workshops	SWA office	Writing training	20,000
Diversity training	SWA office	Diversity training	17,490
<b>Total</b>			<b>\$71,266.10</b>

During 2018/19 the total spend was as follows:

Purpose	Venue	Activities undertaken	\$
Staff hui 'Better Together'	Te Wharewaka-Wgtn	Workshop	7,953
Director induction & strategic planning	CAANZ - Wgtn	Workshop	7,918
Agile Training	Bizdojo, Wgtn	15 staff attended & gained IC Agile certification	14,500
Executive Leadership Workshop	Te Wharewaka, Wgtn	Hogan assessment – workshop	24,356
<b>Total</b>			<b>\$54,727</b>

During 2017/18 there was no spend on internal conferences and seminars, staff retreats, offsite training, or planning and team building exercises.

102. What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

SWA measures the effectiveness of conferences, seminars and forums through formal and informal staff feedback. This is then analysed and contributes to the planning of future events. For all-staff hui each year, internal surveys are undertaken using the Ask My Team tool.

103. How much was spent on staff training in 2019/20; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?

Year	Cost	Percentage of Vote
2017/18	\$37,736	.23%

2018/19	\$71,595	.48%
2019/20	\$56,387	.41%

The percentage of Vote is calculated on SWA appropriation only and does not include the Place-Based Initiative Vote.

104. What specific activities or events were conducted that contributed towards staff morale in the last financial year?

The SWA did not undertake any specific activities or events for staff morale, but used standard good management practices to maintain staff morale.

105. How much was spent on pay television subscriptions (such as SKY and Netflix) in the last financial year and for how many subscriptions? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?

None. This is consistent with previous financial years.

106. What is the total amount spent, if any, on speakers' fees and/or speaker honorariums for each year of the last five financial years by event, event date, speaker and amount received?

None. This is consistent with previous financial years.

107. Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last five financial years by speaker and event spoken at?

No. This is consistent with previous financial years.

108. What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work?

None.

109. What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work?

N/A.

110. What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2019/20 compare to previous years? What is the total cost of this work?

None.

111. What actions, if any, have been taken to improve the gender pay gap; and how does the gender pay gap in 2019/20 compare to previous years? What is the total cost of this work?

SWA does not report on its gender pay gap, in accordance with guidance from Stats NZ on measuring organisational gender pay gaps for small agencies.

SWA has a gender pay gap action plan and is planning further development and implementation of supporting policies, procedures and initiatives to promote and encourage greater diversity and inclusion. The plan was reviewed and updated in May 2020. It is aligned to achieving the goals of the Public Service Gender Pay Gap Action Plan. SWA's focus areas for 2020/21 include: delivering unconscious bias training; developing metrics and monitoring; developing recruitment policy and practices; formalising the process for reviewing gender pay gaps within same roles; developing flexible-by-default policies; and reviewing HR policies to remove any bias or discrimination. No costs were incurred in 2019/20.

112. What specific work, if any, has the department, agency or organisation undertaken in relation to the 2020 Speech from the Throne? Has this required the employment of additional staff, contractors or consultants; if so, for what purpose? What is the total or budgeted cost for undertaking this work?

None.

### **Carbon Neutral by 2025**

The Carbon Neutral Government Programme requires public sector agencies to measure and publicly report on their emissions and to offset any they can't cut by 2025:

113. What specific measures does the department, agency or organisation have in place to measure and publicly report on emissions?

SWA does not currently have specific measures or public reports, but will measure, report on, and work towards reducing emissions from July 2021 as required by the Carbon Neutral Government Programme.

114. How does the department, agency or organisation currently offset emissions, how many have been offset and what has been the cost for each of the last five financial years?

SWA does not currently offset emissions.

115. What has been the department, agency or organisation's annual total of emissions for each of the last five financial years?

SWA does not currently measure emissions.

116. How many vehicles are currently in the department, agency or organisation's vehicle fleet?

- a. What is the total number of electric vehicles in the fleet and how many of these have been purchased in each of the last five financial years?
- b. How many plug in hybrids and pure battery EVs are in the fleet?
- c. What is the total number of vehicles that are able to be converted to electric?
- d. What evaluations of electric vehicles have been undertaken by the department, agency or organisation and what are the identified risks and advantages associated with the use of electric vehicle in the fleet?

None.

117. What are the sources of energy used by the department, agency or organisation and what changes, if any, will be required to achieve carbon neutrality by 2025?

The SWA office uses electricity and natural gas and doesn't anticipate any changes required to achieve carbon neutrality.

118. What issues or problems are envisaged as a result of the Government requirement to implement energy efficiency building rating standards over 5 years?

None.

119. What issues or problems are envisaged as a result of the Government requirement that all new property leases must achieve a minimum of four stars?

None.

## COVID-19

120. What impact, if any, has Covid-19 had on your organisation's property plans or requirements?

None.

121. What effect has COVID-19, and staff working from home, had on the organisation's property requirements?

None.

122. Has Covid-19 led to change in the organisation's policies re staff working from home or flexible working arrangements? If so, please provide details.

SWA is currently finalising a Flexible Working Policy, informed by the Agency's experience of COVID-19, that aligns with Te Kawa Mataaho Public Service Commission's advice on Flexible-Work-by-Default.

123. Was your organisation prepared for the effects of Covid-19 on the way the organisation went about its core business? What lessons have been learned as a result? Would, in hindsight, your organisation have done anything differently?

SWA was well-prepared for the effects of COVID-19 on core business. Each staff member has a laptop, and the Agency provided other equipment, including IT equipment, for staff to work from home.

124. What specific information technology issues did your organisation experience as a result of COVID-19 and how were these addressed? Did your organisation need to purchase additional IT equipment (eg laptops, printers etc) and was your network able to manage with increased demand for remote access (eg some departments had to limit remote access at certain times) and how did this impact on the way the organisation did its job? What was the total cost for Covid-19 related IT expenses and how does this breakdown?

SWA had minor problems with remote access and video conferencing, which were solved within the first week of Alert Level 4 by MSD IT as our service provider. SWA did not require additional equipment. A small number of SWA staff undertake some of their work in the Integrated Data Infrastructure, which is not able to be accessed remotely.

125. What specific effect, if any, did Covid-19 have on your organisation's total FTEs?

None.

126. Were additional staff/contractors employed as a result of Covid-19 – if so:
- how many
  - at what total cost
  - are these permanent additions to staff; if not, what is the average length of contract
  - for what specific purpose
- were these staff seconded from other organisations – if so specify the total number from each.

No.

127. Were any of the organisation's staff seconded to work on the All of Government Covid-19 response? If so, how many and in what capacity?

SWA seconded, with varying levels of formality, 14 staff to the COVID-19 response.

Seconded into	Number of staff
National Crisis Management Centre: Operations, Public Information, Planning, Intelligence and Logistics	7
Insights and intelligence (Operational Command Centre)	6
Call centre reserve	1

# Social Wellbeing Agency 2020/2021 Work Programme

## Our deliverables in 2020/2021 (as at December 2020)

### Delivering actionable insights for decision making

We use data, science and lived experience to understand and inform decision makers on issues that cross the agency-boundaries of the social sector



Focus areas	Initiatives
Supporting the Social Wellbeing Board (SWB)	Working to understand collective workforce pressures on the social sector, starting with regulated and unregulated mental health professionals
Family violence and sexual violence	Supporting the Joint Venture with a data project
Child and Youth Wellbeing	Identifying levers for change: Ngā Tapuae, mapping the 'boosters' and 'barriers' to employment and education outcomes for rangatahi  Analysis to understand gaps in fathers' earnings and employment. This is further work from the Having a Baby in South Auckland case study
	Creating regional-level profiles of B4 School Check attendance from IDI data
Debt	Analysis to understand the nature and characteristics of people with debt to government
NGO funding and pay parity	Analysis to identify challenges and potential sustainable solutions for funding and implementing pay equity settlements in the funded sector

### Building on our foundations

We are building the foundations of the Social Wellbeing Agency to ensure we can deliver on our stakeholders needs



Focus areas	Initiatives
Our people	Delivering Tāngata - our people as our centre strategy. The focus this year is our workforce capability
Our processes	Enhancing our operating model and processes to ensure we are consistent and effective in delivering to our stakeholders
Improving our data and insights capability	Integrating the Data Protection and Use Policy into our work  Developing our analytics environment
Engagement	Supporting the Minister responsible for the SWA and their Office  Developing our social sector engagement strategy and communications capability
Supporting cross-sector activity	Secretariat support for SWB and SW DCE's. Supporting OSWC where appropriate

### Measuring wellbeing

We develop methods, solutions and capability to measure wellbeing across a range of focus areas



Focus areas	Initiatives
COVID-19	Developing a strategic-level wellbeing monitoring product for COVID-19 Recovery, to support decision making by Ministers and Chief Executives. Prototype stage
Child and Youth Wellbeing	Developing a Child & Youth Wellbeing Survey Business Case  OECD partnership to improve data on child wellbeing
Māori Wellbeing	Developing the Manawa application to capture personal wellbeing data of service users, based on a whānau wellbeing framework

### Data expertise and capability building

We partner and facilitate connections to ensure social data and technology infrastructure is available across the sector to solve system-level challenges



Focus areas	Initiatives
Data expertise and capability building future	Business case to identify options for the future scope of cross social sector data capability and infrastructure
Data Protection and Use Policy (DPUP)	DPUP Toolkit development and ongoing policy implementation
Safe and secure data exchanges	Working with others to build and extend the Data Exchange infrastructure to deliver the Phase 2 Business case targets
Improving access to data	Data for communities (D4C) and Data for iwi pilot (D4I), to develop the data needs of community, regions, local government and iwi groups to better understand their people's wellbeing
Social sector data standards (SSDSS)	Piloting the SSDSS, a data standard for data about social service delivery activity, incorporating SNOMED, the data standard for health and disability information
Enhancing IDI capability	Developing an imputing method for iwi affiliation into the IDI
Building NGO data and measurement capability	Supporting the development of an Integrated Services Hub, a pilot to test end-to-end data collection, practice and measurement. Next phase: 8-12 additional providers to evaluate the scalability across the NGO sector  Supporting the Kāinga Whānau Ora (KWO) collective impact with safe and secure exchange of data, using the Data Exchange. This will enable KWO to work more effectively with their whanau

F2019/20 Consultants and Contractors Summary @ 30/06/2020									
Supplier Name	Description of the Contract	Contract Start Date	Contract End Date	Contract Value (\$)	Year-to-Date Expenditure	Tendered (Y/ N)	If not tendered and >\$100k , please explain why	Unit (Daily, Hourly, N/A )	Unit Price (\$) includes the Prover fee and AOG admin fee
2SHAKES LTD	Project support for specific initiatives	13/01/2020	29/05/2020	not stated	74,187	N		Hourly	115.00
AUCKLAND COUNCIL - The Southern Initiative	Having a Baby in South Auckland Project	1/12/2019	31/07/2020	10,000	10,000	N			
AUCKLAND COUNCIL - The Southern Initiative	Having a Baby in South Auckland Project	1/05/2019	31/07/2019	20,700	7,592	N			
BEYOND RECRUITMENT	Backfill Senior Business Analyst	25/03/2020	18/12/2020	not stated	71,128				
BRENDAN BOYLE LTD	Data Exchange Review	20/11/2019	20/12/2019	16,000	8,600	N		Hourly	400.00
EIGHT WIRE LTD	Expert technical assistance for the Data Exchange implementation analysis phase	28/10/2016	27/10/2021	2,265,000	269,862	Y		N/A	
GBL PERSONNEL LIMITED	Backfill CE EA	10/06/2019	25/10/2019	not stated	30,523	N		Hourly	48.72
GBL PERSONNEL LIMITED	Backfill administration	27/01/2020	30/06/2020	not stated	16,662	N		Hourly	41.76
GBL PERSONNEL LIMITED	Backfill Deputy CE EA	9/03/2020	28/08/2020	not stated	38,220	N		Hourly	66.82
GBL PERSONNEL LIMITED	Backfill administration support	10/06/2019	30/08/2019	not stated	18,757	N		Hourly	48.72
HINGSTON MILL LTD	Manawanui	1/07/2019	20/12/2019	50,000	9,090	N		Hourly	180.00
INFOSENSE LTD	Specialist IQA and advice	12/02/2020	3/04/2020	45,000	33,040	N		Hourly	140.00
INSIDE EXECUTIVE RECRUITMENT	Backfill Senior Analyst	10/03/2020	30/06/2020	82,501	22,956	N		Hourly	136.96
INSIDE EXECUTIVE RECRUITMENT	Senior Stakeholder - Management Consultant	20/12/2019	30/06/2020	not stated	33,707	N		Hourly	133.32
LITMUS LTD	Evaluation of Place Based Initiatives	22/02/2019	30/06/2020	487,475	285,944	Y		Various	
MARK CREATIVE LTD	Marketing/brand design and collateral	1/05/2019	30/06/2020	95,000	18,548	N			
NOOS LTD	Assist with development of analytical tools and methods linked to value proposition & develop collective impact framework to support social sector and SWA.	3/06/2019	11/09/2019	48,000	18,000	N		Daily	1,600.00
NZYM LTD	Senior Responsible Officer DPUP	1/07/2019	30/06/2020	369,200	244,240	N	Specialist project expertise	Daily	1,300.00
OCG CONSULTING LTD	Project Advisor	1/07/2020	30/09/2020	not stated	38,840	N		Hourly	92.92
OCG CONSULTING LTD	Senior Communications Advisor	1/07/2019	29/11/2019	not stated	92,810	N		Hourly	121.96
OCG CONSULTING LTD	Backfill project coordinator				14,426	N		Hourly	
ORG.SDP	Scoping and development of Project Maramatanga	20/09/2019	13/12/2019	45,000	35,674	N		Hourly	200.00
PROFESSOR TIM DARE	DPUP external ethics review	13/08/2019	30/08/2019	800	800	N			
ROBERT WALTERS	Senior Project Manager DX team	7/02/2018	31/10/2019	not stated	179,178	N	Specialist project knowledge	Hourly	125.24
SIATIRAS CONSULTING LTD	Document Disposal Policy Development Project	15/10/2018	30/10/2020	9,750	713	N		Hourly	150.00
STARFISH CONSULTING LTD	Project Coordinator for DPUP	6/01/2020	30/06/2020	not stated	156,995	N	Specialist project knowledge	Hourly	99.35
TASKA	Backfill Senior Analyst	10/03/2020	30/06/2020		64,897	N		Hourly	
TE HAU AWHIOWHIO O OTANGAREI TRUST	Project Manawa (TVC \$11.2k+ reimbursement of costs)	4/08/2019	5/11/218	11,200	13,403	N		Daily	320.00
TE TIHI O RUAHINE WHANAU ORA ALLIANCE	Project Manawa (TVC \$11.2k+ reimbursement of costs)	5/08/2019	5/11/219	11,200	15,953	N		Daily	320.00
ZX SECURITY LTD	Security and quality assurance	9/12/2019	11/12/2019	6,000	5,866	N			
<b>Total</b>					<b>1,830,611</b>				