

13 November 2020

# Social Wellbeing Agency – Toi Hau Tāngata

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Briefing to the Incoming  
Minister

Hon Carmel Sepuloni

**SOCIAL  
WELLBEING  
AGENCY**

TOI HAU  
TĀNGATA

New Zealand Government

# Contents

|  |           |
|--|-----------|
| <b>Contents</b> .....                                    | <b>2</b>  |
| <b>Tēnā koe, Minister Sepuloni</b> .....                 | <b>3</b>  |
| <b>Our journey</b> .....                                 | <b>4</b>  |
| An improving social wellbeing approach .....             | 4         |
| <b>Our role</b> .....                                    | <b>5</b>  |
| Supporting a joined up social sector .....               | 5         |
| Strengthening the use of data and evidence .....         | 5         |
| Assisting the Social Wellbeing Board .....               | 5         |
| <b>Our areas of focus</b> .....                          | <b>6</b>  |
| 2020/21 priorities and work programme .....              | 6         |
| Delivering actionable insights for decision-making ..... | 7         |
| Measuring wellbeing .....                                | 8         |
| Building data expertise and capability .....             | 9         |
| Building foundations .....                               | 12        |
| Supporting COVID-19 recovery .....                       | 13        |
| <b>Our agency</b> .....                                  | <b>14</b> |
| Agency structure.....                                    | 14        |
| Leadership .....   | 15        |
| Current appropriations.....                              | 16        |

# Tēnā koe, Minister Sepuloni

**Tēnā koe e te rangatira, nau mai, hoki mai ki tō tūranga e te Minita mō Toi Hau Tāngata – welcome back to your role as Minister responsible for the Social Wellbeing Agency**

As you know, we are a small, nimble and innovative government agency that supports a more joined up social sector. We take a broad view, looking at issues that New Zealanders face that do not fit neatly into the work of a single agency, and we help to strengthen the use of data and evidence in decision-making.

We have an important role supporting the work of the Social Wellbeing Board—made up of social sector chief executives who lead a collective approach to social sector policy.

COVID-19 caused significant disruption across New Zealand and put substantial pressure on social services, highlighting more than ever the need for a joined-up approach across the social sector. It also increased demand for good, timely data and information about communities to help make the right decisions and target help where it is required.

We are working with others across the social sector to ensure decision-makers have the data, evidence and advice they need to respond to, and recover from, COVID-19 and to solve system-level challenges.

This briefing outlines our journey, our role as a relatively new government agency, current priorities and work programme. It also provides information about our structure, people, and finances. Throughout the briefing we draw your attention to upcoming decisions you will need to make.

We are looking forward to continuing our work with you to achieve sustainable improvements for the wellbeing of New Zealanders.

Dorothy Adams  
Chief Executive

# Our journey

In March 2020, the Social Wellbeing Agency – Toi Hau Tāngata was launched. We were formerly the Social Investment Agency, established 1 July 2017. Our name change came with a renewed remit to work across the social sector to achieve sustainable improvements for the wellbeing of New Zealanders.

What's unchanged is our commitment to getting actionable insights to decision-makers and ensuring real people – whānau and communities – are involved in and benefit from the work we do.

## An improving social wellbeing approach

**It's about enabling people, whānau and communities to live the lives to which they aspire**

In 2018, we carried out extensive engagement involving 83 hui in 27 locations across New Zealand to better understand the needs and choices that can be made to build individual, whānau and community wellbeing. This informed the social wellbeing approach.

The approach has been best illustrated in our 'Having a Baby in South Auckland' project with The Southern Initiative – a place-based initiative in South Auckland. This involved weaving together a rich understanding of social wellbeing, relevant science and data and the lived experience of whānau and service providers. These insights are used by decision-makers across the social sector to support sustainable improvements for the wellbeing of New Zealanders.

### Principles for improving social wellbeing:

- Taking a strengths-based approach that focuses on people not just as individuals, but as members of broader family, whānau, iwi, communities, and regions
- Using broad and inclusive measures of wellbeing
- Providing a range of support services for all New Zealanders
- Being clear about outcomes we are seeking to achieve
- Using a wide range of data ranging from administrative data, lived experience, and survey data
- Increasing our focus on how to make the best choices among possible interventions.

# Our role

## Supporting a joined up social sector

Our agency works across the social sector to help solve system-level challenges. We collaborate with both government and non-government decision-makers to improve social wellbeing. Our connections into communities and non-governmental organisations (NGOs) help us to bring a strong focus on people and bring together data and science with lived experience.

## Strengthening the use of data and evidence

Data and evidence drive our ability to take a long-term view of system-level challenges and generate actionable insights for decision-makers. An example of this is our work with Tokona Te Raki, a Ngāi Tahu-led collaborative, identifying ways to help young Māori succeed through decisions made at high school.

We know that shortcomings in how social sector data is collected and used can make it difficult to use data to inform cross-social sector analytics and insights. We work to support the social sector to build data and analytics capability. We develop and prototype tools and practices which target gaps in social sector knowledge and support better and safer collection and use of people's data and information.

### We can help you to:

- Better understand a cross-social sector policy challenge, taking a long-term view and drawing on science, data and lived experience
- Objectively evaluate existing policy interventions in an area on behalf of agencies
- Identify gaps in social sector data and knowledge and ways to best address these
- Monitor and provide a cross-agency view of progress against priorities.

## Assisting the Social Wellbeing Board

The Social Wellbeing Board consists of social sector chief executives, with the Public Service Commissioner as an independent chair. Its focus is on projects requiring a high degree of integration across agencies and sectors – with collective ownership of outcomes.

We provide the Board with secretariat support and advice, and lead, on behalf of agencies, cross-cutting pieces of work, such as social sector workforce analysis. A separate Briefing to the Incoming Minister has been prepared on the role and purpose of the Board.

### Example: Workforce analysis

We have been working with the Social Wellbeing DCEs on common workforce challenges in the social sector. We are currently building a high-level picture of regulated and un-regulated workforces, with an initial focus on social workers and mental health professionals. It will be important for the sector to have this picture as there are known skill shortages in these areas, and COVID-19 has increased pressure on these shared workforces.

# Our areas of focus

## 2020/21 priorities and work programme

Our current priorities and work programme see us working with the social sector to support the sector to tackle system challenges. Each of the focus areas summarised here is set out in more detail in the following sections.

### Delivering actionable insights for decision-making

We work across a range of initiatives with decision-makers in the community and across government to support decision-making through actionable insights. This focus area is expected to evolve in response to the needs of the Social Wellbeing Board and Ministers.

### Measuring wellbeing

Both within and outside of government, and internationally, there are a number of wellbeing frameworks supporting decision-makers. This includes the Treasury Living Standards Framework, the Child and Youth Wellbeing Strategy, the New Zealand Disability Strategy, and the Whānau Ora Outcomes Framework. We are looking at how we help to enhance these frameworks by making wellbeing data a living and useful resource for decision-makers to draw on.

### Building data expertise and capability

Data expertise and capability is essential to providing the safe and timely flow of information needed to increase decision-makers' confidence in using evidence to improve social wellbeing. We are supporting social sector organisations of all sizes in the safe, respectful use and sharing of data. We are also enabling improved data access and capability across the social sector by providing data tools, guidance and standards.

### Building foundations

To underpin and support our work on social sector challenges, we are building our foundations to ensure we perform and deliver to our stakeholders needs as efficiently and effectively as possible. This includes a focus on evolving our operating model and future workforce capability needs.

### COVID-19 recovery

As with all government agencies, we have prioritised activities to support COVID-19 recovery. We are working with government and non-government decision-makers to help monitor social wellbeing through recovery, facilitate information sharing, and support strategic decisions on COVID-19 recovery.

# Delivering actionable insights for decision-making

**We use data, science and lived experience to inform decision-making**

## Ngā Tapuae

Through Ngā Tapuae, we are working with Tokona Te Raki, a Ngāi Tahu-led collaborative established to increase Māori participation, success and progression in education and employment outcomes. This work is using the IDI to identify the most important barriers, leavers and boosters that help young Māori to succeed. The project is looking at decisions that can be made with rangatahi in high school that affect outcomes later in life. The learnings from Ngā Tapuae will help young Māori to plan their career journeys.

## Understanding gaps in fathers' earning and employment

We are continuing our partnership with The Southern Initiative (TSI) to better understand fathers' earning and employment and help identify probable causes and potential solutions – see example below.

### Example

#### Having a baby in South Auckland

We partnered with The Southern Initiative to explore a new way of working that could contribute to child, youth and family wellbeing in South Auckland and elsewhere. This project was aimed to better understand the conditions of prolonged cumulative stress South Auckland whānau experienced around the birth of a child.

We developed a cross-sector timeline modelling methodology, allowing analysts to plot indicative 'journeys' that expecting whānau take within the social system from six months before baby to nine months after baby's birth. This project was an example of applying an improving social wellbeing approach, drawing on science, data and lived experience.

A few examples of the insights from this work include:

- **Fathers often stop earning money from paid work around the time baby is born:** whānau say there is a strong cultural norm (particularly for Pacific fathers) and personal desire for fathers to be home with mother and baby. Often the type of work fathers are employed in (low paid, casual) makes them feel quitting work is the only option.
- **Mothers are changing address while they are pregnant:** about 19 percent of South Auckland mother register a change of address, with whānau saying that multiple temporary moves during this time can be common, with mothers couch surfing and looking for short term accommodation and landlords not wanting to take on single mothers.
- **Mothers have a low rate of getting anti-depressant medicines:** access to anti-depressants by mothers in South Auckland is at half of the rate of all mothers in New Zealand in the first six months after birth. Whānau say that there are parents who want and need far more support for depression but don't receive it. Some are also concerned about the impact of drugs on baby.

## Measuring wellbeing

### We are developing methods, solutions and capability to measure wellbeing

#### OECD partnership to improve data on child wellbeing

We are working with the DPMC Child Wellbeing Unit and partnering with the OECD to tackle some longstanding challenges around the quality of data on child wellbeing. This is a multi-year project to identify and begin to address the gaps in child wellbeing data, along with improving the quality of data available. Our Chief Science Advisor is providing feedback on indicator selection for the development of an international framework for child wellbeing, and we have also provided expertise on child wellbeing. We will continue to provide advice and feedback and assist the OECD in understanding data gaps in New Zealand.

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Proactively released

## Building data expertise and capability

### We are working with partners to lift social sector analytics and data capability

Our work in this area is strongly aligned and supports New Zealand's data strategy and road map. This strategy has four focus areas: investing in making the right data available at the right time; growing data capability and supporting good practice; building partnerships within and outside government; and implementing open and transparent practices.

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### Developing a toolkit and ongoing implementation of the Data Protection and Use Policy

The Data Protection and Use Policy (DPUP) for the social sector articulates what 'doing the right thing' looks like across the social sector when collecting and using people's data and information. We led a process to develop the policy which was inclusive of organisations, agencies and service users across the social sector. The policy was endorsed by Cabinet in November 2019 and our current focus is supporting the implementation of the policy. This includes working closely with government agencies who are in the process of mobilising their own internal resources to drive the adoption of the policy. There is an expected report back to Cabinet on progress by December 2020 and we are also planning to have a public launch of a toolkit. We will work with your office regarding this launch, and the approach to the report back.

## Improving access to data for communities and iwi groups

We are working with NGOs, iwi, councils and other community organisations to map and understand data sets that best support decision-makers in the community. These organisations will often provide information through to government (for example through reporting on contracts), and this work is aimed at helping package data in a way that it can then be fed back into the community and to iwi to support their decision-making. We are working to understand which data sets and what level of data aggregation is most useful for community and iwi decision-makers.

## Building safe and secure data exchanges

The Data Exchange (DX) provides a safe, secure and easy method for government and service providers to transfer data. For example, the DX removes the need to transfer sensitive client data via email. We partner with Eightwire, the owner and operator of the DX. In response to COVID-19, we are increasingly working with DHBs to support their use of the DX. An external review of the DX is currently underway.

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### Example

#### Helping the Department of Corrections to share information securely with the Salvation Army

The Department of Corrections was one of the early adopters of the DX in response to challenges in the current housing market. It needed to be able to better plan for efficient and safe housing of people in the community by making sure that Corrections staff understand when and where community housing is available.

The DX has provided a secure means for providers to transmit housing availability data to Corrections. The Salvation Army is one of the providers which has come onboard. As well as providing information on housing availability, the Salvation Army receives referrals through the DX and can safely report on how a person's reintegration activities are progressing in the community.

## Piloting the Social Sector Data Sharing Standard

The Social Sector Data Sharing Standard promotes a consistent way of collecting data points and interactions that define events that happen in the social sector. This may be anything from how a service provider might refer a client to another service, to ensuring agencies receive data from multiple service providers in the same format. We are also looking at ways to incorporate a commonly used data standard from the health sector (comprehensive clinical terminology – SNOMED CT) for use in the social sector. We will carry out a feasibility study for both the Social Sector Data Sharing Standard and SNOMED CT before beginning formal pilots. The feasibility study for the Social Sector Data Sharing Standard will be complete by 30 June 2021.

## **Iwi affiliation in the Integrated Data Infrastructure (IDI)**

We are looking to address gaps in Census data for iwi affiliation, through using linked data sets to estimate the missing iwi affiliation data. The linked data we are using to do this includes the 2013 Census, parental information, education, MSD, Police and DIA data. This data will help ensure up to date and easy-to-access information and insights for iwi. We have engaged with Stats NZ and Māori data experts to receive guidance on the approach we are taking and ensure alignment with other work in this space.

## **Supporting the development of an Integrated Services Hub**

We are partnering with Methodist Mission Southern (MMS) to help them prototype and test an Integrated Services Hub (ISH). This is a fit-for-purpose end-to-end system targeted at small social service providers who would not otherwise have the capacity to put in place good practice, data and contract management systems. It gives these providers the tools to monitor and measure how they are doing to support client resilience, helping build their internal data capability and privacy practice. The Integrated Services Hub is currently a pilot, and we are working with MMS to finish a toolkit for the service, roll out the service to another set of providers, and work to move the service into a business-as-usual setting.

## **Developing a collective impact approach in Kāinga Whānau Ora**

The Kāinga Whānau Ora initiative is based on a collective impact approach, weaving together the strengths of a whānau driven model and cross-agency collaboration to drive for better outcomes for participating whānau. It is led by Te Tihi o Ruahine Whānau Ora Alliance, providing services across the Palmerston North and Manawatu regions. We provided initial advice to the initiative on developing programme evaluation and a reporting dashboard, which is intended to make government data available to whānau. We continue to support the initiative and facilitate partner agencies to connect to the DX, ensuring that the initiative has information it needs to work more effectively with whānau.

## Building foundations

### We are building our foundations to ensure we are performing and delivering for partners

We are building on our strengths. We were recently recognised for our outstanding HR and wellness programmes in the workplace, being a finalist in the Wellington Gold Award for the Team Gold Awards.

#### Delivering Tāngata – our people as our centre

Our people strategy *Tāngata* builds on our workplace culture where everyone is valued, respected and can bring their whole selves to work. It puts our people at our centre, because we know that investing in them supports our capability to improve wellbeing for New Zealanders. *Tāngata* has a five-year horizon and focuses on building an environment that enables, supports and invests in our people's development and performance for a strong, productive culture. We want the Agency to be known as an employer that grows talent and is a great place to work.

#### Enhancing our operating model

In early 2020, we implemented a new structure in line with an improving social wellbeing approach. To build on these changes and enhance how we work, we are designing an operating model that reflects and mirrors how we want to work across the social sector. This is an opportunity to holistically enhance our operations to enable efficient and effective delivery, and the strengthen the use of data and evidence in social sector decision-making.

#### Improving data and insights capability

We are working to improve our data and insights capability to better deliver across the social sector. This is focused on ensuring we have the right tools and processes to better manage, and use, data and insights. This capability will underpin our readiness to respond when rapid access to data and insights is needed to inform decision-making. It will be progressed through our work on enhancing our operating mode

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# Supporting COVID-19 recovery

## We are helping the social sector respond and recover from COVID-19

### Supporting strategic decisions on COVID-19 recovery spending

As part of our role supporting the Social Wellbeing Board, we are working with social sector agencies and Treasury to give visibility across the COVID-19 Response and Recovery Funding and support the Social Wellbeing Board to make strategic investment decisions. Over \$50 billion of new funding was announced in Budget 2020 to support New Zealand through the COVID-19 response and recovery. In the social sector, funding will deal with immediate issues, while also being available to be targeted at transformational improvement across the sector.

### Connecting social sector partners through the Data Exchange

During the COVID-19 response, we facilitated the quick, safe transfer of data through our secure Data Exchange on Intensive Care Unit bed availability to the Ministry of Health from Waitematā DHB, Capital & Coast DHB, and Canterbury DHB. Those DHBs provided this data to the Ministry on behalf of other DHBs, acting as hubs. We continue to work with the health sector to bring more DHBs onboard through our work on data expertise and capability.

### Monitoring social wellbeing through recovery

We are prototyping a wellbeing monitoring product to help Ministers and the Social Wellbeing Board to monitor social wellbeing through recovery. This product draws on the Treasury Living Standards framework and will utilise the Stats NZ's COVID-19 data portal. We gathered a community of subject matter experts to inform the product's development.

### Equipping communities and iwi with data to monitor recovery

During the COVID-19 response, we helped to establish Manaaki – a geo spatial tool to facilitate the two-way sharing of data and intelligence. Through this tool communities and iwi were able to access and share data relevant to their own communities and whānau. Through our work on data with communities, we are looking to build on the lessons from Manaaki to ensure we continue to support communities and iwi to access data relevant to them and monitor recovery for their whānau.

# Our agency

## Agency structure

The Social Wellbeing Agency is a departmental agency, hosted by Te Kawa Mataaho Public Service Commission. As at 11 November 2020 we employed 38 permanent and fixed term people and is organised into three business groups that provide strategic leadership over our work:

The **Office of the Chief Executive** ensures the support and advice we provide to the Minister responsible for the Social Wellbeing Agency, their office, and the Social Wellbeing Board is seamless, on point, and timely. The Office manages key relationships with social sector agencies to ensure we are contributing to the sector's key priorities. Our Chief Māori and Chief Science Advisors provide strategic advice and support, ensuring Māori perspectives, along with social science expertise and knowledge are incorporated in our work.

**Advisory Services** is our core delivery function designed to create maximum value for the Agency's stakeholders. This group includes the technical capabilities we need to work with the social sector to create insights and analytical tools and practices that improve people's wellbeing.

**Organisational Performance** enables us to deliver our work programme by putting in place the necessary organisational policies and strategies, capabilities and practices. This ensures our portfolio of work and projects are well planned and executed.

### Toi Hau Tāngata

Toi Hau Tāngata, our reo Māori name, signifies the valuable aspects of living life – manifesting in the wellbeing of the people.

The individual words have many meanings, including:

Toi - peak

Hau - vital essence

Tāngata - humankind

Mohi Apou of Taranaki-Whanganui descent gifted the name to us. Toi Hau Tāngata comes from a karakia unique to Taranaki-Whanganui Iwi, 'Te Hau Tai Tāngata' – the principles influencing the creation of mankind. The karakia is not written but passed from one generation to the next as he taonga tuku iho, or oral tradition.

# Leadership



**Dorothy Adams**  
**Chief Executive**  
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Dorothy has a Master of Public Administration from Monash University and an LLB from Victoria University of Wellington. Before her role as Chief Executive of the Social Wellbeing Agency and formerly the Social Investment Agency, Dorothy established and led the Social Investment Unit.



**Paul Delahunty**  
**Deputy Chief Executive - Advisory Services**  
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Paul leads the core business functions making up our engine room: Data Systems, Analytics, Insights, and Sector Engagement. Over the course of his career Paul has worked in New Zealand and overseas in telecommunications, information technology, management consulting, and the public sector.



**Atawhai Tibble**  
**Te Tumu - Chief Advisor – Māori**  
Withheld under s9(2)(k)

Atawhai is a passionate and experienced Māori development professional and sought-after expert in Māori-Crown relationships. At the Social Wellbeing Agency, Atawhai provides strategic and relational support to the organisation.



**Lynda Jelbert**  
**Director Organisational Performance**  
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Lynda leads the Agency's development and implementation of organisational and capability strategies. Lynda has a strong background in Human Resources, Leadership, Organisational Development, Change Management, and Health and Safety — spanning both public and private sectors.



**Alistair Mason**  
**Director Office of the Chief Executive**  
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Alistair has spent close to ten years working as Ministerial Advisor for a variety of Ministers, primarily covering social portfolios, and has an extensive background in public relations. The Office of the Chief Executive oversees Ministerial engagement, communications, and provides advice and support to the Cabinet Social Wellbeing Board and Social Wellbeing Committee.

## Current appropriations

Our agency is funded through an appropriation in Vote: State Services.

|   | 2019/20              |                        | 2020/21      |
|---|----------------------|------------------------|--------------|
| Title and scope   | Final Budgeted \$000 | Estimated Actual \$000 | Budget \$000 |
| <b>Supporting Implementation of a Social Wellbeing Approach</b><br>Providing strategic cross-social-system advice and supporting cross-system work, creating insights, tools, and practices to support sector-wide implementation of a social wellbeing approach.   | -                    | -                      | 8,085        |
| <b>Designing and Implementing Social Investment</b><br>Identifying where and how to implement a social investment approach, assessing how well a social investment approach is being delivered in these areas, and providing tools and support to agencies to assist them in implementing a social investment approach. | 13,880               | 10,456                 | -            |
| <b>Place-based Initiatives – National Support</b><br>Providing support and evaluation across place-based initiatives.   | 522                  | 522                    | -            |
| <b>TOTAL</b>  | <b>14,402</b>        | <b>10,978</b>          | <b>8,085</b> |