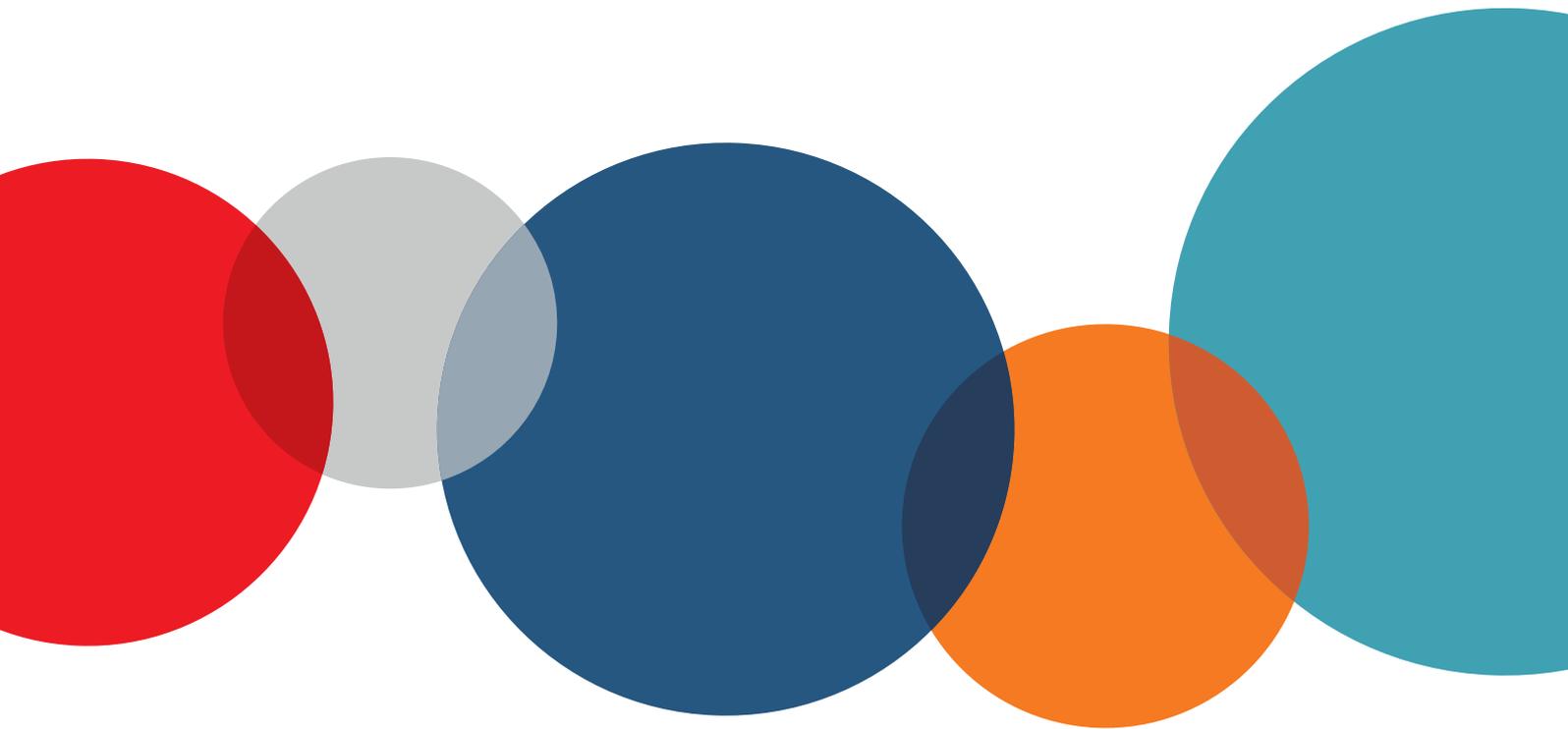


# Pūrongo-ā-tau Annual Report

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2021 - 2022





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# Chief Executive Statement



**“Mā te rongō, ka mōhio.  
Mā te mōhio, ka mārama.  
Mā te mārama, ka mātau.  
Mā te mātau, ka ora.”**

**Through perception comes awareness, through awareness comes understanding, through understanding comes knowledge, and through knowledge comes wellbeing.**

Tēnā koutou katoa,

I am pleased to present this year’s annual report and to share some of the deliverables the Social Wellbeing Agency has achieved over the last year.

We have strengthened our focus on where we can make the greatest impact to the wellbeing of New Zealanders. Our new strategy and re-aligned work programme support the priorities of the Social Wellbeing Board and Social Wellbeing Committee and assist us to achieve our vision.

We are partnering with other social sector agencies more than ever to understand where and how services can be delivered better – or differently – to make a meaningful difference to the lives of New Zealanders. Over the last year we have delivered insights into Government priorities. We provided insights into COVID-19 vaccination patterns, how government debt affects people’s lives, the wellbeing of older people, youth crime and gang harm, and children with high and complex needs. Our data analysis and insights ensure Ministers and government agencies have information they need to make informed decisions.

We still have more to do to build our capability and capacity to realise our full potential. However, I am proud of the way we have risen to the challenge. Our recent efforts have demonstrated what we can achieve and impacts we can have.

Over the next year we will embed performance measures which will stretch us and further demonstrate our contribution to the social sector and more importantly, to improving the lives of New Zealanders. Underpinning that approach will be the values that we aspire to: Tangata, Manawa Māui, Taunakitanga, Puaretanga (being about people, catalysts for change, influencing through evidence, and being transparent).

Ngā mihi nui,

A handwritten signature in black ink that reads "Renee Graham". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Renee Graham  
**Chief Executive**  
Social Wellbeing Agency

# Who we are and what we do

Our vision is that **people, whānau and communities live the life to which they aspire.**

To achieve that vision, we have two purposes:

- to deliver cross-social system advice
- to create tools, insights and practices for government.

We think of ourselves as the advanced data, analytics, and insights agency for the social sector. We provide independent, evidence-based advice on enduring, topical and important social issues for Aotearoa New Zealand that don't fit neatly into a single agency. Our work focuses on providing insights into challenging social-sector problems to improve people's lives.

## Delivering our strategic priorities

Over the past year, we have grown our capability and re-oriented our work programme to respond more quickly to emerging priorities and provide analysis and advice on a range of key Government priorities. We have grouped our work to align with our two core purposes, and this year have delivered key projects within each.

### Cross-social system advice

In 21/22 we have:

- Supported joined up government in the regions: we worked with regional leaders to understand their data needs with the aim of providing standardised regional data and dashboards to regional leaders over the coming year.
- Provided insights on youth crime and engagement: an ongoing piece of work, working across agencies we provided initial insights on what leads to youth crime, ramraids, and youth gang involvement.

- Provided further analysis on debt to government: our 3-year project in this area has underpinned advice on how government agencies might better coordinate to mitigate the impacts of government debt on individuals, particularly where that debt is overlapping.
- Contributed to collective action to reduce family violence: we have two key actions we are progressing for Te Aorerekura relating to evaluation and measurement.
- Built our understanding of what works for child and whānau wellbeing in the first 1000 days.

## Strategy 2021–2023

We work on challenging  
social-sector problems  
to improve people's lives



SOCIAL  
WELLBEING  
AGENCY | TOI HAU  
TĀNGATA

Te Kāwanatanga o Aotearoa  
New Zealand Government

## Providing tools, insights and advice

In 21/22 we have:

- Launched a new data and analytics platform: 'MahiTahi' in partnership with Te Puni Kōkiri. This enables secure, safe and easier to access to anonymised subpopulation, subregional and community data, allowing agencies to make better informed decisions that will improve outcomes for New Zealanders.
- Developed and tested regional dashboards in collaboration with regional advisors and we will build on these dashboards to support local decision-making.
- Drawn on our expertise of using joined up data to develop new indicators of need and provide insights and advice on children and learners with highest needs, COVID-19 vaccination uptake for disabled New Zealanders, and vulnerable older people.
- Improved data capability for new or developing researchers through the development of tools. This includes our IDI exemplar project guidance, and coordination of a Data, Ethics, Privacy and Governance workshop.

To deliver these key pieces of work, we have started to make the key shifts set out in our three-year strategy, including:

- Leading and shining a light on cross-sector policy issues
- Making a greater impact through a more focused work programme
- Being the engine room for the Social Wellbeing Board, advising and collaborating on policy issues which fall between the gaps or have cross agency remits
- Demonstrating we are the experts with our work visible and respected
- Executing deliverables with a policy focus supported by advanced analytics.

## Our achievements

### Delivering cross-sector advice

We delivered cross-agency advice partnering with others and using our expertise and analysis to understand more about complex social issues.

### Developing the learning and monitoring approach for Te Aorerekura

We worked with Te Puna Aonui (formerly the Joint Venture for the Elimination of Family and Sexual Violence) to support the development of the learning and monitoring approach for Te Aorerekura. Under Te Aorerekura, a 25-year strategy for the elimination of family violence and sexual violence in Aotearoa New Zealand, we are leading work on two actions:

- Action 38: Continuously develop and improve the learning system through the collection of evidence and voices. This action is about supporting government and communities to work together to build a collaborative learning system.
- Action 39: Work together to finalise a measurement framework. This action focuses on how government can work with communities to build a measurement framework including actions to eliminate family violence and sexual violence.

Our work will provide a roadmap for measuring success so we can have confidence in the actions taken – across government and within communities and whānau – and their contribution to eliminating family and sexual violence.

In the year to June 2022, we worked with Joint Venture agencies and stakeholders, including academic experts with significant experience measuring and monitoring family violence and sexual violence in New Zealand. We undertook exploratory work, including taking stock of current family violence and sexual violence indicators. We developed and socialised a pragmatic approach to developing an outcomes framework and a supporting research, evaluation and measurement plan focussed on tracking progress towards the six shifts outlined in Te Aorerekura.

## Improving regional access to data to support decision-making

During the COVID-19 response in 2020, government demonstrated its ability to provide data more regularly and in new ways to support the welfare response. Real time local information has become vital to inform regional priorities and support decisions on where to focus public service collective efforts.

In response to these increasing expectations for timely information, we partnered with the Ministry of Social Development to develop a prototype dashboard tool drawing on the Integrated Data Infrastructure and survey data to drill down into regional and sub-regional data. A lot of this data has previously not been accessible at these levels.

We worked with a small group of regional advisers to develop and test proof-of-concept dashboards for Regional Public Service Commissioners, and to test the capability of our data and analytics platform to meet these needs. This is allowing us to explore options and advise on the development of data products and insights that will effectively support joined up government in the regions.

## Identifying critical factors for child wellbeing in the first 1,000 days

The first 1,000 days (from conception to age 2) lay the foundations for a child's future. This is an effective time to support parents and whānau with strengthening and preventive interventions, with potential to improve long-term outcomes and break cycles of intergenerational disadvantage.

To support the first 1000 Days focus area of the Child and Youth Wellbeing Strategy, we commissioned Professor Susan Morton, Foundation Director of the Growing Up in New Zealand Longitudinal study (GUINZ), to evaluate the strength of existing evidence on aspects of parental and whānau wellbeing that have the greatest potential for improving the wellbeing of children. In particular, the research focused on the first 1000 days of a child's life and sought to identify where Government resources are best targeted to improve the wellbeing of children.

The resulting evidence brief set out key factors government agencies could be focussing on and provides over 50 potential intervention points across eight areas of parental and whānau wellbeing, and has been shared across agencies working to provide advice on these issues.

Further research in this area was commissioned in the first half of 2022, looking at what works in the First 1000 Days from a Te Ao Māori perspective.

## Investigating the impact of government debt on wellbeing



In partnership with the Department of Prime Minister and Cabinet's Child Poverty Unit, we built on analysis completed last year to understand the wellbeing impacts of holding debt to government. We looked further at debt patterns by understanding those people that hold debt to the Ministry of Social Development, Ministry of Justice, and Inland Revenue, or to two or all these agencies.

This analysis found that debt to government shows significant persistence over time. More than a third of people who owe debt to the Ministry of Social Development, fine debt to Ministry of Justice, or child support debt to Inland Revenue have been in debt for at least five years. About one-fifth of people who owe these debt types have been in debt for at least nine years.

Our analysis showed that buy-now pay-later, secured loans and unsecured loans tend to occur together; and credit card and mortgages tend to occur together. Age has an impact on these results: young populations are known to use buy-

now pay-later debt over credit cards, and older populations are known to have higher rates of home ownership, and therefore mortgage debt. It also showed a clear interaction between public and private debt: debt to government (public debt) tends to be owed by the same kinds of people who owe buy-now pay-later, secured loan, and unsecured loan debt.

The research identified connections between debt to Inland Revenue, the Ministry of Social Development, and the Ministry of Justice, and is aimed at supporting further policy work and filling gaps in understanding about the nature and characteristics of debt and debtors.

## Creation of tools, insights and practices

We created tools, insights and practices to support the data and analytics community across government.

### Delivering a data and analytics platform in partnership with Te Puni Kōkiri

In partnership with Te Puni Kōkiri we created a modern scalable data and analytics platform called MahiTahi. This supports the needs of a number of agencies and communities to ensure they have the right data and insights at the right time to make decisions that support the skills and capability of Aotearoa New Zealand. This is a year one deliverable under the Government's Data Strategy and Roadmap.

We have tested the platform with our Aotearoa Wellbeing Update Dashboard and the Te Puni Kōkiri Public Sector Effectiveness Report and Māori Community Resilience Dashboard. We will be building on these with the provision of further regional dashboards and data products to support the regions and Social Wellbeing Board.

Now that MahiTahi is 'live' we are populating it with a range of regional and subregional wellbeing indicator data that can be re-used and leveraged across the sector. This data is sourced from a range of areas to create a standardised data repository for richer insights in a way that has not been possible in the past.

## Assisting the COVID-19 vaccination uptake

**SOCIAL WELLBEING AGENCY** | TOI HAU TĀNGATA

Information sheet

### Updated analysis: COVID-19 vaccine uptake by disabled people

May 2022

#### Background

When people are vaccinated, only information necessary to match their vaccination to their health record is collected – people are not asked whether they are disabled.

The Ministry of Health asked the Social Wellbeing Agency to create a disability indicator using the Integrated Data Infrastructure (IDI) and look at vaccinations for disabled people. The agency has developed disability indicators based on the Washington Group Short Set (WGSS) in consultation with the Ministry of Health and Office for Disability Issues.

The indicators use a variety of sources of information to identify people with functional disabilities in line with the WGSS questions - *Walking, Seeing, Hearing, Remembering, Washing, and Communication*. For more information about the WGSS, please see [here](#).

**The indicators estimated approximately 1.2 million disabled people aged 5 and over.**

For full detail of this analysis, read [Vaccination uptake analysis of disabled population aged 12 and over as of 1 March 2022](#).

#### Key insights as of 29 March 2022

- 92% of disabled people aged 5 and over had received at least one dose of the vaccine, compared to 85% of non-disabled people.
- 87% of Māori disabled and 89% of Pacific disabled people have had at least their first dose, compared to Māori (75%) and Pacific (80%) non-disabled people.
- Disabled people living in residential care facilities had the highest rates of having received two or more doses of the vaccine (96%).

#### 5 to 11-year-olds

5 to 11-year-olds have been eligible for a COVID-19 vaccination since 17 January 2022 and can receive a second dose after 8 weeks.

The overall difference between disabled and non-disabled people in terms of vaccination uptake was less pronounced for 5 to 11-year-olds with 57% of disabled children vaccinated compared to 55% of non-disabled children.

However, for Māori the difference is significant with 43% of disabled Māori 5 to 11-year-olds vaccinated compared to 35% of non-disabled Māori children.

### Identifying groups with low vaccination

In late 2021, we undertook research to identify potential barriers to uptake of the COVID-19 vaccinations, to assist with the government's COVID-19 vaccination programme.

Prior to COVID-19 vaccination data being available in the Integrated Data Infrastructure, we identified that childhood immunisation data could be used to identify groups of people with a low uptake of other vaccinations as a proxy for likely low uptake of the COVID-19 vaccination.

We matched child immunisation data with Census data to analyse patterns of vaccination, including a range of different characteristics (for example, where people live including distance from urban areas and health services, deprivation index, District Health Board region, and ethnicity).

## *Disabled people's vaccinations and new disability indicator*

In consultation with the Ministry of Health and the Office for Disability Issues we developed a disability indicator, the first time such an indicator has been developed for wide use. The disability indicator relies on IDI data and is an indicator of people who face functional difficulties in everyday activities. The indicator covers people aged 5 and above.

Using this new indicator, we matched COVID-19 vaccine data with information in the IDI and this could identify how many disabled people had been vaccinated and identify groups who may need extra support, assisting the Ministry of Health to better target its vaccine rollout. We continue to work with the disability community to refine the indicator.

### **Data ethics, privacy, and governance event**

We used our expertise to guide other researchers in a data ethics, privacy and governance event. Alongside Te Rourou Tātaritanga, Victoria University of Wellington and the University of Auckland, this online workshop discussed themes such as: the use of population data, data ethics, Māori data sovereignty and alignment with the Government Data Strategy and Roadmap.

### **Developing exemplar IDI projects**

Integrated data can be a powerful tool for research. However, the integration of different data sources does not guarantee these sources are all straightforward to analyse. New Zealand's Integrated Data Infrastructure and Longitudinal Business Database can be intimidating environments to work in for unfamiliar researchers. We produced an exemplar document to provide new researchers to the IDI with a simple end-to-end project. It is focused on the practical aspects of managing a project and manipulating the data, after research questions and goals have been agreed.

## **How we work together**

We're a small departmental agency with a big reach. As at 30 June 2022, we employed 32 permanent and fixed-term people. Our organisation's structure positions the agency to achieve the mandate set out for us. Our three business groups provide strategic leadership over our work.

### **Office of the Chief Executive Group**

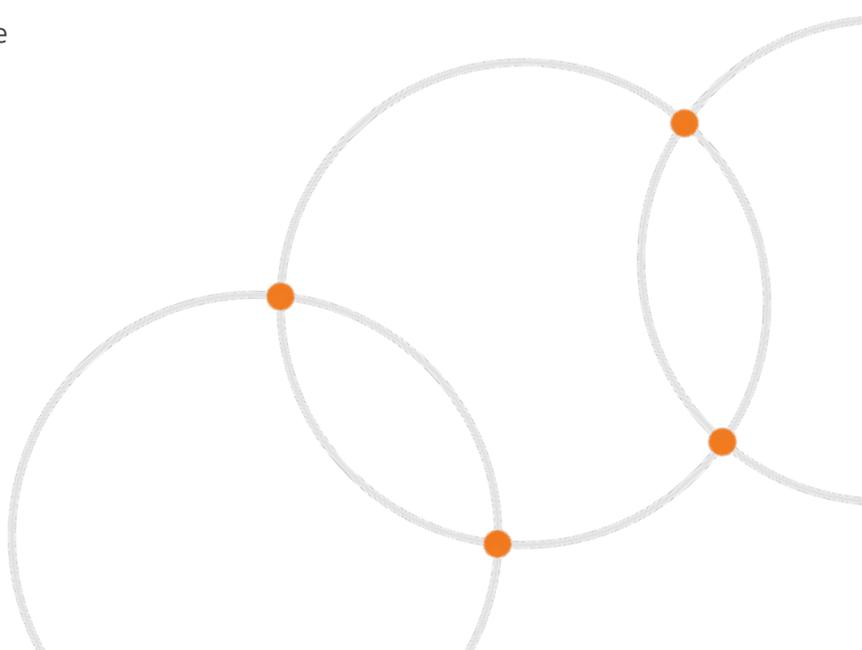
The Office of the Chief Executive supports and advises the Chief Executive and Executive Team, and is a conduit between the agency, Ministers' offices and the Social Wellbeing Board and Social Wellbeing Committee.

### **Policy, Data and Insights Group**

The Policy, Data and Insights Group advises on cross-social sector issues and developing insights, tools and practices that improve people's wellbeing. The Deputy Chief Executive leads these core business functions to create maximum value for our customers and stakeholders. This year we have established a policy function and over the next year will look to build our policy capability.

### **Organisational Performance Group**

The Organisational Performance Group enables the agency by leading the development and implementation of our strategy, developing organisational capabilities and practices to manage our portfolio of work, and manages our corporate functions.



# Our people

## Our values

Our values, developed by our people, focus our efforts and are used internally and externally to guide us. Our people identified concepts that reflected our values in a meaningful way for them. From that work, we were able to create imagery that is meaningful for staff and that strengthens our values. These values guide us in the office and with the people we collaborate with. They also underpin our approach, behaviour and performance in our day-to-day interactions and our agency policies and capability framework.



### TĀNGATA

**We're about people**

People will do better, sooner and for longer when the social system works in partnership, acting on better evidence to develop and deliver services.



### MANAWA MĀUI

**We are a catalyst for change**

We challenge the status quo constructively and seek better ways of doing things. We help create change to improve lives through different approaches.



### TAUNAKITANGA

**We influence through evidence**

We use evidence to influence positive change for New Zealanders.



### PUARETANGA

**We're transparent by nature**

We will share what we're doing, how we're doing it, and what we learn.

## He tāngata, he tāngata, he tāngata

Our people strategy Tāngata was refreshed in March 2022 to support the key shifts identified in our organisational strategy. It continues to build on our workplace culture where everyone is valued, respected, and can bring their whole selves to work. It keeps our people at our centre, because we know that investing in them helps us to successfully work on challenging social-sector problems to improve people's lives.

Tāngata focuses on building an environment that enables, supports and invests in our people's development and performance for high performing culture. We want to be known as an employer that grows talent and as a great place to work.

Tāngata has a three-year horizon and focuses on:

- High performing culture - creating a culture where people are engaged, productive and proud of the work we deliver.
- Workforce capability – identifying skills and capability for future success.
- Growing Māori capability – expanding the place of Māoritanga in our agency.
- Diversity and inclusion – seeking, valuing and utilising diverse and inclusive thinking, people and behaviours.

## Building our capability

### Performing together through Ngā Tahi

Ngā Tahi means 'together' or 'as one', acknowledging that we grow together, individuals, managers, teams and the organisation alike. Ngā Tahi, our performance framework, was developed in consultation with all our people, and it focuses on supporting them to do their best, as our success relies on their performance and capability. Ngā Tahi takes a conversation driven approach. It focuses on regular and meaningful conversations between people and their managers to drive performance and development. We specifically focus on three areas, Contribution, Behaviour & Leadership, and Capability.

## Growing data science and analytics talent

We think it's important to grow talent from a diverse range of people in data science and analytics in New Zealand. We continue to contribute to the joint Analytics and Research in Government Internship programme and hosted two interns during 2021/22. We also hosted a nine month placement through the Elevating Aotearoa's Future programme which supports Māori and Pacific Peoples, especially wāhine, into data and technology careers.

### Building policy capability

A key part of our strategy is building our policy capability. This year we established a Policy and Insights Team, with a specific focus on recruiting policy skill sets into this team. This function builds on our existing research and insights skills and will strengthen our ability to deliver cross social system advice.

## Our Diversity and Inclusion programme

### Our Papa Pounamu priority commitments

Our values and people strategy are essential to meeting our Papa Pounamu commitments. Papa Pounamu aims to bring together diversity and inclusion practices across the public service and to support public service chief executives to meet their diversity and inclusion obligations and goals.

The focus areas are:

- strengthening cultural competency
- supporting and engaging with employee-led networks
- addressing bias and discrimination
- building inclusive leadership
- building relationships in our workplace.

## Cultural competency

We're growing our cultural competency through implementing Te Aho Kura.



Te Aho Kura is 'the special strand'. Kura is the traditional, sacred colour red, while te aho tapu, or te aho kura, the first and main thread of the korowai, weaves the key strands of the cloak together. We know that Māori have a unique status as New Zealand's first peoples and as partners under the Treaty of Waitangi. As an organisation, we are working to build our Māori capability so we can work effectively as a good partner.

We hold weekly te reo classes for our people. To recognise staff who have built their capability in te reo, we implemented a policy that provides an allowance to recognise the value it adds to the agency.

In addition, we use waiata, karakia and tikanga to encourage and support the use of te reo Māori in the workplace, supplemented with workbooks, lanyards, booklets and online tools. We continue to celebrate Matariki and Te Wiki o Te Reo Māori.

We have received positive feedback through our annual staff survey Kōrero Mai, with 81% of staff agreeing that Te Aho Kura made a positive impact on their work at the Agency. This is a 3%

increase from last year. In addition, in Te Taunaki, the public service census, 67% of our staff agreed that they use at least some te reo Māori at work, 92% agreed staff are encouraged to use te reo Māori, and 83% agree staff are supported to improve te reo Māori.

To strengthen our broader cultural competency, this year we have added the intercultural capability e-learning modules developed by the Ministry for Ethnic Communities to our induction material and our intranet for staff to use.

## Supporting and engaging with employee-led networks

We encourage and support employee-led networks. In the last year we formalised this support in our Wellbeing Policy. However, as a small agency we also look to partner with other agencies to support our staff through employee-led networks. Our leaders are supportive, with staff being able to attend network meetings in work time. The networks our people can access are wide ranging, including those for women, Māori, Pacific peoples and Rainbow communities. We continue to promote these to our staff.

We currently have representatives attending and contributing to the Cross-Agency Rainbow Network, Government Women's Network, and Tūhono-Māori in the public service. In conjunction with the Manatū Wāhine Ministry for Women, we supported the He Wahine Māori Ahau speaker series, showcasing wāhine Māori and tackling topical issues in the public sector.



## Addressing bias and discrimination

We are working to reduce bias from our workplace. As at 30 June 2022, 88% of people leaders and 66% of staff have completed unconscious bias training. The training is available to all staff, including new starters as part of their induction process. We have implemented a process to identify and mitigate bias when reviewing human resources policies and practices. We have developed a bias minimisation toolkit which decision-makers use during recruitment and remuneration processes to reduce bias.



## Building inclusive leadership

Our leaders ensure the people they work with are valued and respected. 100% of our people leaders participated in inclusive leadership training this year. 81% of staff responding to our Kōrero Mai survey agreed with the statement 'I can bring my whole self to work each day', a 4% increase from last year. 88% of staff agreed with the statement 'SWA has an inclusive culture where personal values, cultural beliefs and commitments are respected'.

## Building relationships in our workplace

We want to build positive and inclusive relationships in our agency. We engage with our people and build relationships in a variety of ways. We meet weekly as an agency to communicate, share what we are doing, and acknowledge achievements. Leaders meet quarterly to build connections and plan. We hold annual all staff hui which create an invaluable

opportunity for us to come together and engage in whakawhanaungatanga with each other. In our Kōrero May survey 82% of our people agreed with the statement 'I am treated as a valued part of the team', a 4% increase from last year.

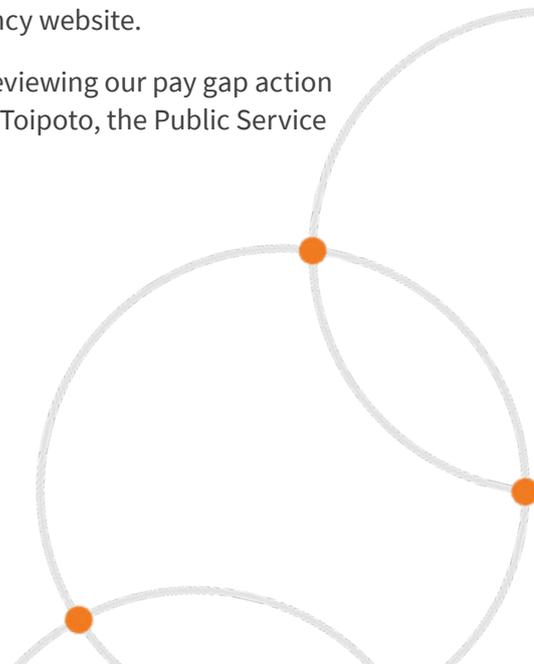
## Kia Toipoto

We are committed to closing pay gaps, particularly gender and ethnic pay gaps. With our people we developed a robust action plan in October 2021 to support this. We are proud that we have met the Public Service Gender Pay Gap Action Plan Milestones.



As a small agency we do not meet the threshold to report on pay gaps, in accordance with the guidance from Stats NZ on measuring organisational pay gaps. During the development of our pay gap action plan we used other information as trends such as our workforce profile, people data and recruitment statistics to measure impact. Overall, our information told us that we are making good progress. Our [pay gap action plan](#) is available on the Social Wellbeing Agency website.

This year we will be reviewing our pay gap action plan to align with Kia Toipoto, the Public Service Action Plan 2021-24.



## Reflecting Aotearoa in our workforce

We are committed to building a workforce that reflects the growing diversity of Aotearoa. During 2021/22 our diversity and inclusion working group Tātou has been implementing our diversity and inclusion strategic plan.

Tātou envisions our agency:

- having a workforce that reflects Aotearoa New Zealand
- being a safe place where individual ideas, background and cultures are valued, and
- having an inclusive culture, free from bullying and harassment, and where bias is understood and minimised.

One of the focus areas for Tātou is to create a safe and supportive work environment for our people who are members of the Rainbow community. To do this we are working with the Rainbow Tick organisation to achieve the Rainbow Tick.

We have also reviewed our recruitment policy to attract and retain a workforce that better reflects the diversity of New Zealand. We are continuing to place advertisements to reach a broader range of candidates, particularly Māori and Pacific peoples.

To help increase the diversity of people working in data and analytics, we supported the Elevating Aotearoa's Future programme by hosting an intern. The programme supports people from underrepresented communities, such as Māori and Pacific peoples, and especially wāhine, into careers in data and analytics over a 12-month period.

Tātou holds events to educate and celebrate aspects of diversity to help build an inclusive culture. This year, events included learning about Matariki and Parihaka, celebrating Te Wiki o Te Reo Māori, celebrating Pink Shirt Day, and providing information on Trans Awareness Day.



# Our people by numbers

## Employee engagement

from the 2022 Social Wellbeing Agency Kōrero Mai survey (run from 1 July 2022 to 14 July 2022).

### Valuing diversity

**88%**

of staff agree "SWA values diversity"

### Inclusive culture

**88%**

of staff agree "SWA has an inclusive culture where personal values, beliefs and commitments are respected"

### Work-life balance

**83%**

of staff agree "I feel I am able to balance my work and private life"

## Staff breakdown

### Staff numbers

**32**

permanent and fixed term as at 30 June 2021

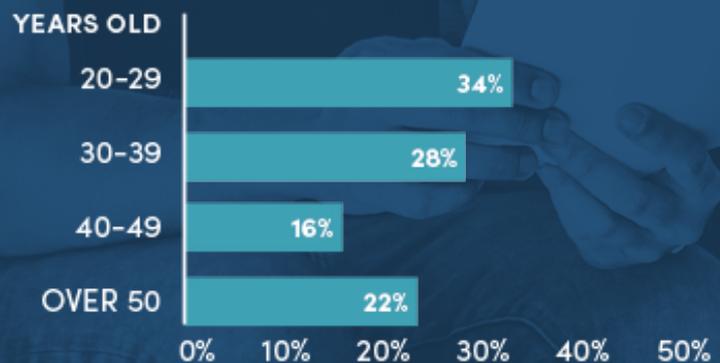
Our demographic profile has changed slightly from last year. Our workforce has a similar percentage males and females, whereas the percentage of female people leaders has increased.

The ethnicity of our workforce has changed slightly with a small decrease in the percentage of Māori staff, whereas the percentage of Māori people leaders has increased.

The number of staff we have with a disability is the same as last year.

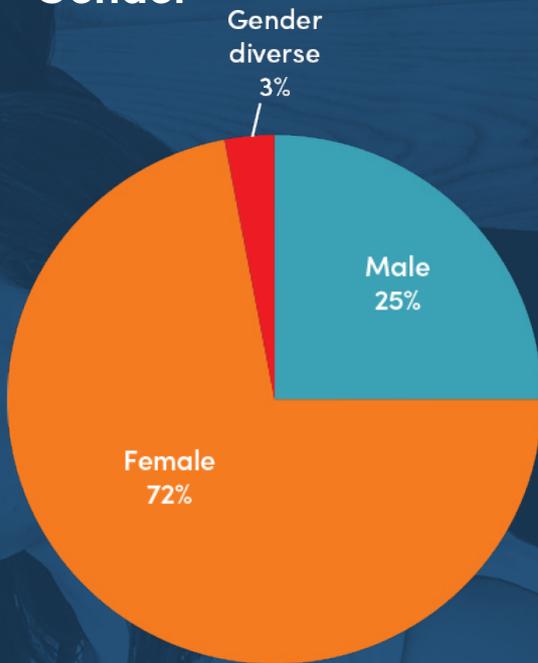
## Average age

**39.4** years

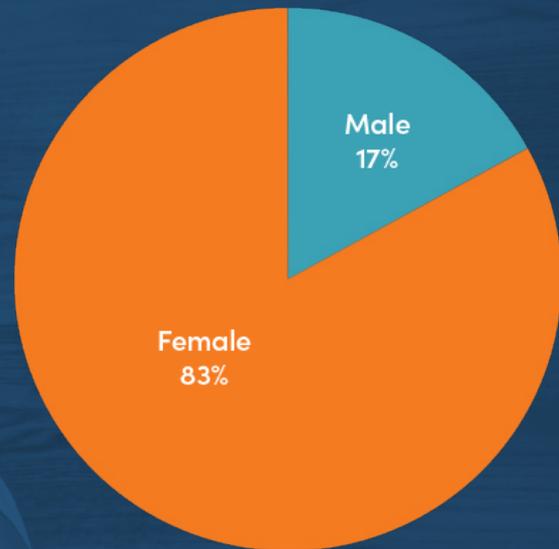


# Our people by numbers

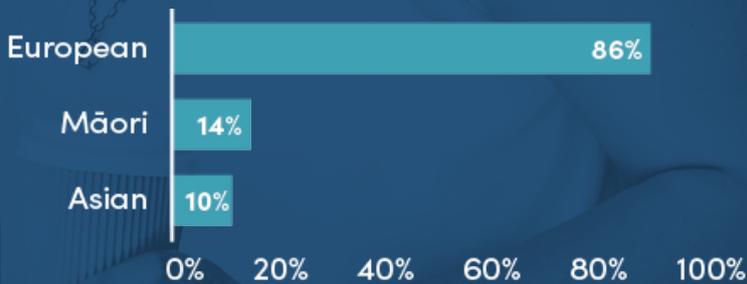
## Gender



## People leaders by gender



## Ethnicity



## Staff with a disability

# 9.45%

We continue to encourage staff to include demographic information, including disability, in their HR profile.

## Responding to COVID-19

Our response to COVID-19 this year was based on our Business Continuity Plan and what we learnt from the previous year. Our approach was based on information available from the Government and focused the needs of our people, education and support. Specifically, we:

- consulted on, and implemented, a policy that required full vaccination for all staff, contractors, and visitors to our premises
- provided support material to our people leaders so they were better able to ensure their staff were feeling connected to, and supported by our agency
- increased flexible working arrangements for all staff and ensured they had an ergonomic workspace at home
- prioritised and monitored our people's wellbeing by implementing regular pulse surveys
- provided clear information about pandemic, especially when there were changes to the COVID-19 Protection Framework settings
- implemented split shifts to minimise transmission of the virus in the office.

These actions contributed to keeping our people safe and to our work being only minimally impacted by the pandemic.

## Health and Safety

As a small office-based agency with no public-facing staff, we are a relatively low-risk health and safety environment. We have an active Health and Safety Committee that meets monthly to consider a range of health and safety issues that matter to our people, including staff wellbeing and mental health.

## Carbon Neutral

### Our work towards carbon neutrality

We continued to work towards achieving carbon neutrality and minimising our carbon footprint and environmental impact in 2021/22. Our Emissions Reduction Plan is on track to meet the due date of 1 December 2022.

### Our approach to carbon emissions for the year

Our base year for carbon emissions reporting is 1 July 2019 to 30 June 2020.

This is due to more recent years being impacted by the COVID-19 pandemic and the responses to it. Our base year data includes 2021/22 entries for some carbon-producing activities.

This approach achieves a representation of data that resembles a typical year in the life of our Agency and more closely represents a 'business as usual' situation for our carbon emissions sources. This approach has been approved by the Ministry for the Environment (MfE) as the Carbon Neutral Government Programme Lead.

### Carbon emission metrics and targets

Our base year carbon emissions (refer to Table 1) will go through verification audit in September 2022. These figures are provisional.

During 2021/22, we had 30.9 full time equivalent staff (FTEs), and a headcount of 32. This equates to 1,401 kilograms of carbon per FTE for the year.

With expenditure for the year of \$6.843 million, our emissions intensity for the year was 6.34 tonnes of carbon per million dollars of expenditure.

The following emissions sources are not included:

- Fleet vehicles: We do not own any vehicles.
- Staff commute: This is excluded because it is not a mandatory scope 3 emissions source and because data on it is not yet available. We plan to collect this data in the coming year.
- Working from home: This is excluded because it is not a mandatory scope 3 emissions source and because data on it is not yet available. We plan to collect this data in the coming year.
- Freight: Our operations and location mean emissions for this are too insignificant to merit consideration. Collecting data on this is also impractical.

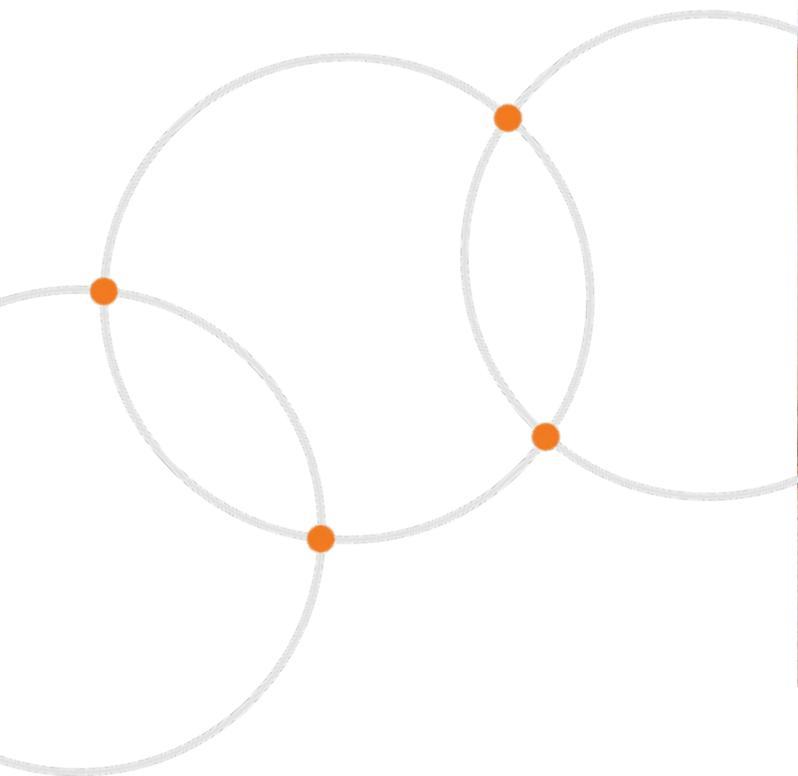
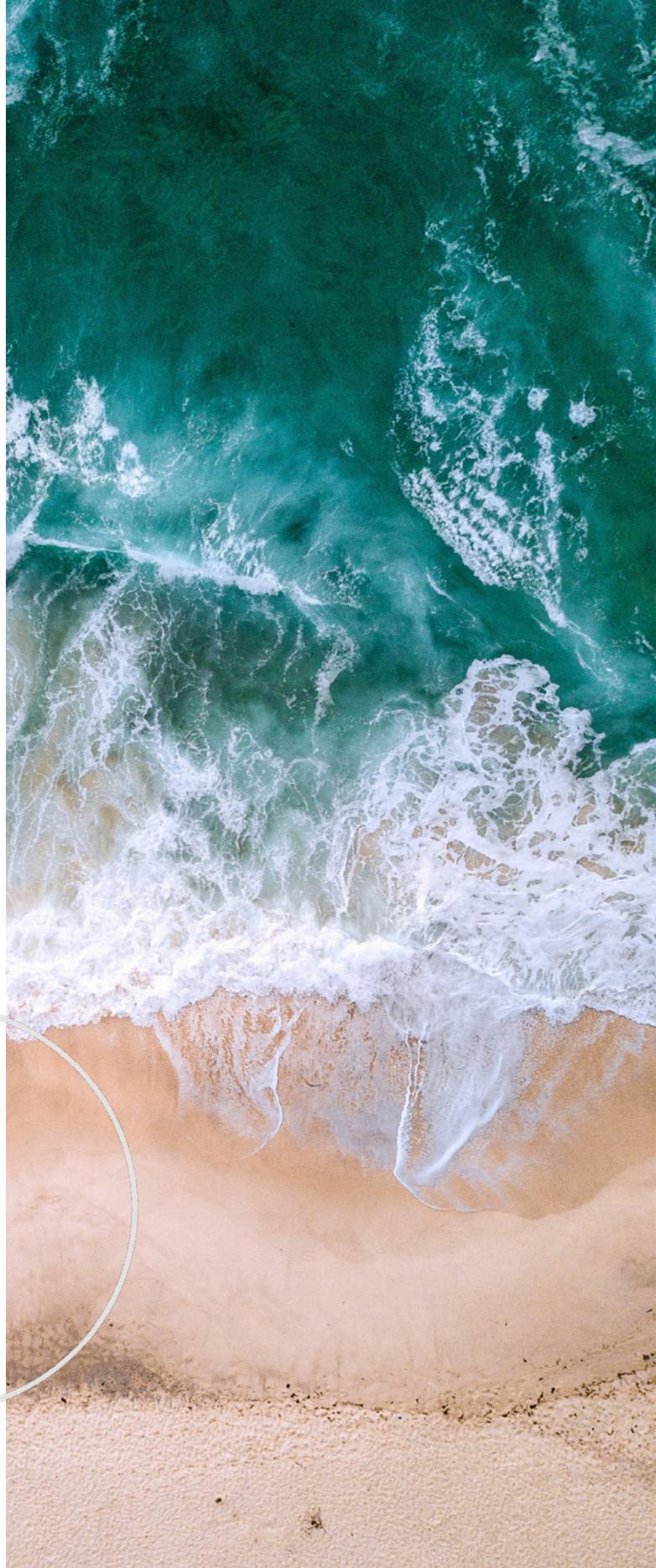
## Our challenges

We are a relatively low carbon emitter due to our size. In addition, some carbon emissions sources cannot be controlled by the agency. These include our premises being a privately-owned building that is not environmentally rated, gas used for heating, water use and some electricity use. As a small emitter, we have limited options for carbon reduction.

## Carbon reduction plan

Our carbon emissions reduction plan will be completed by the due date of 1 December 2022. We have adopted a pragmatic, realistic but still ambitious approach that aligns with the wider government goal. We will reduce carbon emissions by 42% by 2030 against our base year emissions.

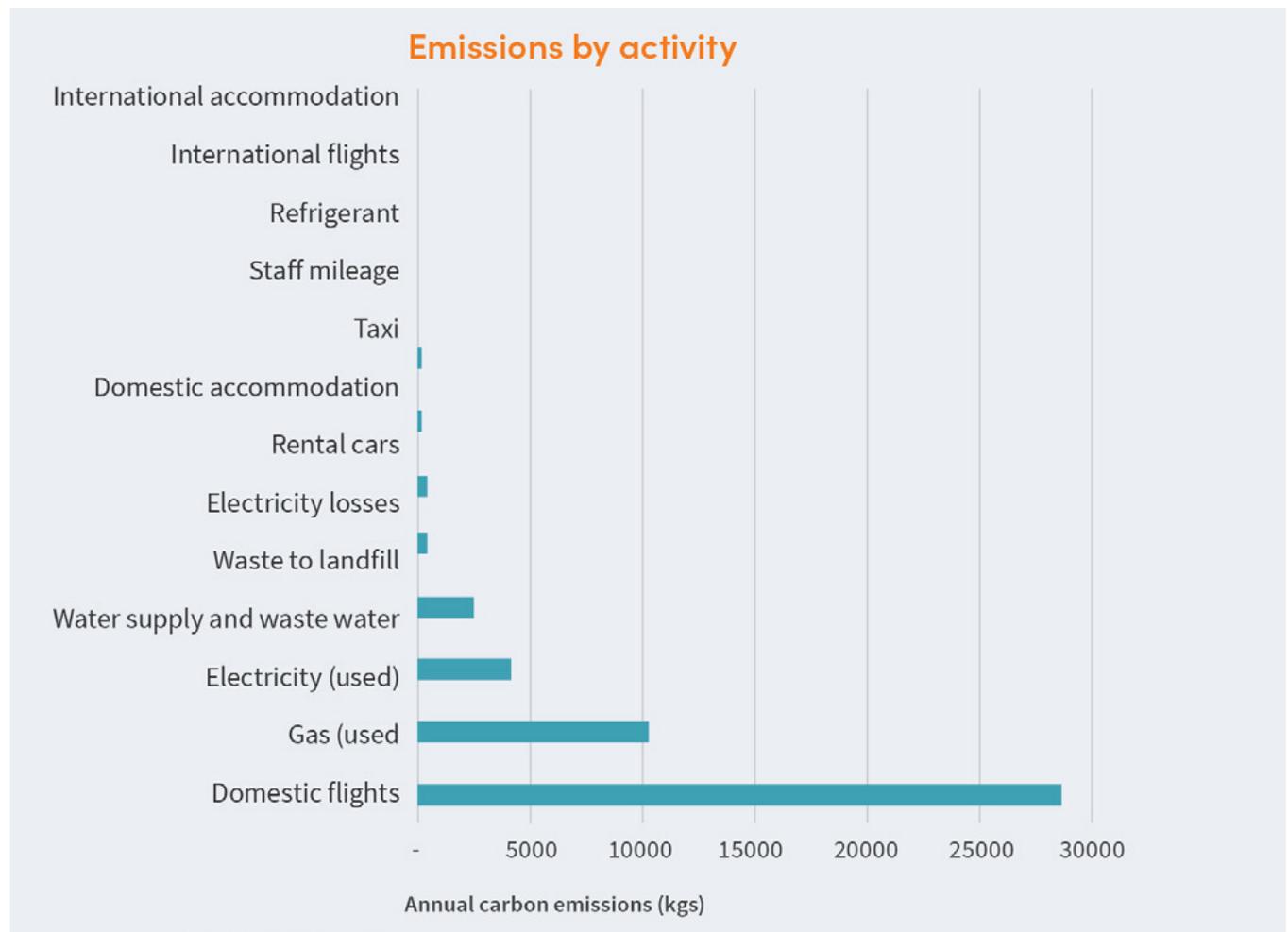
We are planning a range of practical measures to achieve the required reduction. These will include behavioural, operational and investment interventions. In future, we will report on the progress towards our targets.



**Table 1: Carbon emissions 2021/22**

Emissions source	Annual carbon emissions per FTE (kgs)	Annual carbon emissions (kgs)
Refrigerant	~0	0.18
Electricity used	113	3,495
Gas used	318	9,844
Mileage claims	2	64
Taxi travel	2	71
Rental cars	6	200
Domestic air travel	870	26,910
International air travel	nil	nil
Domestic accommodation emissions	5	169
International accommodation emissions	nil	nil
Water supply and wastewater	64	1,997
Transmission and distribution losses	10	320
Waste to landfill volumes	11	340
<b>Total</b>	<b>1,401</b>	<b>43,411</b>

**Figure 1: Carbon emissions by source 2021/22**



# Toi Hau Tāngata | Social Wellbeing Agency Statement of Performance for the year ended 30 June 2022

## Supporting implementation of a social wellbeing approach

This appropriation is limited to 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.

## Expenses and revenue

2021 Actual \$000		2022 Actual \$000	2022 Budget \$000	2022 Supp Estimates \$000	2023 Budget \$000
10,318	<b>Total Expenses</b>	6,843	6,758	7,384	6,758
10,797	Revenue Crown	7,258	6,758	7,258	6,758
130	Revenue Department	8	0	126	0
10,927	<b>Total Revenue</b>	7,266	6,758	7,384	6,758

## Assessment of performance

Performance measure	Target	Actual 2020/21	Actual 2021/22
The satisfaction rating given by the Minister for the quality and timeliness of advice.	At least 70%	80%	91%
The percentage of key deliverables agreed with the Minister completed in accordance with organisational priorities and agreed standards will be no less than 85%.	85% or higher	82%	94%

## Measurement approach

- The Ministerial Satisfaction Survey asks the Minister for Social Development and Employment to use a five-point scale to rate our performance across four questions.
- The Agency's work programme and organisational priorities are set out in the annual business plan and agreed with the Minister. The percentage of key deliverables target was amended from 85 percent to 70 percent with agreement from the Minister for 2020/21.

# Statement of Responsibility

I am responsible, as Chief Executive of the Social Wellbeing Agency, for the accuracy of any end-of-year performance information prepared by the Agency, whether or not that information is included in the Annual Report.

In my opinion, the annual report fairly reflects the operations, progress and organisational health and capability of the Social Wellbeing Agency.



Renee Graham  
**Chief Executive**  
Social Wellbeing Agency

Dated: 30 September 2022

