



# 2017/18 Achievements

The Agency's mission and purpose is 'Investing in what works for better lives'.

The Agency is a catalyst for change across the social system, demonstrating the value of using data, technology and evidence, and trialling how the sector (providers and government agencies) can work together to innovate and embed more effective ways of working. Above all, the Agency's work focuses on supporting the social sector to improve social outcomes through improved decision making.

The Agency's approach is to test new ways of working. It does this by deriving insight from data, partnering with NGOs, building tools, and documenting our approaches. The Agency's work to derive insights starts with individuals and builds a picture of their interaction across the social system. This gives the Agency an independent view that is not tied to the perspective of any single agency or part of the system. The Agency is transparent so others can also learn from its successes and failures.

The Agency made good progress against our five key workstreams:

- Developing this Government's Investing for Social Wellbeing approach
- Developing a Data Protection and Use Policy
- Progressing the Data Exchange (or DX)
- Knowing 'What Works'
- Establishing and embedding our strategic partnerships.

## This Government's Investing for Social Wellbeing approach

The Government wants to develop publically well informed and tested approach to Investing for Social Wellbeing that will compliment broader wellbeing and data work. The proposed approach to Investing for Social Wellbeing is based on understanding that people lead diverse lives and have different needs, and by better understanding these needs we can improve the choices to build individual, whānau and community wellbeing.

The Agency has been tasked with engaging social sector stakeholders to get their input as we support the social system provide services for the public. This will involve a discussion with New Zealanders on the Government's Investing for Social Wellbeing approach, inviting feedback and opinions for further development. There are four main themes for the engagement on Investing for Social Wellbeing:

## Putting people at the centre

Needs of people are at the heart of the approach. It takes into account that people lead diverse lives with different needs. It is inclusive, and treats people with dignity and respect.

## Make better use of a wide range of information

This approach takes into account that people are more than just numbers. While we still need to use data and evaluation results, we also need to listen to people's experiences and frontline knowledge to understand what interventions work. We will also create new evidence through testing and trialling new ideas.

## Work in partnership and building trust

We will actively work to grow public confidence through engaging and working in strong partnerships with a wide range of stakeholders. This will enable us think holistically to solve complex and cross-cutting issues like child poverty, mental health and housing. We will work to build trust in the solutions that we develop, including rebuilding people's confidence in the ethical use of data.

## Clear goals and robust measurement

The approach will require government agencies and key stakeholders to work towards the same goals and outcomes, including how the impact of what we do is measured and how to progress towards goals is monitored. We will provide clear direction and guidance for government agencies to enable them to make well considered, fiscally responsible, evidence based choices about where to invest to improve wellbeing and enable them to be prepared to invest now for future benefits.

## A Data Protection and Use Policy

The purpose of this Policy is to identify principles and procedures to enable collection, use, and reuse of data in a way which protects the interests of the people whose information it is. If data is to play an effective role in these efforts we need commonly agreed guidance on how and why information is collected and used. This policy will inform, clarify and guide the use of data for social service delivery, including its use for social investment purposes.

The Data Protection and Use Policy will:

- Support the sector by providing guidance on how to collect, use and share personal information appropriately, especially when information is useful or necessary for more than one purpose, and to understand when alternatives which don't involve personal information are more appropriate

- Be a combination of principles, protocols, tools and guides that enable everyone to more easily understand what's appropriate, what's not, and how to safely use peoples' personal information to assist in delivering better services
- Inform how information is used in the social sector, but will not change existing law.

## 'Your voice, your data, your say on social wellbeing'

A key focus in achieving the above two priorities (developing this Government's Investing for Social Wellbeing approach, and a Data Protection and Use Policy) was preparation for the launch in May 2018 of the 'Your voice, your data, your say on social wellbeing' engagement for the Data Protection and Use Policy and this Government's Investing For Social Wellbeing approach.

The engagement process is used to:

- Inform the development of the Data Protection and Use Policy and the Investing for Social Wellbeing approach
- Invite broad engagement from a wide and diverse range of participants which includes a conscious effort to engage those who actively use social services who may not ordinarily have an opportunity to provide their voice
- Building trust and confidence by providing genuine opportunities for people to input. SIA will listen and feedback and to continue to engage people in this manner throughout all stages of the process
- Engage with service users, Māori and iwi with an interest in data, Pacific peoples, disabled people, NGOs and service providers, Government agencies, local government, district health boards (DHB's), academia, research and philanthropy representatives and the general public.

## The Data Exchange (or DX)

The Data Exchange is essentially a "smart pipe" that enables the safe, secure and easy sharing of data, with a view to improving service effectiveness and outcomes across the social sector. Organisations using the Data Exchange retain full control of what, when and with whom they are sharing data.

The 2017/18 year was a successful one for the Data Exchange programme with interest in the use of the technology increasing. To date there are 13 organisations connected with operational use case implementations being progressed at a steady rate.

The Phase One pilot of the programme was completed at the end of 2017. Formal approval of the Phase 2 business case was achieved in December 2017.

An additional pilot is being undertaken with the Ministry of Social Development and other organisations called the Social Event Record (SER). The SER is a driver towards consistent information being provided across the social sector. Using a consistent, agreed format will make it easier for additional information to be uploaded.

The ground work for the productionisation of the use of the DX across the social sector has been completed with reporting mechanisms, business as usual procedures, technical and business related guides and technical roadmap processes all being refined based on the learnings in Phase one. This has provided a solid foundation for the Agency and EightWire partnership to progress with the rollout and elaboration of the use of the DX across the social sector.

## What Works

The Agency is developing a wellbeing measurement system to support decision makers across the social sector to collectively achieve better outcomes for New Zealanders. In addition the Agency is also developing population analysis tools for providers so they can better understand their communities and tailor their services.

The focus in 2017/18 has been on further Integrated Data Infrastructure (IDI) analysis, collaboration with other agencies, and wellbeing measurement.

During 2017/18 the Agency also led the Government Analytic Network (GAN), a network that aims to connect, share knowledge, and work on challenges and issues across the system. It was launched in 2017 and in just over 12 months it grew to nearly 300 members across 40 agencies. Statistics NZ have now taken responsibility for the management and organisation of the GAN.

## Strategic Partnerships

The key to commissioning is collaboration between social sector agencies and providers – those best placed to determine need, and design and provide services. At the simplest level, this involves co-designing services with providers. At a more comprehensive level, it involves enduring partnerships between agencies and providers by supporting providers to take responsibility for making decisions on what communities and families need.

The Agency currently has six key partnerships:

- Presbyterian Support Northern
- Te Tihi
- The Southern Initiative
- Family Help Trust
- Wise Group
- Methodist Mission Southern.

These six partnerships have progressed in 2017/18 to either pilots already commencing, or agreements to proceed in place. For example, the Kainga Whanau Ora pilot with Te Tihi was launched, and an evaluation framework developed.

During 2017/18 the Agency also continued working with the three Place-Based Initiatives (PBIs), which are designed to test how to improve outcomes through innovative governance at the local level. The PBIs are all based on local collective decision-making using data, evidence, monitoring and evaluation. The three PBIs are:

- Kāinga Ora in Te Tai Tokerau/Northland, led by the Minister of Education
- Social Investment Board South Auckland (SIB South Auckland), led by the Minister of State Services
- Manaaki Tairāwhiti in Gisborne and Wairoa, led by the Minister of Social Development.

The Agency provides a National Support function for the PBIs. This role assists the PBIs with national-level support common to all three in a manner consistent with the devolved intent of the PBI model, including social investment knowledge and resources, access to data, and support to develop robust investment proposals. The Agency has provided a common approach to measurement and evaluation, sharing best practice, reducing fragmentation and duplication, and possible replication of the PBI model.

# Organisational Health and Capability

## Social Investment Agency values

The Agency's values reflect our mission and purpose of 'Investing in what works for better lives'.

These values are:

### Tangata

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.

## Agency formation and organisational arrangements

Over the past nine months, the SIA has undergone a formation programme, and established its operating model for the future, to be fit for purpose and deliver on the Agency's work programme.

In June 2018 the Agency confirmed a final structure, and are now in the process of building capability and appointing to the newly established roles. From 2 July 2018 the Agency began the transition to the new business groups that were established to provide strategic leadership over the work the Agency does:

- Corporate - Fit for purpose corporate functions that progress and support the Agency's culture, operating principles and achievement of goals
- Insights - Develop data and evidence driven cross-system insights; provide advice on institutional settings and conditions required to embed evidence-based decision-making; undertake deep thinking on specific social issues; and provide research & evaluation expertise and advice

- Portfolio – Develop and support the work programme that delivers on Agency's strategic goals
- Data systems and Analytics (Product Development) - Develop key data infrastructure, systems and datasets and build analytical tools and products. Support this with policies and capability-building to enable safer and reliable use of data and measurement
- Partnerships – Identify and mobilise active partnerships to design and implement products and services that exemplify how an investing for social wellbeing approach can deliver better results.

These teams are supported by agency-wide specialists who provide whole of agency expert advice and support, including: Chief Science Adviser, Chief Maori Adviser and Principal Adviser.

## Engagement and supporting our people through change

As a new agency, the Agency has been working in an environment of some uncertainty and change. As a key input to support staff through a period of significant change, the Agency asked for their views through a change survey “Korero Mai”.

Based on these results, the Agency has identified areas to focus on in the coming months to improve on key areas needing attention, which include opportunities to improve communication and collaboration. The Agency intend on surveying again in the first quarter of the 2019 calendar year, as this will come at a time when the new leaders and teams are in place, and will provide an opportunity to review progress and new focus areas.

As part of the recruitment and appointment process, the Agency will continue to focus on diversity as a key element of the workforce to ensure there are equal employment opportunities and pay equity for men and women and to eliminate any barriers that cause inequality in the workplace.

## Capability

The SIA have taken the opportunity to embed the Leadership Success Profile (for Government Leaders) into its position descriptions, recruitment process, and performance planning and development framework. In the coming year the SIA will continue to embed this into the core leadership and talent activities and assess SIA people against these standards.

## Intern programme

In September 2017 an Inter-Agency Data and Analytics Working Group was established, coordinated by the Agency. A joint Data and Analytics Summer Internship programme was developed and four agencies participated in the Summer pilot programme: The Social Investment Agency, Ministry of Social Development, Oranga Tamariki and Statistics NZ.

The purpose of the programme was to support the development of data and analytics expertise in New Zealand by providing exposure to working in government for students who have been studying statistics, data or analytics related courses and would be looking for employment opportunities in the near future. The programme also included cross-agency networking and development events throughout the internship.

The interns gained valuable skills and a greater understanding of what it means to be a public servant and to work in government, found the experience meaningful and, as a result, have a continued interest in working in the public sector.

Agencies received a fresh injection of ideas and ways of

working that brought value to their projects and the teams they worked within as well as a mechanism for connecting with other agencies and learning about cross-sector projects.

## Accessibility Charter

On 20 June 2018 the Agency signed the Accessibility Charter, which seeks to ensure that the public sector is accessible for everyone.

By signing the Accessibility Charter the Agency agrees that:

- Our organisation is committed to working progressively over the next five years towards ensuring that all information intended for the public is accessible to everyone and that everyone can interact with our services in a way that meets their individual needs and promotes their independence and dignity.

In addition, the Agency will use this opportunity to consider how the Agency can be an accessible and attractive place for disabled employees.

## Employee policies

During 2017/18 the Agency developed and implemented the following personnel policies:

- SIA/PSA Change Management Protocol
- Bullying and Harassment Policy
- Speak Safe Policy
- Well-being Policy
- Conflict of Interest Policy
- Disciplinary Action Policy.

## Statement of Responsibility

I am responsible, as Chief Executive of the Social Investment Agency (SIA), for the accuracy of any end-of-year performance information prepared by SIA, 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 SIA.



**Dorothy Adams | Chief Executive Social Investment Agency**

Dated:

23/7/13.

# Social Investment Agency Statement of Performance

## Designing and implementing Social Investment Appropriation

This appropriation is limited to 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.

This appropriation is intended to achieve the provision of tools and infrastructure by the Social Investment Agency required to enable a collective social investment approach allowing investment in what works to improve the lives of New Zealanders, creating lasting change.

2017 Actual \$000		2018 Actual \$000	2018 Budget \$000	2018 Supp. Estimates \$000	2019 Unaudited Forecast \$000
-	Expenses	12,081	8,804	15,011	13,428
-	Revenue Crown	15,011	8,804	15,011	13,428
-	Total Revenue	<b>15,011</b>	<b>8,804</b>	<b>15,011</b>	<b>13,428</b>

Expenditure in this category was new in 2017/18. The expenditure was higher than originally budgeted due to the costs of phase 2 of the Data Exchange Project. This was approved during the year with additional funding being drawn down from a contingency tagged for this purpose during the Supplementary Estimates. Expenditure was lower than the Supplementary Estimates due to delays experienced while Government priorities were embedded.

### What was achieved

Performance Measure	Actual 2016/17	Budgeted Standard Target 2017/18	Actual 2017/18
The satisfaction rating given by the Minister for the quality and timeliness of advice will be at least 70%.	New measure	70%	80%
The Ministerial Satisfaction Survey asked the Minister for Social Development as at June 2018 to use a 10 point scale to rate the Social Investment Agency's performance across six questions. The Minister for Social Development rated the Agency as eight for five of the questions and nine for the sixth.			
The combined number of agencies and NGO's on-boarded to the Data Exchange will not be less than 80% of the number committed.	New measure	Achieved	Achieved
The Data Exchange Business Case committed to 12 Agency and NGO connections in 2017/18. The actual number on-boarded to the Data Exchange was 13.			
The percentage of key deliverables agreed with the Minister completed in accordance with organisational priorities and agreed standards will be no less than 85%.	New measure	Achieved	Not measured
Following the change of Government, it was agreed with the new Minister that the SIA would continue with the current work programme, focusing on the engagement for the Government's proposed Investing for Social Wellbeing approach, and a Data Protection and Use Policy. The results of this engagement will inform the future work programme and deliverables.			

## Place-based initiatives – National Support Appropriation

This appropriation is limited to providing support and evaluation across place-based initiatives.

This appropriation is intended to achieve the successful implementation and functioning of place-based initiatives to improve outcomes for at-risk children, young people and their families.

2017 Actual \$000		2018 Actual \$000	2018 Budget \$000	2018 Supp. Estimates \$000	2019 Unaudited Forecast \$000*
-	Expenses	721	1,020	1,220	-
-	Revenue Crown	1,220	1,020	1,220	-

Expenditure in this appropriation was new within Vote State Services in 2017/18. Expenditure was lower than budgeted due to delays while Government priorities were embedded and Cabinet consideration of the future direction of the Place-based initiatives

\*New funding was approved for Place-based initiatives – National Support after the main estimates. This programme will continue to operate in 2018/19 and the budget will be updated in the supplementary estimates.

### What was achieved

Performance Measure	Actual 2016/17	Budgeted Standard Target 2017/18	Actual 2017/18
The evaluation strategy for the place-based approach will be implemented by 30 June 2018.	New measure	Achieved	Not Achieved
Following submission of a Cabinet paper in March 2018, the evaluation of the place-based initiatives will now be revisited in advice to Cabinet in October 2018 on the future direction of the place-based initiatives.			
The place-based initiatives will report that the support they receive from the national function is contributing to the successful implementation and functioning of the initiatives	New measure	Achieved	Achieved
All three place-based initiatives reported that the support they received from the national function was contributing to the successful implementation and functioning of the initiatives.			
The place-based initiatives will attest that the support they receive from the national function assists them in meeting specific monitoring and reporting requirements.	New measure	Achieved	Achieved
All three place-based initiatives attested that the support they received from the national function assisted them in meeting specific monitoring and reporting requirements.			

# Statement of Budgeted and Actual Departmental and Non-Departmental Expenses and Capital Expenditure Incurred Against Appropriations

(For the year ended 30 June 2018)

	2018 Actual \$'000	2018 Unaudited Budget \$'000	2018 Unaudited Supp. Estimates \$'000	2019 Unaudited Forecast \$'000	Location of End-of-year Performance Information
<b>State Services Commission</b>					
<b>Departmental Capital Expenditure</b>	1,250	100	1,033	100	SSC Annual Report
State Services Commission – Capital Expenditure under Permanent Legislative Authority					
<b>Departmental Output Expenses</b>	2,525	2,750	2,845	-	SSC Annual Report
Place-based initiatives – South Auckland Social Investment Board					
<b>Non-departmental Other Expenses</b>					Exempt
Open Government Partnership	200	200	200	200	
Remuneration and Related Employment Costs of Chief Executives	14,740	13,940	16,015	16,460	
Settlement of Legal Liabilities	-	7	7	7	
<b>Total Non-departmental Other Expenses</b>	<b>14,940</b>	<b>14,147</b>	<b>16,222</b>	<b>16,667</b>	
<b>Multi-category Expenses and Capital Expenditure</b>					SSC Annual Report
<i>Policy Advice and Management of the Public Management System MCA</i>					
<b>Departmental Output Expenses</b>					
Public Management System Policy Advice	5,202	5,527	5,527	5,528	
Management of Public Management System	24,944	24,188	25,074	24,295	
<b>Total Multi-category Expenses</b>	<b>30,146</b>	<b>29,715</b>	<b>30,601</b>	<b>29,823</b>	
<b>Total Annual and MCA Expenses SSC</b>	<b>48,861</b>	<b>46,712</b>	<b>50,701</b>	<b>46,590</b>	
<b>Social Investment Agency</b>					
<b>Departmental Output Expenses</b>					SSC Annual Report
Designing and Implementing Social Investment	12,080	8,804	15,011	13,428	
Place-based Initiatives – National Support	721	1,020	1,220	-	
<b>Total Annual Expenses SIA</b>	<b>12,801</b>	<b>9,824</b>	<b>16,231</b>	<b>13,428</b>	
<b>Total Annual and MCA Expenses</b>	<b>61,662</b>	<b>56,536</b>	<b>66,932</b>	<b>60,018</b>	