

Pūrongo-ā-tau Annual Report

2023 - 2024



**SOCIAL
WELLBEING
AGENCY**

TOI HAU
TĀNGATA

Te Kāwanatanga o Aotearoa
New Zealand Government

Preface

Change in Organisational Form and Discontinued Operations

Discontinued operations – the disestablishment of the Social Wellbeing Agency

On 29 April 2024, Cabinet agreed to disestablish the Social Wellbeing Agency (SWA) and establish a new Public Service department named the Social Investment Agency (SIA), with the Minister for Social Investment as its Responsible Minister, which would replace SWA.

SWA's last day of operations was 30 June 2024 and SIA was established on 1 July 2024. The existing employees and functions of SWA have been transferred to SIA. Contracts held by SWA were also transferred, and existing shared services arrangements continued. Net assets and liabilities held by the Commission relating to SWA have been transferred to SIA.

SIA's new functions include setting the standards for social investment practice to ensure there is consistency across government agencies and contracted providers, advising on and facilitating the creation of the necessary data and evidence infrastructure for social investment, working with other agencies to apply the social investment approach and leading an ongoing review of social sector spending to measure outcomes. These functions are additional to the functions of SWA which have been transferred to SIA.

As SIA is a Public Service Department, and not a Departmental Agency hosted by the Public Service Commission, 2023/24 is the final year the Commission will include SWA in its Statement of Service Performance and financial statements. SIA will have its own annual report in 2024/25 and beyond.

He kōrero nā te Tumu Whakahaere From the Chief Executive

This report reflects our achievements and activities during our final year as the Social Wellbeing Agency.

I am pleased to share the work we have done to make a difference in the lives of New Zealanders through our advice, analysis, insights and tools to support decision-makers. This has included analysis and insights on several priority issues for New Zealand, such as youth crime, school attendance, and housing.

To better understand the lives of older people, we released an interactive data explorer tool, which allows users to examine the needs and experiences of older populations across five wellbeing domains. This enables better planning by government to meet future needs.

During the year, we pivoted in response to shifting government priorities. We began scoping a work programme for the social investment portfolio. This has involved: initial advice on evidence standards for social investment; development, and initial testing of a framework to review the value and impact of government spending on the lives of New Zealanders; and considering how we will lead on the implementation of the social investment approach across government.

On 1 July 2024, we became the Social Investment Agency, a stand-alone central agency. Social investment is the consistent, rigorous, and systematic application of data and evidence to our social sector budget to improve social outcomes. Our new functions and direction set us up to build on the work we've done in previous years.

Thank you to Renee Graham, former Chief Executive of the Social Wellbeing Agency, for her leadership for the past three years and for setting up the Agency for its next exciting phase.

Thank you to Te Kawa Mataaho Public Service Commission for their support over the last six years.

Thank you to our partners, social sector agencies, and to our staff for their contribution towards our achievements over the past year.

Ngā mihi nui,



Dr Craig Jones
Acting Chief Executive, Te Tumu Whakahaere
Social Investment Agency, Toi Hau Tāngata

30 September 2024



Ā mātou mahi

What we do

The Social Wellbeing Agency provided cross-agency advice, analysis, and tools to understand and address complex social sector challenges. During the year, in response to the changing priorities of the Government, the Agency, in coordination with Treasury, pivoted to focus on the design and implementation of social investment as an organising framework for how social services are funded and delivered.

This work led to the establishment of the new Social Investment Agency, coming into effect from 1 July 2024, with the following new functions.

- setting the standards for social investment practice, ensuring consistency across government agencies and contracted providers;
- advising on and facilitating the creation of the data and evidence infrastructure necessary for social investment;
- working with other agencies to apply the social investment approach; and
- leading an ongoing review of social sector spending to measure outcomes.

These are in addition to its current functions of delivering:

- cross-social system advice and supporting the social sector with cross-system work; and
- insights, tools, and practices that improve cross-social system decision making for improving wellbeing.

The Agency supported decision-makers by providing advice on cross-sector issues, enhancing the use of data and evidence in making decisions and delivering Government priorities. It generated social sector insights and took a system-wide view of the social sector's data and evidence requirements.

Vision, mission and values

- Our vision is that people, whānau and communities live the lives to which they aspire.
- Our mission is to deliver cross-system advice and to create tools, insights, and practices.
- Our values, developed by our people, guide how we work and underpin what we do

As the new Social Investment Agency takes shape, the vision, mission, and values will be reviewed to ensure they align with the new functions of the Agency.

Ngā hua me ngā ratonga

Our achievements

Social investment

During the latter half of 2023/24, we prepared to support the Government's social investment approach and our transition to a central agency with new functions.

The social investment work has involved: scoping and early implementation of a work programme for the social investment portfolio, development, and initial testing of a framework to measure the value and impact of government spending on people's lives, and considering how we will lead in the social sector on reviews of spending so that government resources are aligned with best available evidence. We have worked to support the Social Investment Ministerial Group. We have undertaken significant analytical work to support a range of government priorities as we transition to the social investment approach. We also began planning for our role in supporting the new Social Investment Board.

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.

Wellbeing of children and young people who offend

To support changes to how the government responds to increasing frequency and seriousness of young people offending, we combined and summarised previous analyses. This enabled a better understanding of the needs and experiences of children and young people associated with offending behaviour, and their distribution across New Zealand. Findings from this research informed Government decisions to strengthen support for young people who had offended, particularly in regions where our analysis showed need was highest.

Long-term impacts of Teen Parent Units

In order to enable improvements in the provision of education for teen parents, we measured the long-term and intergenerational impacts of Teen Parent Units (TPU). This analysis built on a 2017 evaluation and was used to further test our methodology of using research data sets to provide rapid insights on the impacts of programmes and policies.

Case study: using administrative data to better understand water-related deaths and near misses

To support prevention and preparedness efforts, we developed a new method in the Integrated Data Infrastructure (IDI) to generate insights into rare events resulting in death to provide new insights into water-related harm. Our analysis showed drowning rates and survival rates by age, sex, ethnicity and local authority.

Analysis of the veteran population

We worked with Veterans' Affairs New Zealand to identify the veteran population, using data from the Integrated Data Infrastructure (IDI). This was a great example of using available data to systemically research a population group, in this case to support the health and wellbeing of veterans. The method we used to identify veterans

also has applications for identifying other groups defined by an occupation. We have shared the code relating to our method with other researchers examining veterans and other occupational groups such as the health workforce.

Understanding the population receiving Disability Support Services

We worked with Whaikaha - Ministry of Disabled People to better understand the needs of people receiving Disability Support Services – a package of services designed to support quality of life for disabled people and enable them to achieve their aspirations. This provided the new Ministry with an understanding of its clients, as well as describing what we know about disabled people who are not receiving disability support but might benefit from them.

Insights relating to education and attendance

We supported the Education Review Office on several projects which allowed them to integrate insights from the IDI with what they were hearing from teachers, school leaders, students and whānau. These analytical projects included:

- An analysis of new teachers, their prior education and employment pathways, and the factors associated with remaining in the teaching workforce.
- An analysis supporting Alternative Education evaluation to support better outcomes for young people.
- A description of the later life outcomes of students who are stood down and suspended from school.
- Identification of broader social factors that are protective and risk factors relating to school attendance.

The last two analyses are contributing to an evidence stream that supports the Ministry of Education's work on the Government Target to improve school attendance.

We also started a project investigating the impact of the Attendance Service on school attendance.

Creation of tools, insights and practices

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

Older People's Explorer

We released a new data explorer allowing users to examine the life experiences and characteristics of Aotearoa New Zealand's older population.

The data explorer was developed following work with the Ministry of Social Development and the Ministry of Health to understand the size, scale and characteristics of older people experiencing vulnerability in health, housing, finance, social connection, and access. It can help policy makers find out more about older people's needs and experience across five wellbeing domains. This work supports better planning for services that will be needed in the future.



Working with iwi

We are working closely with both Te Nehenehenui Trust, the post-settlement governance on behalf of Ngāti Maniapoto, and Te Hiku o te Ika Iwi Development Trust, the entity that gives effect to the Social Development and Wellbeing Accord on behalf of Te Hiku o Te Ika Iwi; Ngāti Kuri, Ngāi Takoto, Te Rarawa, and Te Aupōuri, to provide data and insights to enable evidence-based decision-making.

Our agency is working alongside Te Hiku to provide timely data and insights, particularly around housing, health, education, and employment, to support the delivery of Te Oranga o Te Hiku (Wellbeing) report - a report that provides a baseline picture of the current state of social development to enable and inform decision-making and investment for their people and their rohe.

We are also sourcing data to support Te Nehenehenui with the strategic objectives of the Punga stage (five-year-focus) of their long term Te Kāwau Rukuroa 2050 strategy.

Delivering a data and analytics platform

In partnership with Te Puni Kōkiri, we continued to develop our data and analytics platform (the Platform). We enable other agencies to access the Platform to support safe and secure data storage and evidence-based decision making. The Platform has been populated with a range of regional and sub-regional wellbeing indicators that can be used by agencies. The 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.

Developing tools

We have continued to produce analytical tools and reusable codes for researchers who have access to Stats NZ Integrated Data Infrastructure (IDI). This aims to lift the analytic capacity and capability of the IDI community and to transparently share our work. These tools help researchers ensure high quality outputs, and support an efficient and timely checking service. We also continued to share and publish the codes for all our indicators and definitions online for researchers to reuse.

Mō mātou | Our people

He tāngata, he tāngata, he tāngata

Our people strategy Tāngata supports our organisational strategy and builds on our workplace culture, where everyone is valued, respected, and can bring their whole selves to work. Tāngata has 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.

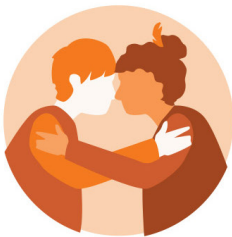
Tāngata focuses on building an environment that enables, supports, and invests in our people's development and performance for high-performing culture. We want to be known as an employer that grows talent and as a great place to work.

Tāngata 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.

Our values

Our values, developed by our people, focus our efforts, and are used internally and externally to guide us.



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.

Te Aho Kura – Māori Cultural Capability Plan 2023–2026

In 2023, the Māori Advisory Team commenced a refresh of Te Aho Kura. Te Aho Kura is our bespoke Māori Cultural Capability Plan introduced in 2019 in response to the State Sector Act Reform: Te Ao Tūmatanui – strengthening the Māori/Crown relationship.

The name, *Te Aho Kura*, translates to 'the special thread' in reference to weaving. Te Aho Kura aims to weave its three core values: Mātauranga (cultural knowledge and skills), Manaakitanga (empathy and understanding), and Mahitahi (effective partnership) throughout the entire Agency.

The delivery and reporting of Te Aho Kura are guided by the Whāinga Amorangi plan, Te Arawhiti's *multi-year cross-agency work programme designed to lift the Māori/Crown relations capability of the public service*.

Te Aho Kura primarily focuses on building staff knowledge and capability in Te Reo Māori, New Zealand History/Treaty of Waitangi, Tikanga/Kawa, Engagement with Māori, and how we apply these to our work.

We continued initiatives such as weekly waiata sessions, learning and applying karakia, and supporting staff to attend Te Arawhiti *Engagement with Māori* workshops.

Building our capability

Performing together through Ngā Tahi

Ngā Tahi means ‘together’ or ‘as one’, acknowledging that we grow together, as individuals, managers, teams and an organisation. 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 and leadership; and capability.

Building our resourcing

During the year, we continued to plan for new resourcing to support the transition to the Social Investment Agency and support the new functions and roles that the Agency will have.

Our diversity, equity, and inclusion

We are committed to building an inclusive and equitable workplace, and having a workforce that reflects the growing diversity of Aotearoa New Zealand.

To make a difference for New Zealanders we need diverse thinking, backgrounds, and experiences. We also need an inclusive culture where people are valued, respected, and supported to reach their potential and contribute to our mahi.

During 2023/24, our diversity and inclusion working group, Tātou, led the development and implementation of our Diversity, Equity, and Inclusion Plan (DEI Plan). Our DEI Plan sets out our commitment to meeting the Public Service Kia Toipoto Action Plan, the Papa Pounamu priority areas, and the four-point plans for rainbow people and tāngata whaikaha Māori and disabled people.

In the development of our DEI Plan, we considered the impact we had made from implementing our 2022/23 Kia Toipoto Action Plan and the Papa Pounamu priority areas. 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. Because of this, we used other information such as our workforce profile, trends, people data, and recruitment statistics, to measure impact. While we made good progress, although we identified more things we wanted to do to build on our existing work, with a priority focus of recruiting for diversity. During 2023/24 we had lower turnover than expected so we had fewer opportunities for this. This is likely to remain a priority for us when we review our plan during the 2024/25 year.

Our [DEI plan](#) can be found on our website (sia.govt.nz).

Health, safety, and wellbeing

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

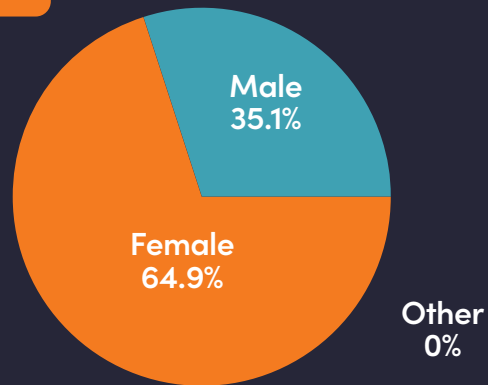
We support our people to have a meaningful work-life balance, to proactively look after their physical and mental wellbeing, to increase their sense of belonging through employee-led networks, and to seek professional support through our employee assistance programme.

Our people by numbers

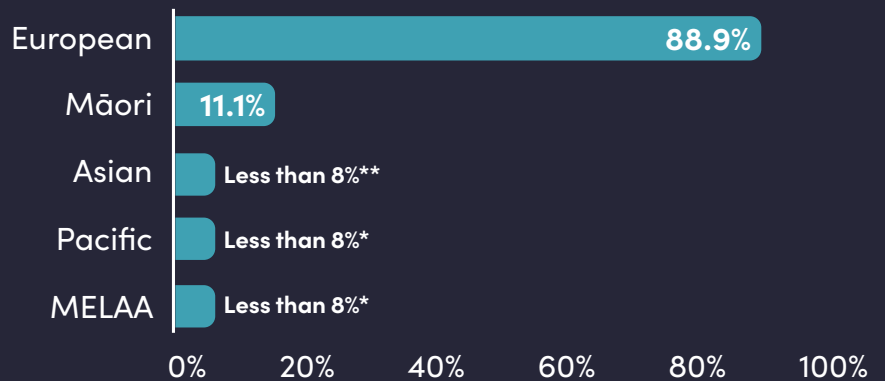
Staff numbers

37 The Agency had 37 permanent and fixed-term staff as at 30 June 2024. Our demographic profile is similar to the previous year. We continue to encourage staff to include demographic information in their HR profile.

Gender



Ethnicity



*We have not reported percentages that are low to protect our people's privacy

** People may have multiple ethnicities, resulting in a percentage total exceeding 100%

Carbon neutral reporting

Work towards carbon neutrality

Our Agency continued to work towards minimising our carbon footprint and environmental impact in 2023/24.

Our success in reducing carbon emissions

We gather and prepares data on carbon emitted in the course of our work. Our emissions are compared against the reduction targets set in our base year.

We also assess patterns and trends.

Total annual emissions 2023/24

Our Agency's carbon emissions (refer to Table 1) were externally verified in September 2024.

The Agency met its carbon emissions reduction targets in 2023/24, with 33.982 tonnes of carbon emitted in the course of our work. This is a reduction from the first year of reporting ("base year") of around 70 percent.

SWA's 2023/24 result is an overall reduction against the base year of 67.938 tonnes of carbon.

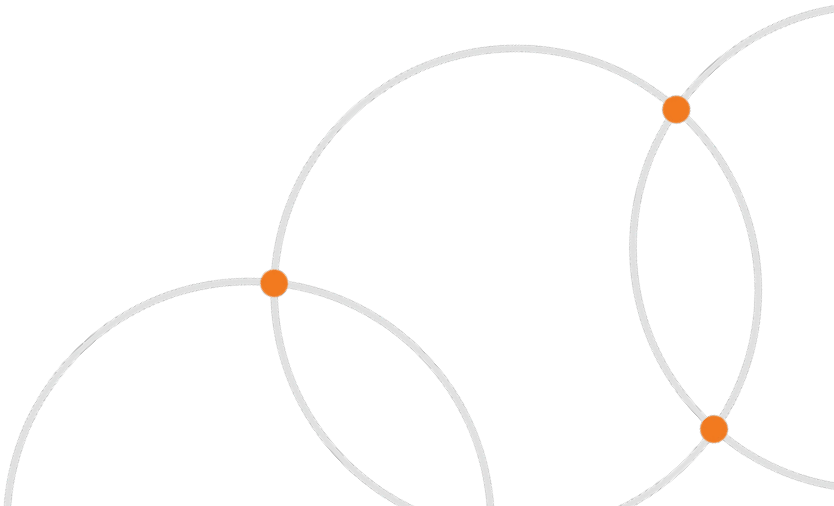


Table 1: Social Wellbeing Agency's emissions by source, scope and category 2023/24

Source	Scope	Totals by scope	Emissions (kgs/ carbon)
Gas used	1	8,757	8,757
Electricity used	2	2,501	2,350
Water	2		151
Gas losses	3		325
Staff commute	3		18,671
Working from home	3		372
Staff mileage	3		0
Taxi use	3		139
Rental cars	3		19
Domestic air travel	3	22,725	954
International air travel	3		0
Domestic accommodation	3		27
International accommodation	3		0
Waste water	3		1,687
Electricity losses	3		348
Waste to landfill	3		182
Total annual emissions			33,983

As at 30 June 2024, SWA had 35.9 full time equivalent staff (FTEs), and a headcount of 37. Based on that headcount, this equates to 918 kilograms of carbon per person for the year, down from 1,295 for 2022/23, 874 for 2021/22 and 2,912 for the base year.

With expenditure for 2023/24 of \$7.538 million, SWA's emissions intensity for the year was 4.508 tonnes of carbon per million dollars of expenditure.

Table 2: Emissions intensity by headcount and by expenditure

	Base year	2021/2022	2022/23	2023/24
Headcount	35	32	35	37
Expenditure (\$m)	10.318	6.843	7.164	7.539
Emissions intensity				
Emissions per person (kg/ carbon)	2,912	874	1,294	862
Emissions per \$m of expenditure (kg/carbon)	9,877	4,084	6,324	4,508

2025 and 2030 gross emissions reduction targets

Our original Carbon Emissions Inventory and Reduction Plan detailed our required carbon reduction targets against the base year. These overall targets were:

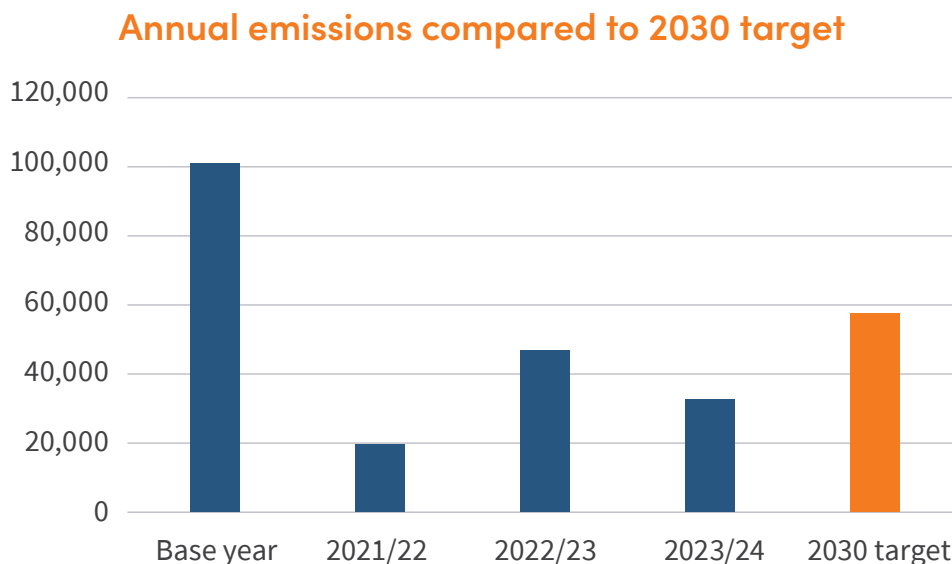
- a reduction in gross emissions of 21 percent by 2025 (to 80.52 tonnes per annum)
- a reduction in gross emissions of 42 percent by 2030 (to 59.16 tonnes per annum)

In our base year, we emitted more than 101 tonnes of carbon in the course of our work. The 2023/24 year result of 33.983 tonnes of carbon is a reduction from the base year of around 70 percent.

Our Agency remains committed to reducing our overall carbon emissions by 42 percent by 2030. This equates to an overall reduction of 43.4 tonnes per annum against the base year, resulting in total carbon emissions of not more than 59 tonnes per annum by 2030.

As shown in Figure 1 below, we have achieved such a reduction in all subsequent years.

Figure 1: Annual emissions compared to the 2030 reduction target



We have achieved this by particularly focusing on the following three carbon reduction activities:

- reducing our air travel
- reducing our electricity use
- reducing our waste to landfill

As shown below, the 2023/24 results for all three of these activities demonstrate a significant achievement against the 2030 targets.

Table 3: Top three emissions reduction targets

Reduction measure	Base year result	2021/22 result	2022/23 result	2023/24 result	2030 target
Minimise air travel	75.26	21.88	51.48	0.95	39.86
Reduce electricity use	3.16	3.34	3.23	2.35	2.84
Reduce waste to landfill	0.34	0.34	0.46	0.18	0.24

Our 2023/24 carbon data excludes the following emissions sources:

- Refrigerant. SWA owns two small domestic fridges and the emissions from these are *de minimis*.
- Fleet vehicles. SWA does not own any vehicles.
- Freight. SWA's operation and location mean emissions for this are also *de minimis*.

Our challenges

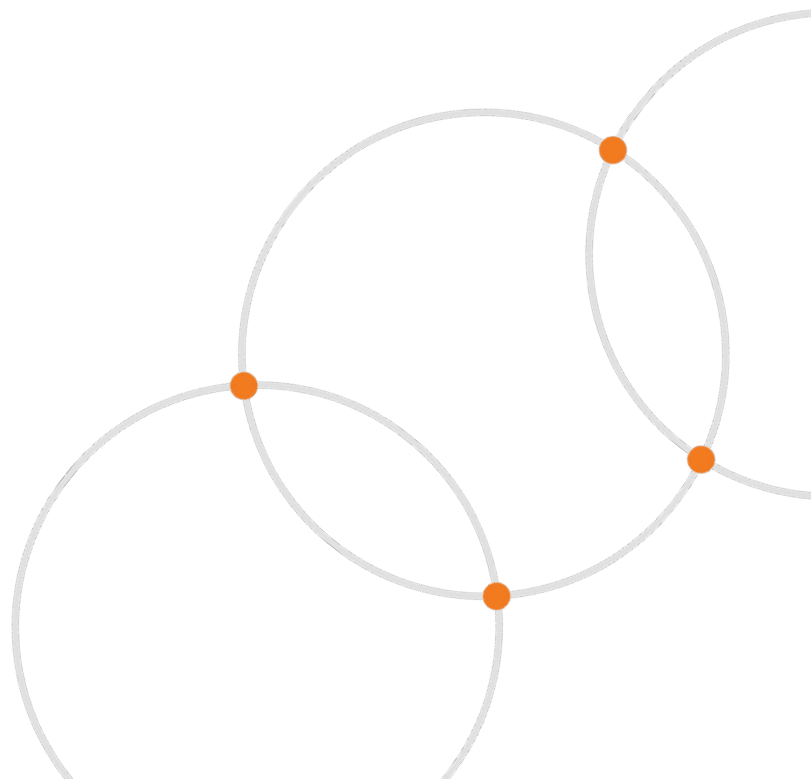
Our Agency remains a low carbon emitter. Some carbon emissions sources cannot be controlled by the Agency. These include those related to our premises being a privately-owned building that is not environmentally rated, such as gas used for heating, water use and some electricity use.

Carbon reduction planning

In planning our carbon emissions reduction work, we maintain a pragmatic, realistic but still ambitious approach that aligns with the wider government goal of a reduction in carbon emissions of 42 percent by 2030 against our base year emissions.

Our achievements to date reflect that.

We are mindful that achievement has to be consistent. We are therefore planning to maintain our efforts in order to continue these results to 2030 and beyond.



He kupu mō ngā mahi o te tau | Social Wellbeing Agency Statement of Performance for the year ended 30 June 2024

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.

What does this appropriation intend to achieve?

This appropriation is intended to achieve the provision of strategic cross-system advice and support and insights, tools, and practices in order to implement the social wellbeing approach to support and further the long-term wellbeing of New Zealanders.

Expenses and revenue

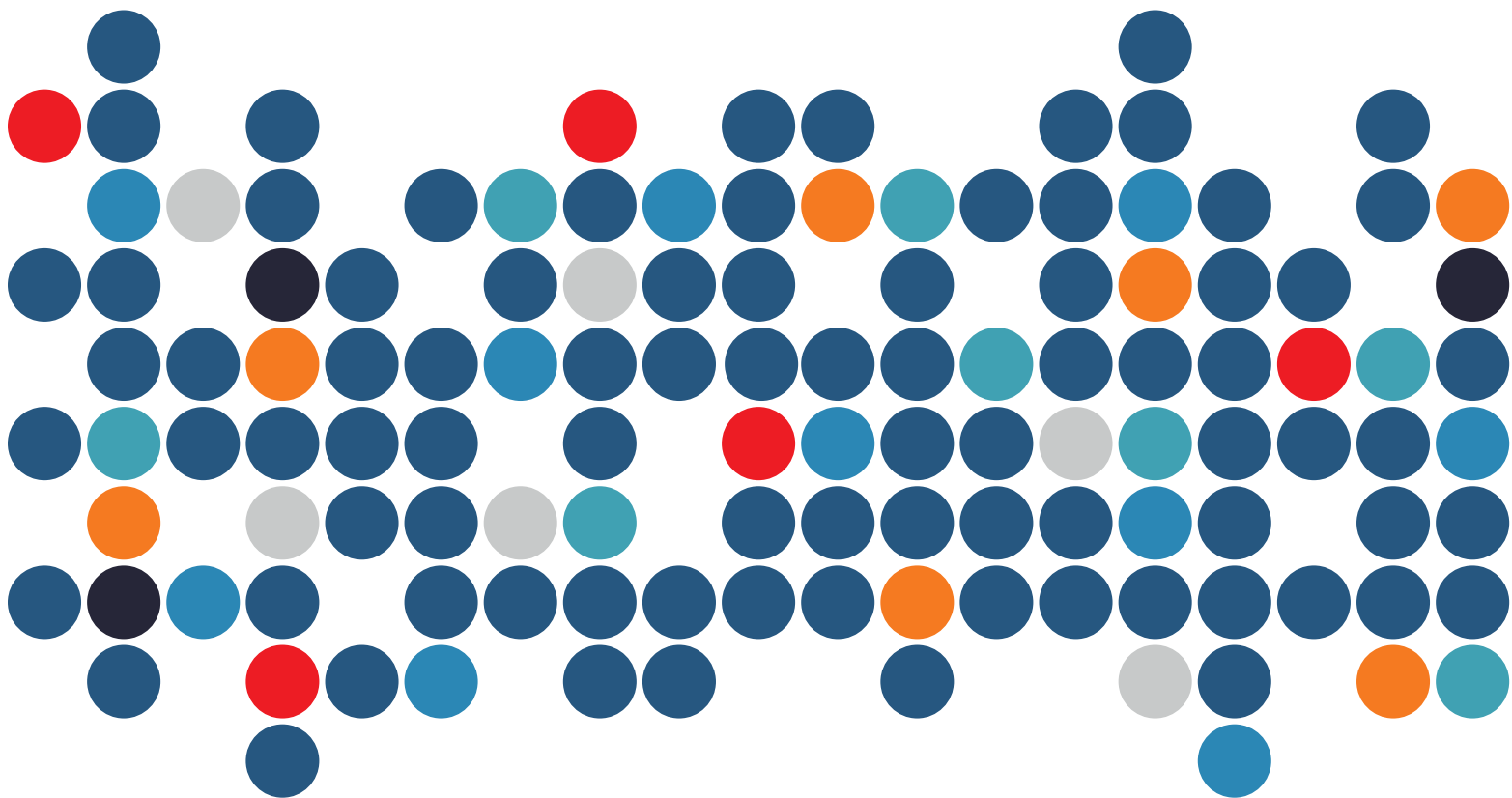
2023 Actual \$000		2024 Actual \$000	2024 Budget \$000	2024 Supp Estimates \$000	2025 Budget \$000
7,164	Total Expenses	7,539	6,758	7,682	n/a
7,181	Revenue Crown	6,758	6,758	6,758	n/a
0	Revenue Department	842	0	924	n/a
7,181	Total Revenue	7,600	6,758	7,682	n/a

Assessment of performance

Performance measure	Final budgeted standard 2023/24	Actual prior year (2022/23)	Actual 2023/24
The satisfaction rating given by the Minister for the quality and timeliness of advice.	At least 70%	100%	56%
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	100%	100%
The quality of our advice (as assessed annually using the Policy Project guidelines)	At least 75%	N/A (new measure)	3.3 out of 5 90% of papers assessed scored 3 or higher
Our insights are shared widely (as measured by our publications, presentations, and social media).	At least 6 publications per year	N/A (new measure)	9 publications

Measurement approach

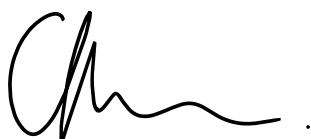
- The information collected is consistent with the reporting requirements for the output expense budget standards as set out in Vote Public Service 2023/24, although it differs from the guidance provided by the Department of Prime Minister and Cabinet (DPMC) for scoring the ministerial satisfaction survey.
- For information on how the quality of our advice is assessed, please see: [Policy Quality Framework: A guide on panels and processes for assessing policy advice papers \(dpmc.govt.nz\)](https://dpmc.govt.nz/policy-quality-framework)
- These measures have been selected as the most effective ways to capture the provision of cross-system advice.
- The Agency's work programme and organisational priorities are set out in the annual business plan and agreed with the Minister.



Statement of Responsibility

I am responsible, as Acting Chief Executive of the Social Wellbeing Agency as at 30 June 2024 and Acting Chief Executive of the Social Investment 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.



Dr Craig Jones

Acting Chief Executive, Te Tumu Whakahaere
Social Investment Agency, Toi Hau Tāngata

Date: 30 September 2024