

# Briefing on the Social Investment Agency

July 2019

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**For the Incoming Associate Minister for Social Development**



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# Introduction

Congratulations on your new role Minister. We look forward to meeting with you and discussing our work with you going forward. Each fortnight we prepare an update which sets out who we have been collaborating with and the work we are involved in.

This document provides you with some background information on the Social Investment Agency (SIA) and sets out some of the work we are currently involved in.

The SIA was established on 1 July 2017 and is led by the Acting Chief Executive, Dorothy Adams. In its first year we operated on an interim organisational structure while its work programme was formalised. On 2 July 2018 a new organisational structure was established and subsequently implemented.

## SIA in numbers: Budget

The SIA is funded through two appropriations in Vote: State Services. These are:

- Designing and Implementing Social investment; and
- Place-Based National Support Function.

The Budget over the last two financial years is as follows:

	2018/19	2019/20
Data Exchange development	\$6.6 million	\$5.2 million
Investing in Social Wellbeing work programme	\$8.4 million	\$8.2 million
Place-Based Initiatives	\$0.45 million	\$0.4 million
<b>TOTAL</b>	<b>\$15.490 million</b>	<b>\$13.845 million</b>

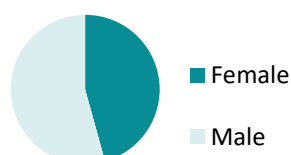
## SIA Staffing

SIA recognises that a diverse workforce is incredibly important. We work across the social sector to evolve our kaupapa in partnership with organisations and agencies like Iwi, NGOs and community representatives.

As at 31 May 2019, the SIA employed 35 fixed-term and permanent staff. We are in the final stages of recruitment for our new structure, which should finalise at around 46 permanent staff.

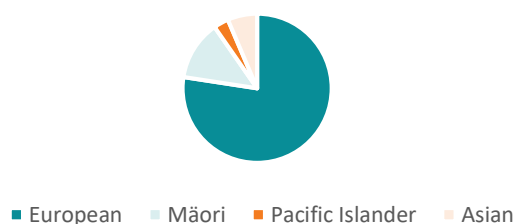
### Gender statistics

We have 45.7% of our staff who self-identify as female and 54.3% who self-identify as male.



### Ethnicity statistics

SIA staff can self-report their ethnicity. As at 31 May, seven staff haven't identified their ethnicity.



## Tāngata (our people strategy)

We also have an internal work plan in place to help build the maturity of the organisation. This plan which is separate to the information set out above covers items such as:

- Diversity and Inclusion strategy and implementation;
- Performance Management system;
- Pipeline Management and prioritisation of internal initiatives;
- Gender Pay Gap strategy and implementation;
- Domestic Violence Free policy and training<sup>1</sup>; and
- Training on Te Tiriti o Waitangi.

A copy of Tāngata is attached to this briefing.

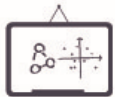
## Our values

Our values underpin everything we do—they are the DNA of SIA. Our approach, behaviours, and performance all link to our values.



### **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.



### **Taunakitanga – We influence through evidence**

We use evidence to influence positive change for New Zealanders.



### **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.



### **Puaretanga – We're transparent by nature**

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

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<sup>1</sup> We received the “DV tick” in June 2019. More information about this initiative can be found at <https://www.dvfree.org.nz/>.

# Role of the Social Investment Agency

*The Government's goal is to improve wellbeing of all New Zealanders.*

The social sector contributes to this goal by providing interventions (policies, regulation, services and supports) to improve social wellbeing.

Our core goal is to support the social sector to improve people's social wellbeing. We do this by finding new approaches to tackling complex issues. We also find ways of strengthening the use of data, analytics, evidence, and insights in decision-making ("Investing in what works for better lives").

We are a stand-alone Departmental Agency, hosted by the State Services Commission. As such, we do not have direct service delivery or funding responsibilities. This allows us to bring a systems perspective which is grounded in an integrated view of people, their whānau, and communities.

By using this viewpoint, we work collaboratively with agencies (government and non-government). In combination with the Social Wellbeing Board, we can promote and facilitate a collective, people-focused approach. This incorporates a broader group of actors and enables better tailored service responses.

SIA leads, when called upon, whole-of-sector work which is of benefit to the system, for example the development of the Data Protection and Use Policy.

## How we support the Social Sector

1. We deliver actionable cross-sector insights, which include:
  - bringing a holistic people-centric focus into policy and delivery development;
  - using data analysis and evidence to identify potential issues for collective action;
  - developing and promulgating best evidence, methods and practices; and
  - providing advice on system improvements.
2. We develop capability and provide technical expertise to make it easier, cheaper, and faster to access and use data, analytics, and evidence more effectively. For example, through designing and building safe methods for collecting and transferring data, and scalable, reusable data and measurement analysis tools for others to use.
3. We stimulate innovation through:
  - identifying and demonstrating new ideas and ways of working that address complex social issues or have applicability across the social sector; and
  - facilitating a collective approach to testing and trialling.

## Our role<sup>2</sup>

To support the social sector to improve people's wellbeing by creating tools that enable cross-system conversations and actions to occur.

## Our services

Our work concentrates on services that are scalable, reusable and of greatest value to the social sector. We serve the social sector by providing three types of services:

### Infrastructure and tools

- Infrastructure to safely transfer data
- Tools to enable IDI data on the social sector to be analysed
- Tools to enable sharing of aggregated IDI data
- Hub for government research and evaluation material

### Methods and best practice

- Measurement framework for wellbeing impact
- Data protection and use guidance
- Development of child wellbeing indicators and protocol to evaluate the Child and Youth Wellbeing Strategy
- Life-course modelling of cross social sector events for population groups

### Insights, analysis and advice

- Evaluation of place-based initiatives
- Impact of social housing on wellbeing
- Working with frontline Māori providers to understand impact
- Te Tihi - facilitating collective impact models

# 2019 Work Programme

Services	Key 2019 Work Programme Activity
<b>Insights, analysis and advice</b>	
Evaluation of key social sector challenges	<ul style="list-style-type: none"> <li>• Develop a Ministerial options paper on a 'What Works' function for New Zealand to improve decision-making using data and evidence</li> </ul>
Working with frontline Māori providers to understand impact	<ul style="list-style-type: none"> <li>• Evaluation of the Place-Based Initiatives<sup>3</sup> (PBIs) to assist the individual PBIs assess their progress and support Ministers to make decisions on the PBI model.</li> </ul>
Facilitating collective impact models	<ul style="list-style-type: none"> <li>• Working with diverse Māori providers to identify what outcomes can be measured and the resourcing required to measure those outcomes. The providers are:               <ul style="list-style-type: none"> <li>◦ Manaaki Tairāwhiti/Turanga Health (Gisborne)</li> <li>◦ Tokona Te Raki Māori Futures Collective - Ngai Tahu (Christchurch)</li> <li>◦ Te Hua Awhiowhio o Ōtāngarei Trust (Northland)</li> <li>◦ Te Tihi o Ruahine Kāinga Whānau Ora pilot (Manawatu)</li> </ul> </li> </ul>
<b>Methods and best practice</b>	
Data Protection and Use Policy	<ul style="list-style-type: none"> <li>• Develop a set of pragmatic principles and guidelines to enable and ensure the safe, ethical and transparent use of social sector data.</li> <li>• This has been done following an extensive engagement with the social sector, community groups and service users.</li> <li>• A Cabinet paper is expected to be presented in October 2019.</li> </ul>
Measurement framework for wellbeing impact	<ul style="list-style-type: none"> <li>• Supporting the Organisation for Economic Co-operation and Development (OECD), over the next three years. This work will develop a consistent method to measure Child Wellbeing, which would establish best practice and enable international comparison.</li> </ul>

<sup>3</sup> Place-Based Initiatives are the responsibility of the Ministry of Social Development.



Wellbeing indicators and evaluations protocols

Life course modelling of cross social sector events for population groups

- Demonstrating a new method for combining survey and administrative data to measure wellbeing impacts, and testing this method to quantify the wellbeing impacts of social housing .
- Working with DPMC to develop an approach to the evaluation of the Child and Youth Wellbeing Strategy. This builds on our previous evidence base, indicator and measures work.
- Construction & visualisation of timelines of family experience around the birth of a baby for families in South Auckland, using IDI data. This is a joint initiative with The Southern Initiative (TSI) and supports TSI's work to improve the design of services for families (method is transferrable to other locations and different transitions).
- Research on the wellbeing and material impacts of people who transition from welfare to employment.
- Descriptive paper on the living standards of people supported by income tested main benefits.

### Infrastructure and tools

Infrastructure to safely transfer data

Tools to enable social sector Integrated Data Infrastructure (IDI) analysis

Tools to enable sharing of aggregated IDI data

- Broadening the use of the Data Exchange (DX). The DX is a secure smart pipe enabling data to be safely shared between organisations. We have an internal target of connecting 42 organisations to the DX by the end of 2020.
- Develop a tool, working with a closed group of NGOs, which assists non-technical users to analyse population data.
- A Mental Health and Addictions technical report that identifies how mental health and addictions can be identified in the IDI, and provides code to aid researchers and analysts.
- Support and maintain the Social Investment Measurement Map (SIMM) which supports wellbeing analysis and measurement, by allowing users to see what indicators or measures are available in the IDI to assess interventions.
- Develop a short form wellbeing assessment questionnaire, working with a closed group of NGOs to test usefulness, that could be used by frontline providers to quickly assess wellbeing and potential wellbeing impacts.
- Support and maintain the Social Investment Data Foundation (SIDF) which produces

Hub for government research and evaluation material

datasets within the IDI that are ready for analysis. It reduces the time to generate datasets and speeds up the analysis for agencies.

- Support, maintain and enhance the Hub<sup>4</sup>, New Zealand's one-stop-shop for social science research with over 6600 publications, to improve decision-making.

## Governance

Support

- SIA Specialists are members governance groups across government and non-government groups. These groups support the use of data and analytics.

Secretariat

- Provide a secretariat/coordination function to the Social Wellbeing Board<sup>5</sup>.

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<sup>4</sup> The Hub (formally known as Superu) can be found at <https://thehub.sia.govt.nz/>.

<sup>5</sup> 9(2)(f)(iv)

# Our people

## Dorothy Adams, Interim Chief Executive



Before becoming the SIA's Acting CE, Dorothy led the Social Investment Unit since its establishment in July 2015. Before that she was GM Insights, Ministry of Social Development (MSD), responsible for leading their data, analytics and evidence hub.

Prior to joining the Ministry in 2008, Dorothy worked in local government for ten years specialising in policy and governance, with her most recent role being Manager, Strategic Development at Hutt City Council. Dorothy has also held senior roles in the Department of Labour, NZ Employment Service and was an advisor to the Minister of Employment.

Dorothy has a Master of Public Administration from Monash University and an LLB from Victoria University of Wellington. She is an Enrolled Barrister and Solicitor of the High Court of Wellington.

**Neil 'Sos' Sorensen**  
Director Partnerships



**Danny Mollan**  
SRO Data Protection  
and Use Policy



**Paul O'Connell**  
Director Insights



**Kate Kolich**  
Director Data Systems  
& Analytics



**Paul Delahunty**  
Chief Investment &  
Integration Officer



**Lynda Jelbert**  
Director Corporate



**Jacinta Syme**  
Communications  
Manager



**Alistair Mason**  
Principal Advisor

