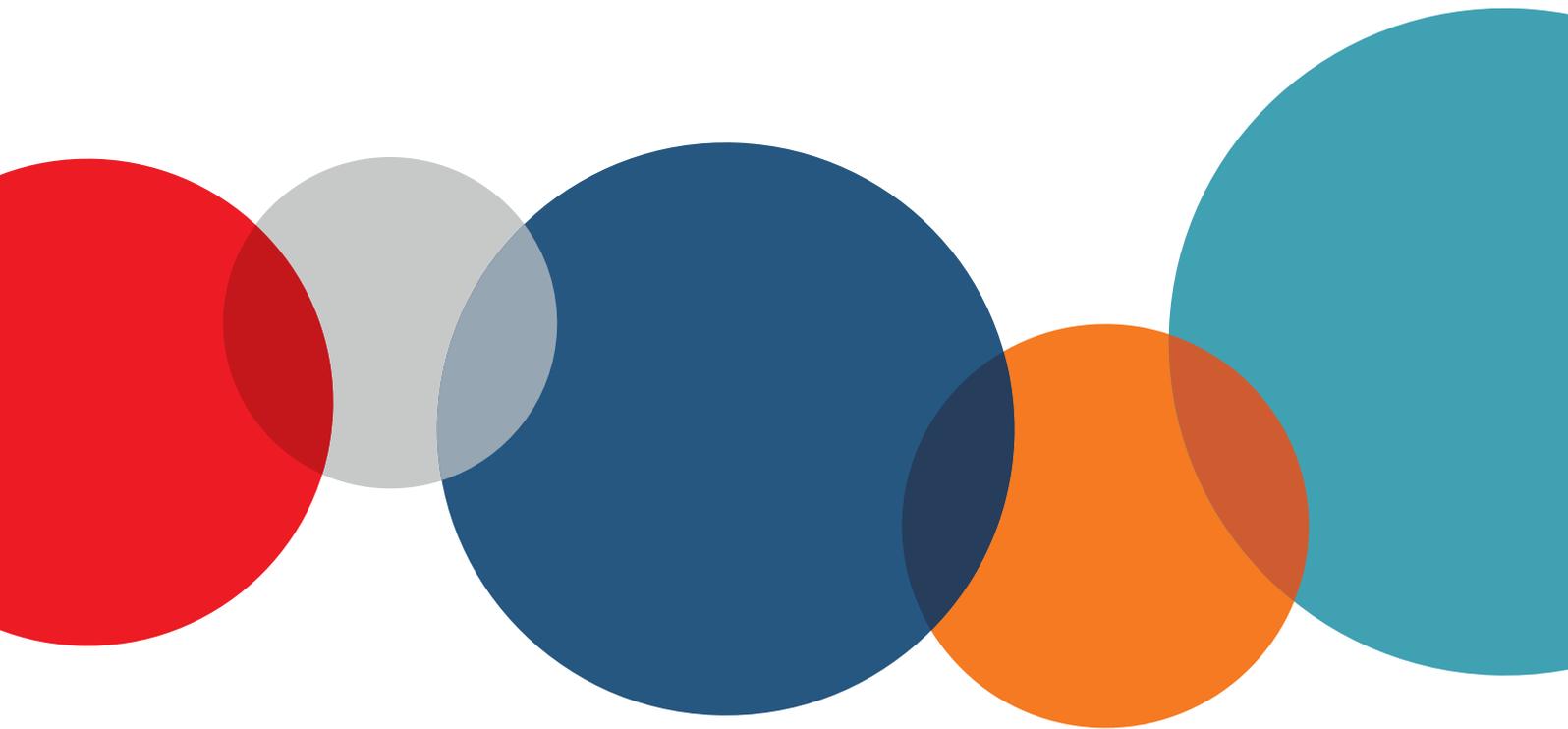


Pūrongo-ā-tau Annual Report

2020–2021



Chief Executive Statement



**Mā whero, mā pango ka oti ai te mahi –
With red and black, the work will be complete**

Tēnā koutou katoa,

The whakataukī above is about collaboration, in particular, collaboration between agencies and with communities to address complex issues. The Social Wellbeing Agency works for the social sector, supporting social sector leadership with strategic advice on issues that don't fit neatly into the work of any single agency.

We have a new focus on the wellbeing of individuals, whānau and communities so that they can live the lives to which they aspire. This means our advice is not solely about optimising government spending but about optimising the wellbeing of New Zealanders.

To date, our foundations and strength have been in data and analysis.

This reflects our early focus supporting the centralised provision of tools and data capability to support decision-making. For example we have successfully facilitated safe and secure data sharing between 10 government agencies and 42 non-governmental organisations with the Data Exchange.

In late 2019, Cabinet made decisions to refocus our role and functions. Since these decisions, we have put more emphasis on how our data, analysis and insights can inform decisions by social sector leadership and cross-sector programmes of work.

Much of the work over this past year has been carried out against the backdrop of the COVID-19 pandemic and its ongoing effects on the Government and New Zealand as a whole. Despite the pandemic, our people have shown resilience and flexibility in meeting their commitments to our work programme while supporting our partners' initiatives.

As the 2020/2021 financial year draws to a close, I'd like to take this opportunity to thank the former Chief Executive, Dorothy Adams, for her work in setting up the Agency for success and her leadership over the past four years. Her departure at the end April for her new role at the OECD is a wonderful acknowledgement of her skills and dedication.

Our refocused purpose allows us to redefine our work programme and direction, putting a much greater emphasis on our role providing advice on issues that cut across or fall between agency responsibilities. My objectives for the coming year are to develop a work programme that aligns our work with our purpose, enhance the visibility of what we do and our achievements, and partner with social sector agencies to improve outcomes for New Zealanders.

Staff at the Agency work here because they want to make a difference. I look forward to working with them and our colleagues from across the Public Service to realise our vision that people, whānau and communities live the lives to which they aspire.

Ngā mihi nui,

Renee Graham
Chief Executive
Social Wellbeing Agency

Who we are and what we do

The Social Wellbeing Agency works for the social sector. We use data and insights to help Government and the social sector improve the lives of New Zealanders.

Our role

Our role is to support collective action and improve social wellbeing. We were established sitting outside of agency silos as a departmental agency hosted by Te Kawa Mataaho Public Service Commission. We work on behalf of the Social Wellbeing Board and the social sector to help on issues that do not fit neatly into the work of any single agency.

Our purpose is mandated by Cabinet. It is to:

- provide advice on cross-social sector issues and support the social sector with cross-system work
- create insights, tools and practices to improve cross-system decision-making.

Within government, we have an important role supporting social sector leadership, particularly the Cabinet Social Wellbeing Committee (SWC) and the Social Wellbeing Board (SWB).

Delivering our strategic priorities

We're rising to the challenge of what it means to be the Social Wellbeing Agency. Our foundations and strength have been in data and analysis, reflecting our early focus supporting the centralised provision of tools and data capability to support decision-making. In late 2019, Cabinet made decisions to refocus our role and functions. This was to help us best support an improving social wellbeing approach and to address the gaps in the resources available to support cross-sector leadership groups.

Our refocused role and mandate puts a much greater emphasis on providing strategic advice on issues that cut across or fall between agency responsibilities, and how we support SWB [CAB-19-MIN-0504]. Since these decisions, we have put more emphasis on aligning our work programme and activities to the priorities of the SWB.

Toi Hau Tāngata

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

The individual words have many meanings, including:

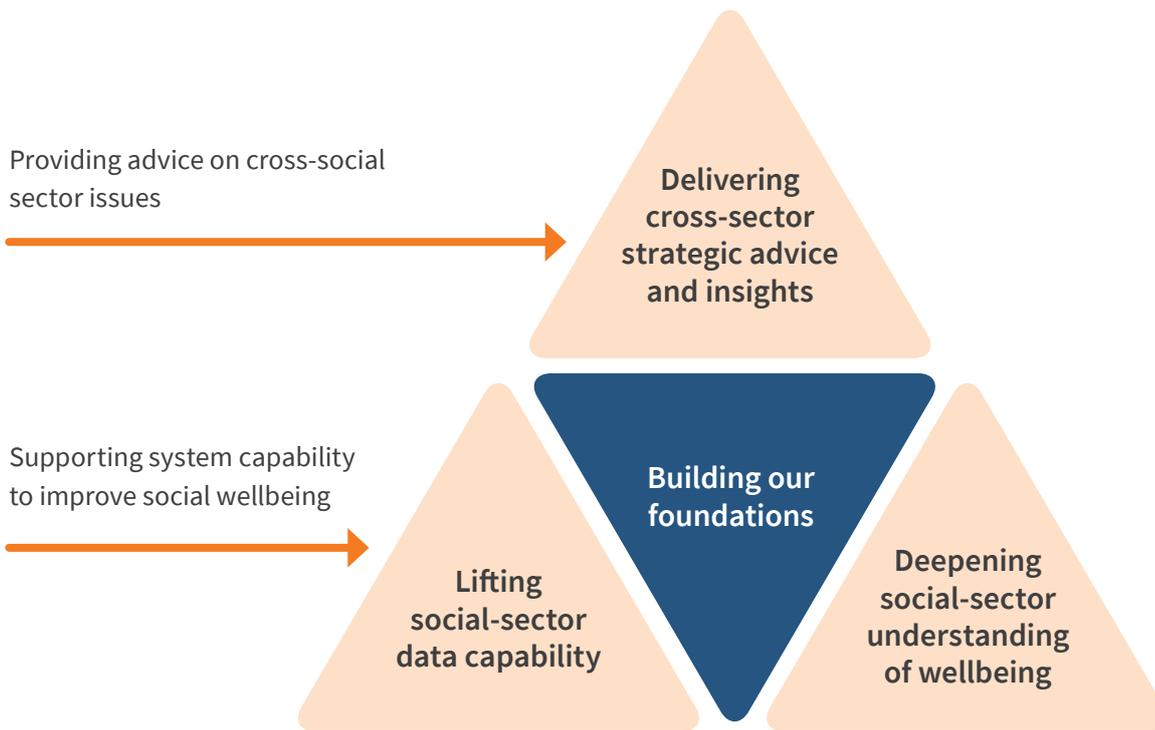
Toi | peak

Hau | vital essence

Tāngata | humankind

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

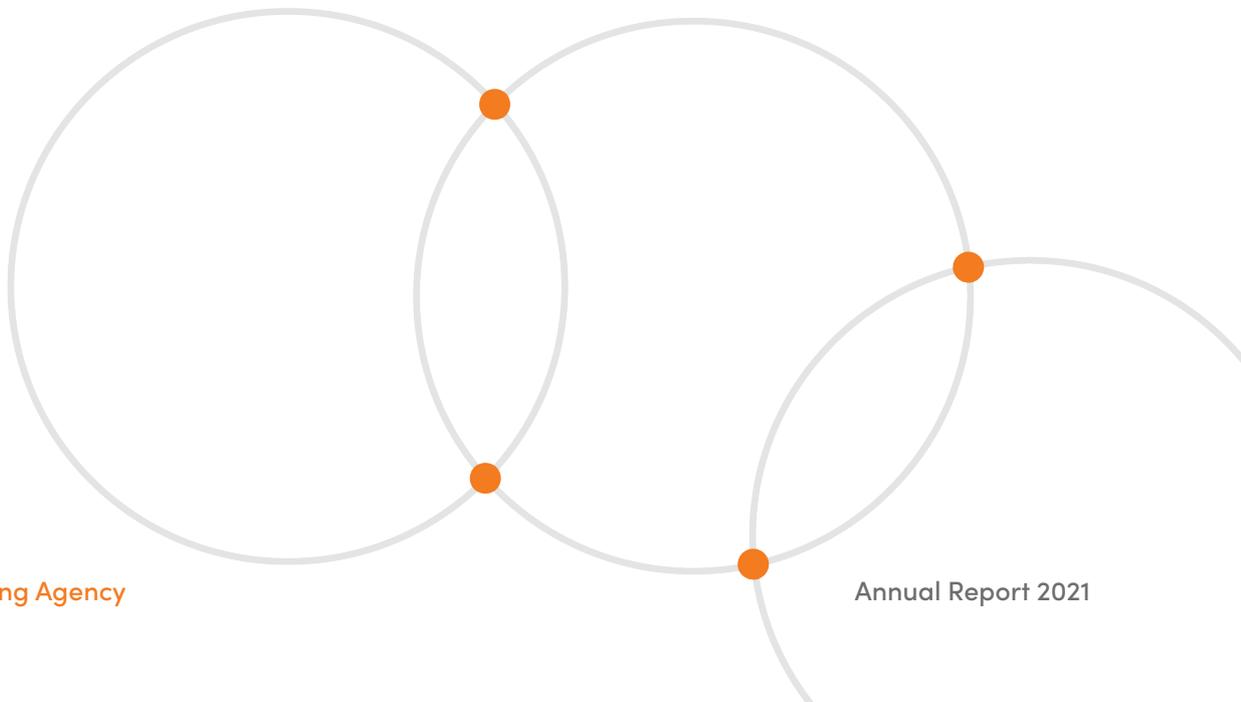
During the year, we had four strategic priorities that focused our work to ensure we meet our functions for the social sector.



Strategic update in 2021/22

We have started work on refreshing our strategic priorities, and we expect to launch a new strategic framework later in 2021. We want to build a reputation as trusted advisers on cross-sector issues, as well as lifting agency support to SWB. Our refreshed strategic priorities will reflect this.

Formal reporting against the new strategic framework will start at the end of the first quarter for 2021/22.



Our achievements

Delivering cross-sector strategic advice and insights

We delivered strategic advice partnering with the social sector to incorporate community voices, while leveraging our expertise in data and analysis.

Investigating gaps in new fathers' income



Our previous joint project, Having a Baby in South Auckland, with The Southern Initiative (TSI) generated a lot of interest. One of the strongest findings emerging from this work showed fathers exhibit a pattern of being outside paid employment (not earning income) about the time of the birth. Together TSI and the Agency decided to continue the work by investigating this finding further.

By understanding what differs between fathers who experience a gap in employment and income around the time of the birth, the social sector is better able to support whānau during such a transformative time.

We found the following:

- Many fathers take time away from work following the birth of a child. But their income effects their ability to do so, with low-income fathers showing shorter periods away than higher earning fathers.

- Of fathers who worked for wages, one in six may not have been eligible for any partner parental leave from their main employer when their babies were born, as eligibility in New Zealand depends on continuous attachment to a single employer.
- The birth of a child can be a transformative period for fathers. We saw many of the lowest-income fathers increasing their income around the time of the birth of a child.
- Many of these measures disproportionately affect Māori and Pacific fathers.

These findings were shared with relevant staff at the Ministry of Social Development, Ministry of Business, Innovation and Employment, and the Ministry for Women. One of the themes emerging from these conversations is that, because most policy relating to the care of new babies focuses on the mother, there has been limited awareness of the experiences of fathers and non-primary caregivers.

TSI published their report from this research at the end of July 2021.

Examining how local service use may differ from nationally reported figures

Most policy is developed using national-level insights, so we examined how local use of a service may differ from nationally reported figures. We set out to provide practical advice on this system-level policy issue, examining the use of B4 School Check screenings. B4 School Check aims to identify and address any health, behavioural, social or developmental concerns that could affect a child in getting the most benefits from school and is a national screening programme.

We partnered with A Better Start/ E tipu e rea, one of the country's 11 National Science Challenges, hosted by The University of Auckland. We picked the B4 School Check screenings because national-level analysis was available and the Ministry of Health could use the local-level findings to support the review of Well Child Tamariki Ora.

We published a high-level insights report, focusing on key findings and recommendations for getting the most out of our analysis.

Our key findings include:

- evidence that national-level results mask differences in attendance rates and potential levers for improving uptake across local areas
- across DHBs, children with a disability are between two and six times more likely to miss out on vision, hearing and nurse checks, while children not consistently enrolled with GPs are between two and ten times more likely to miss out on these checks
- other factors with a strong association to children missing checks in most district health boards (DHBs) include families not having access to a motor vehicle, having a mother with no formal qualifications or living in large households of eight or more people.

We also created individual DHB summary reports and shared these with the Ministry of Health.

Lifting social-sector data capability

We advised on the social sector's ability to use and interpret data safely and respectfully, alongside supporting the development of data tools and solutions to address shared data needs.

Working with communities to articulate their data needs

Our Data for Communities initiative resulted from community feedback from our 2018 engagement 'Your Voice, Your Data, Your Say.' The engagement highlighted the importance of up-to-date and easy-to-access information and insights for non-governmental organisations (NGOs), community organisations and iwi. Organisations can adjust their services to improve the wellbeing of the communities they serve if they have data that provides them with targeted information about those communities.

The project developed two prototype tools and provided them to a pilot group of representatives from NGOs, local government, philanthropic and advocacy groups for testing. The tools are used to understand how relevant and timely data can help with both service and operational planning activities.

Our findings were as follows:

- Community organisations have a legitimate need for locally relevant data and have a vital role in caring for the communities they serve.
- Data is rarely available to organisations in a timely manner.
- While data is increasingly available, it is published in different forms, is hard to find, difficult to 'stitch together' and time consuming to collate.
- Organisations find it hard to balance the effort of analysis with the value drawn from it when data is often too aggregated to be relevant.
- The private sector is filling a gap for the organisations that can afford it, by selling the expertise to collate, process and present government data.

Evolving the Data Expertise and Capability Programme

This programme started in 2017 and phase two of the Data Exchange programme concluded on 30 June 2021. The programme aimed to support the improvement of data expertise, data capability and data maturity across the social sector. This programme oversaw a few projects, achieving several successes.

Launching the Data Protection and Use Policy toolkit

The Data Protection and Use Policy (the Policy) was produced on behalf of, and in collaboration with, the social sector. The Policy describes what 'doing the right thing' looks like when collecting or using people's data and information. It helps people understand how their information might be used, what rights and choices they have,

and how to use those rights. It talks about the importance of working with others who are part of or work with the communities that data comes from.

The toolkit, available online, provides pragmatic guidance on how to apply the Policy, including in-depth explanations of the principles, example consent forms and good case practices. There are five foundational government agencies implementing the Policy: Ministry of Social Development, Ministry of Health, Ministry of Education, Oranga Tamariki and the Social Wellbeing Agency.

The Policy and the toolkit will be transferred to the Government Chief Privacy Officer (GCPO) as its new system owner. The Policy has also been incorporated into the GCPO's Privacy Maturity Assessment Framework.

Connecting the social sector through the Data Exchange

As part of the Data Expertise and Capability Programme, we encouraged and supported the uptake of Eightwire's Data Exchange. The platform helps facilitate data sharing practices across the sector that are safe, secure and controlled. As at 30 June 2021, 15 government agencies (including seven DHBs) and 42 NGOs were connected or were implementing connections. This exceeded the original programme target of 10 government agencies and 42 NGOs.

The Data Exchange:

- provides a safe, secure and controlled cloud-based exchange platform
- connects organisations in a way that's easy, consistent and efficient
- helps frontline staff improve service delivery by providing better information about the people they work with
- promotes standardised approaches to privacy, data management and data standards.

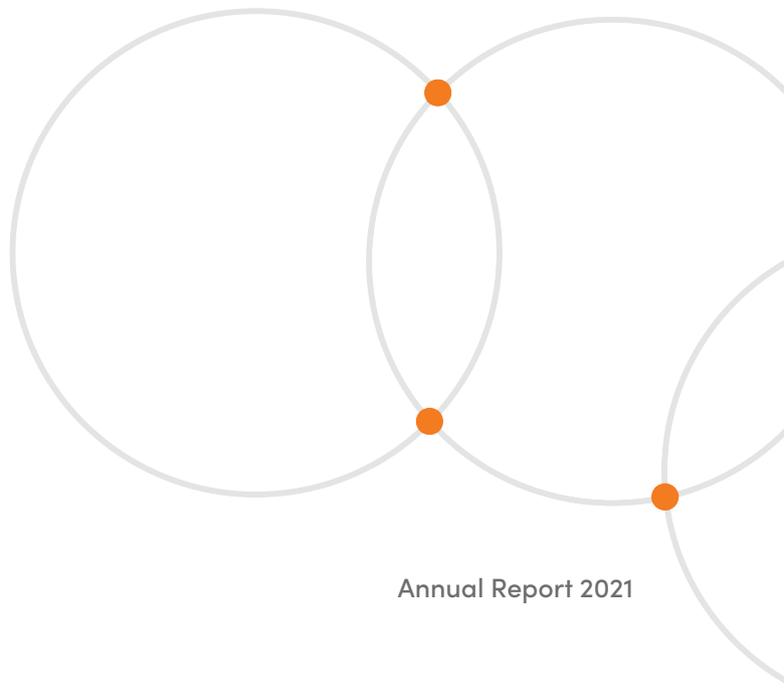
Our partnership with Eightwire, has been a real strength, showing true partnership between government and enterprise. We supported organisations to transition to a direct contractual relationship with Eightwire by the time this phase wrapped up on 30 June 2021. Most agencies and their NGO partners had transitioned by 30 June 2021.

Improving how the social sector shares data

We developed the Social Sector Data Sharing Standard (Data Sharing Standard) to provide a consistent way of sharing data points and interactions that define events that happen in the social sector. Using the Data Sharing Standard makes it easier for service providers (which include NGOs) and agencies to have effective conversations about how to improve their services for the public. Data can be shared quickly and easily throughout the sector, with any kind of technology. This also improves data quality, leading to better analysis across and within services.

A draft of the Data Sharing Standard was piloted during 2021 by The Loft, a co-location of NGOs based in Christchurch. Integrating the Data Sharing Standard will allow The Loft to automate referrals to a service provider and determine both acceptance or rejection of referrals and case outcomes.

We will continue to promote the adoption of the Data Sharing Standard within the social sector.



Aronui: Supporting iwi access to their own data

In te ao Māori, ngā kete o te wānanga are the three baskets of knowledge, brought down from the heavens by Tāne-Nui-A-Rangi (Tāne Mahuta, Guardian of the Forest). Te Kete Aronui relates to knowledge acquired through careful observation of the environment. We shortened the name of this project to Aronui as this also means ‘to focus on’, which is fitting for the work we are doing – focusing on iwi data.

Aronui uses appropriate products from our Data for Communities work and will also inform our work in social-sector data expertise and capability.

Ngāti Maniapoto invited the Social Wellbeing Agency to be included in their Deed of Settlement with the Crown. They asked us to tell them what we could do about their iwi, with the view to supporting them to improve their data capability. We developed an approach specific to Ngāti Maniapoto to test how to support access to data that is specific to them.

We held a hui in February 2021 to establish priority work areas, key issues and data needs. The hui showcased data tools for iwi feedback and set up an iwi group to work with the Agency.

Learnings from this project will show us how to scale up for other iwi and provide them with data that they need. We have the expertise and capability to extract data for small populations from the Integrated Data Infrastructure and have done initial work to help us understand what is helpful for Ngāti Maniapoto.

Deepening social-sector understanding of wellbeing

We worked with the social sector to develop ways to measure and understand wellbeing across different communities, with an emphasis on broad measures of wellbeing.

Supporting the OECD to develop an aspirational child wellbeing framework

In 2019, New Zealand entered a partnership with the Organisation for Economic Co-operation and Development (OECD) to improve data availability that would lead to better policies to enhance child wellbeing. This work arose out of discussions between the Chief Science Advisor to the Minister for Child Poverty Reduction and Chief Science Advisor to the Social Wellbeing Agency, Professor Richie Poulton, and the OECD.

We have played a leading role in helping the OECD develop an aspirational framework for child and youth wellbeing, drawing on New Zealand's expertise and experiences in this area.

The OECD launched their aspirational child wellbeing measurement framework in July 2021. The 'Measuring What Matters for Child Well-being and Policies' report lays the groundwork for improved child wellbeing measurement and better data to inform better child wellbeing policies. It outlines an aspirational framework for child wellbeing measurement, setting out which aspects of children's lives should be measured and how to better monitor child wellbeing. It also outlines priorities for child data development and identifies key data gaps, all with the aim of motivating improvements in child data infrastructures.

Hosting Toi Hau Tāngata: Collaboration for Wellbeing hui

This hui was a one-day event, held at the National Library of New Zealand in Wellington in June 2021. It brought together 115 attendees from across the social sector, representing government agencies, NGOs and communities. The intent was to provide a space for the social sector to share the innovations, lessons and stories from work developed collaboratively, focused on improving people's wellbeing.

The day highlighted the alignment across the social sector to improving wellbeing. The Agency will continue to work with government and NGO partners to support the delivery of the Social Wellbeing Board work programme.

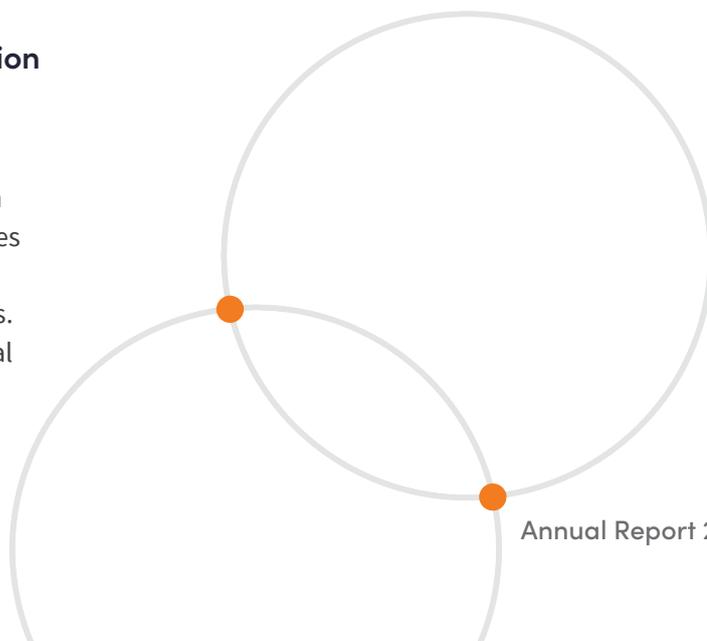
Presentations were made by The Southern Initiative, Methodist Mission Southern, Te Tihi o Ruahine and members from the Data Protection and Use Policy Working Group. Attendees included people from MSD, Oranga Tamariki, Te Puni Kōkiri, Stats NZ and the Ministry of Education.

How we work together

We're a small departmental agency with a big reach. As at 30 June, we employ 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 provides high-quality and fit-for-purpose support and advice (including secretariat support) to the SWB and SWC. It manages the relationship with the Minister's office and ensures excellent external and internal communications. The Director and Chief Advisors provide strategic advice and support to the Chief Executive and wider Agency across a broad range of areas, in particular Ministerial engagement and bringing a Māori perspective and social science expertise, knowledge, advice and support.

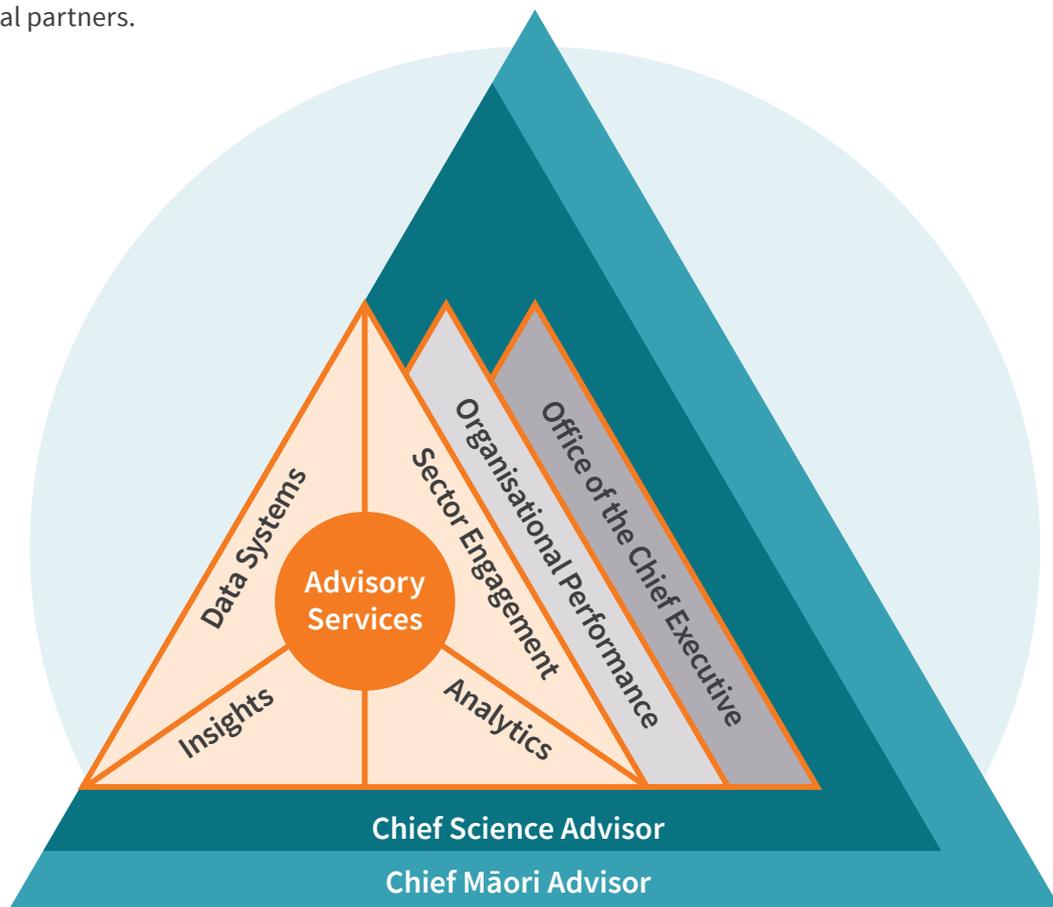
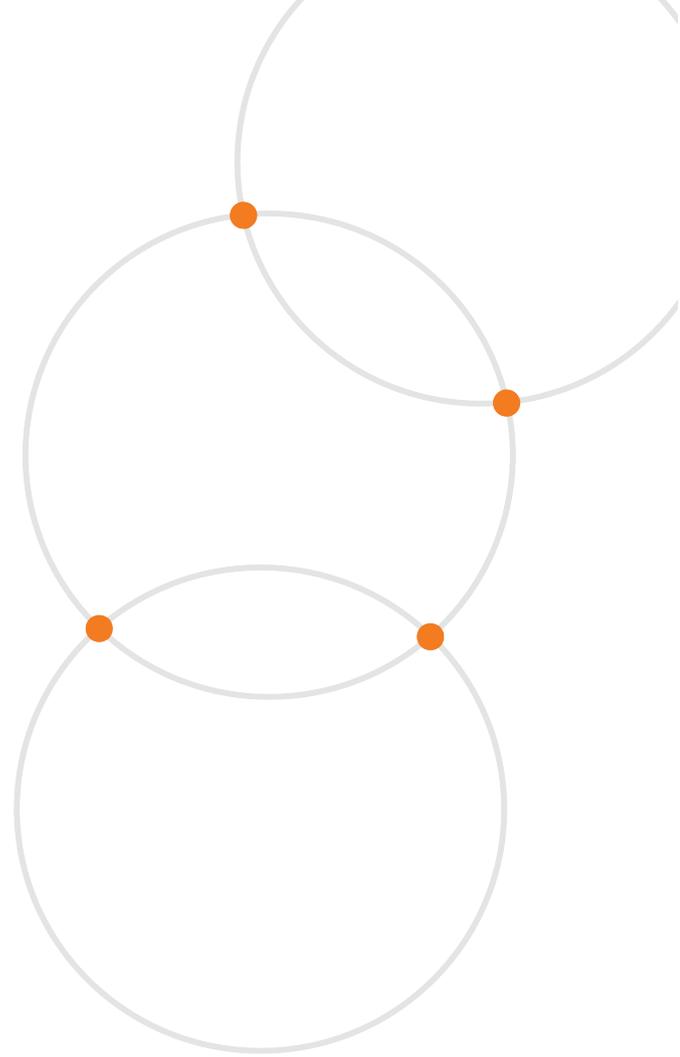


Advisory Services Group

Advisory Services is core to the Agency and acts as the 'engine room'. It includes the technical capabilities we need to work with the social sector to create 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. The team undertakes planning by prioritising customer, people and organisational requirements.

Organisational Performance Group

Organisational Performance enables the Agency to be the best it can be by developing and improving organisational capabilities. Led by the Director Organisational Performance, the team leads the development and implementation of the Agency's organisational strategies. It develops and supports organisational capabilities and practices to ensure our portfolio of work and projects are well managed, planned and executed. In addition, the team manages our corporate functions, including services provided by external partners.



Our people

Our values

Our values, developed by our people, focus our efforts in every way and are used internally and externally to help 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 when we work in the office and with the people and groups we collaborate with. They also underpin the approach, behaviour and performance of the Agency in its day-to-day interactions and its 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 builds on our workplace culture where everyone is valued, respected and can bring their whole selves to work. It puts our people at our centre, because we know that investing in them supports the Agency's capability to improve wellbeing for New Zealanders.

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

Tāngata has a five-year horizon and focuses on:

- delivering high-quality strategic performance
- supporting our people to perform and develop their skills, expertise and careers
- creating a healthy and safe working environment
- understanding diversity and how to manage it for the value it can add to our agency and performance.



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 the area of data science and analytics in New Zealand. We continue to participate in the joint Data and Analytics Summer Internship programme and hosted three interns during 2020/21.

Our Diversity and Inclusion programme

Our Papa Pounamu priority commitments

Our values and strategic people and culture goals 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.



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.

As part of this year’s programme, we offered the Treaty Wall Walk by Dr Sim Bull. The Wall Walk is an interactive half-day workshop designed to build the knowledge of the history of bicultural relations in Aotearoa New Zealand. As at 30 June 2021, 62% of our staff completed the Wall Walk, including 57% of leaders. In addition, we use waiata, karakia and tikanga to encourage and support the use of te reo Māori in the workplace.

In January 2021, we ran a baseline survey to understand our organisation’s current capability in te reo Māori and tikanga Māori, which has informed our bespoke learning programme. We have also received positive feedback through our annual staff survey Kōrero Mai, with 78% of staff agreeing that Te Aho Kura made a positive impact on their work at the Agency. This is a 5% increase from last year.

Supporting and engaging with employee-led networks

As a small agency, we look to partner with other agencies to support our staff through employee-led networks. We encourage people to set up employee-led networks and also promote external 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.

Our Agency currently has representatives attending and contributing to the Cross-Agency Rainbow Network, Government Womens Network and Tūhono-Māori in the Public Service.

Addressing bias and discrimination

As at 30 June 2021, 95% of staff and 100% of leaders completed the unconscious bias training we offered. The training is available to all staff, including new starters as part of their induction process.

We have developed a bias minimisation toolkit, for use during decision-making. We have also put in place a process for us to identify and mitigate bias when reviewing human resources policies and practices. We are planning to create resources for leaders to use in their team meetings on a quarterly basis to encourage reflection and action.

Building inclusive leadership

Our leaders ensure the people they work with are valued and respected. They use knowledge gained through programmes, such as unconscious bias training, to build an inclusive culture. 77% 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.

We are developing an inclusive leadership programme for our leaders, aiming to have all our leaders complete the workshops by the end of 2022. As part of this work, we are also updating our Ngā Tahi template performance framework to include building diversity and inclusion capability (including te reo Māori, New Zealand history and the Treaty of Waitangi).

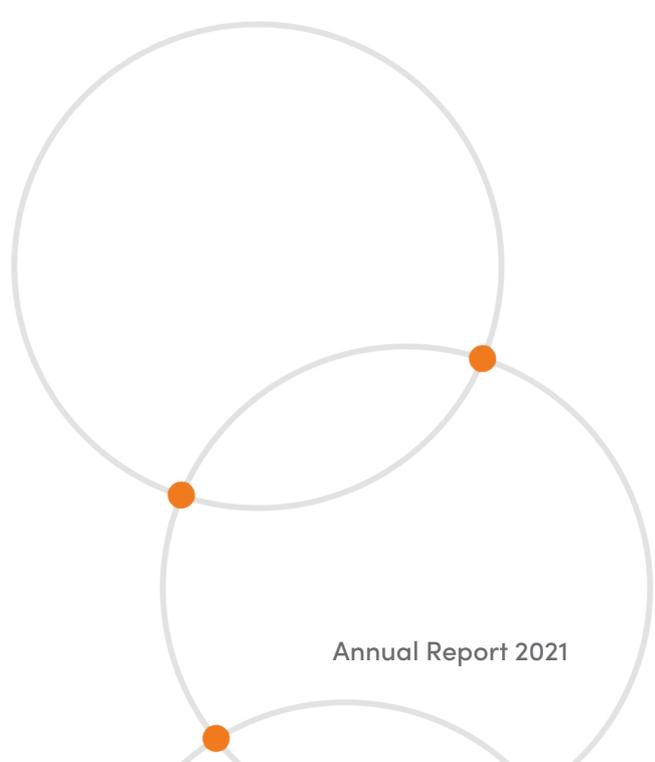
Building relationships in our workplace

We held two hui as part of our relationship-building programme: "Delivering Together", our all staff hui, was held in July 2020 and "Toi Hau Tangata – Collaboration for Wellbeing" was held in June 2021 with our stakeholders.

These hui created invaluable opportunities for SWA to come together and engage in whakawhanaungatanga with each other and with the guests who provided input for the sessions.

Gender Pay Gap Action Plan

The Tātou strategic plan includes implementing our gender pay gap action plan. We delivered unconscious bias training to our leaders and people, implemented our flexible working policy and reviewed HR policies to remove bias. In doing this, we met all the Government Gender Pay Gap Action Plan milestones of equal pay, flexible work by default, no bias or discrimination in remuneration systems or HR practices and gender-balanced leadership.



Reflecting Aotearoa in our workforce

As Aotearoa New Zealand becomes more diverse it's important our Agency employs and supports people with diverse backgrounds, thinking and ideas to ensure our work improves the wellbeing of all New Zealanders. During 2020/21 our diversity and inclusion working group Tātou have been implementing our diversity and inclusion strategic plan.

This is important work that we prioritise, value and incorporate in our progress towards the Papa Pounamu priority commitments.

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.

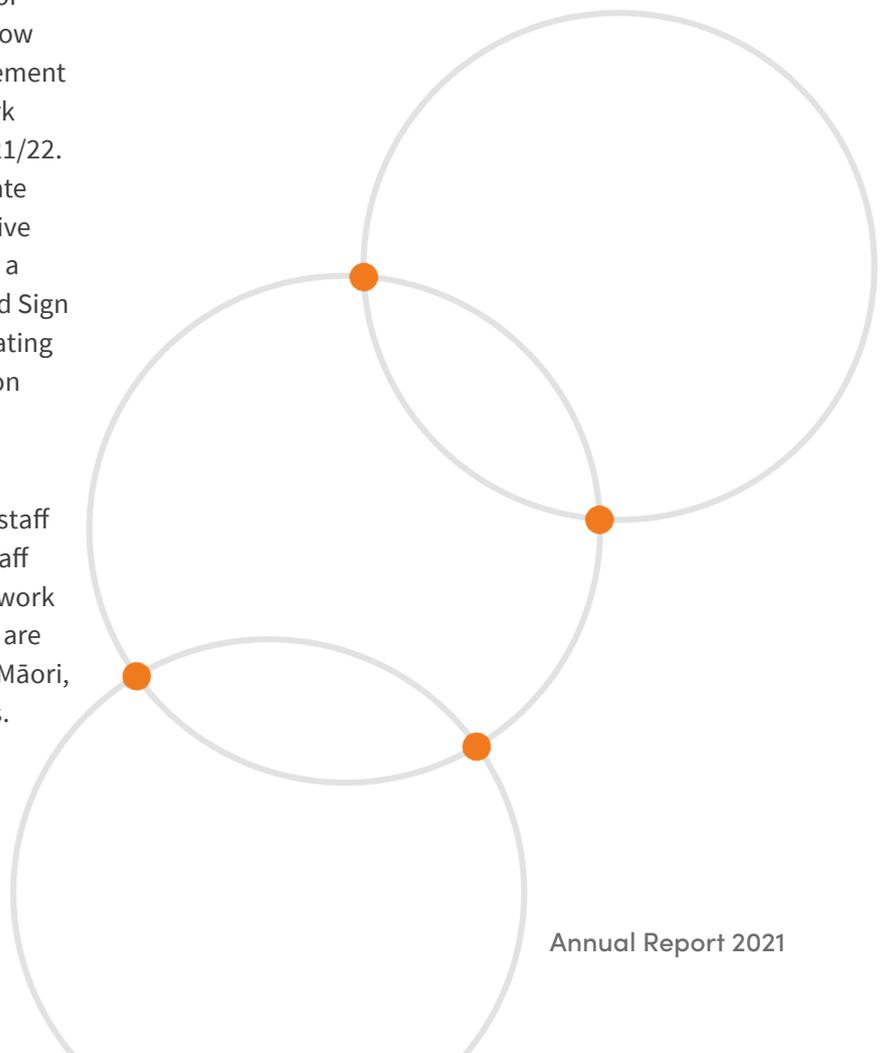
One of the focus areas for Tātou is to create a safe and supportive work environment for our people who are members of the Rainbow community. To do this, we signed an agreement with the Rainbow Tick organisation to work towards achieving the Rainbow Tick in 2021/22. Tātou holds events to educate and celebrate aspects of diversity to help build an inclusive culture. This year, events included holding a session for staff to learn basic New Zealand Sign Language, learning about Matariki, celebrating Pink Shirt Day and providing information on Trans Awareness Day.

As a small agency, we promote external employee-led networks, encouraging our staff to join. 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.

Our Agency currently has representatives attending and contributing to the Cross-Agency Rainbow Network, Government Womens Network and Tūhono - Māori in the Public Service.

To attract and retain a workforce that better reflects the diversity of New Zealand, we reviewed our recruitment policy. We are placing 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.



Our people by numbers

Employee engagement

(from the 2021 SWA Kōrero Mai survey)

Work-life balance

82%

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

Valuing diversity

78%

of staff report "SWA values diversity"

Inclusive culture

79%

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

Staff numbers

32

permanent and fixed term as at 30 June 2021

Health and safety

Establishment of SWA as a PCBU

4

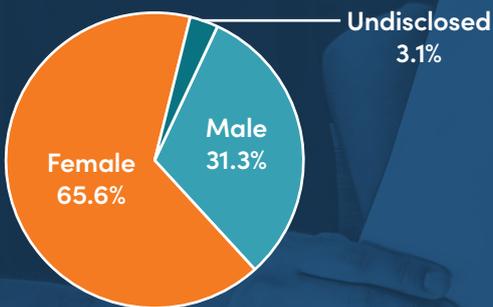
health and safety representatives trained

1

incident notification

Staff breakdown

Gender



Ethnicity

Staff can specify more than one ethnicity

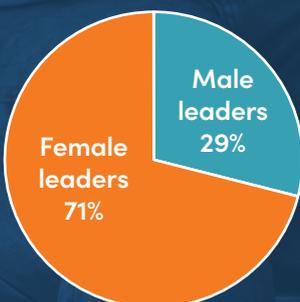


Average staff age

The average age of SWA staff is 40 years old, made up of the following:



People leaders by gender



Social Wellbeing Agency Statement of Performance for the year ended 30 June 2021

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.

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.

2020 Actual \$000		2021 Actual \$000	2021 Budget \$000	2021 Supps \$000	2022 Forecast \$000
10,677	Total Expenses	10,318	8,085	11,052	6,758
13,615	Revenue Crown	10,797	8,085	10,797	6,758
10	Revenue Department	130	-	255	-
13,625	Total Revenue	10,927	8,085	11,052	6,758

Expenditure was lower than budgeted reflecting the diversion of attention and resources to support the Public Service's COVID-19 response.

*2020 actuals are from the Designing and Implementing Social Investment appropriation. This appropriation was finished on 30 June 2020 and all funding and expenses transferred to the Supporting Implementation of a Social Wellbeing Approach appropriation. All revenue and expenses have been transferred to the new appropriation in 2020/21.

What was achieved

Performance Measures	Actual 2019/20	Budgeted Standard Target 2020/21	Actual 2020/21
The satisfaction rating given by the Minister for the quality and timeliness of advice.	81.75%	At least 70%	80%
The combined number of agencies and NGOs on-boarded to the Data Exchange will not be less than 80% of the number committed.	Achieved	80% or higher	Achieved
The percentage of key deliverables agreed with the Minister completed in accordance with organisational priorities and agreed standards will be no less than 85%.	88%	85%	82%

Measurement Approaches

- The Ministerial Satisfaction Survey asks the Minister for Social Development to use a five-point scale to rate our performance across four questions.
- The Data Exchange Business Case committed to signing up 52 organisations over a three-year period. This target is tied to the end date of the business case work programme of 30 June 2021.

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

for the year ended 30 June 2021

	2021 Actual \$000	2021 Budget \$000	2021 Supps \$000	2022 Forecast \$000	Location of End-of-year Performance Information
Public Service Commission					
Departmental Capital Expenditure					
Public Service Commission – Capital Expenditure under Permanent Legislative Authority	822	100	1,188	100	The Commission Annual Report
Non-departmental Other Expenses					
Open Government Partnership	200	200	200	200	Exempt
Remuneration and Related Employment Costs of Chief Executives	15,250	16,411	16,692	16,614	
Total Non-departmental Other Expenses	15,450	16,611	16,892	16,814	
Departmental Output Expenses					
Leadership of Public Management System	35,651	31,029	38,818	38,468	The Commission Annual Report
Total Annual Expenses	35,651	31,029	38,818	38,468	
Total Annual and MCA Expenses	51,923	47,740	56,898	55,382	
Social Wellbeing Agency					
Departmental Output Expenses					
Supporting Implementation of a Social Wellbeing Approach	10,318	8,085	11,052	6,758	The Commission Annual Report
Total Annual Expenses	10,318	8,085	11,052	6,758	
Total Annual and MCA Expenses for the Commission and SWA	62,241	55,825	67,950	62,140	

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.

A handwritten signature in black ink that reads "Renee Graham". The signature is fluid and cursive, with a long horizontal stroke at the end.

Renee Graham
Chief Executive
Social Wellbeing Agency

Dated: **08 September 2021**