

Our partnerships with social sector agencies and non-governmental organisations (NGOs) continues to underscore the importance of working together to give voice to (and to measure) what matters most for the wellbeing of people, whānau and communities across New Zealand. Partnering also provides good grounds to trial innovative approaches to positive social sector change. SIA was asked to administer the collective agreement for the expansion of the Kāinga Whānau Ora pilot – a community and iwi-led programme working with families and whānau living in Housing New Zealand homes – to test and learn from a new approach to funding and contracting.

We look forward to continued sector-wide collaboration over the coming financial year. Together, we can understand and do more of what works for better lives.

2018/19 Achievements

Wellbeing measurement

We create conduits for SIA, other agencies and service providers so that those in the social sector can voice what matters (and what works) in their communities.

SIA has six foundation partners. These are organisations we have worked with regularly since our establishment on 1 July 2017:

- Wise Group
- Te Tihi o Ruahine Alliance
- Method Mission Southern
- Family Help Trust
- The Southern Initiative
- Presbyterian Support Northern

Wise Group

SIA is working with the Wise Group to co-design analytics methodologies for The People's Project – a community-wide response to help solve homelessness in Hamilton and Tauranga. The aim of this partnership is to improve the understanding of the range of people experiencing homelessness and their needs. The insight will be used by the Wise Group to help design optimal service delivery pathways to deliver better outcomes for its clients.

Te Tihi o Ruahine Alliance

SIA facilitated a successful Budget bid on behalf of the governance group to expand the Kāinga Whānau Ora collective impact programme in the Manawatu. The next phase of the initiative includes scaling and transferability to

Whanganui. The expansion will see the number of whānau supported by this programme grow from 167 to 467. The programme focuses on a whānau-led approach that is aspirational and can contribute to improving housing and other outcomes such as supporting children, boosting skills and employment, reducing reliance on benefits, and improving the health of whānau.

Methodist Mission Southern (MMS)

SIA continued to work with MMS on the Integrated Services Hub (ISH).

The hub is a 24-month pilot project between MMS and SIA to develop, test and evaluate the mechanisms necessary for multiple co-operating organisations to collaborate effectively using a data-driven approach and practice management method.

MMS has integrated eight subscribers to the hub, which is proving to be a successful model.

Family Help Trust

SIA worked with the Family Help Trust to implement a connection to the Data Exchange (see above) with Canterbury DHB. The connection supports the safe and secure transfer of up-to-date immunisation data for families and children registered with the trust.

The Family Help Trust is a founding member of The Loft and we have subsequently extended our work to explore the data needs of the collective with a view to adding value to a wider group of agencies.

The Southern Initiative (TSI)

SIA has partnered with TSI since May 2018. TSI is not a service provider, but a major placed-based regeneration programme for South Auckland that champions, stimulates and enables social and community innovation.

Our partnership project, Having a Baby in South Auckland (HaBiSA), saw SIA develop a new method of combining IDI data to produce cross-sector timelines of families' experiences. These were used by TSI to identify meaningful topics for discussions with South Auckland whānau. The methods SIA developed are likely to have application across the social sector on a wide range of topics.

TSI tested whether the insights from these timelines, combined with other evidence sources, can drive new action in the early years system. Conversations with whānau have already led to new insights in several areas.

Presbyterian Support Northern (PSN)

SIA and PSN investigated piloting whether allowing practitioners more flexibility over how services were allocated and shifting focus to measuring outcomes would improve PSN's client experiences. We compared current contracting models funded through multiple government contracts for similar services in Rotorua against a 'bundled' single contract for delivering the same services in Tauranga. The team decided to pause the initiative in the planning stages.

Wellbeing Measurement Approach

We've defined an approach to measuring wellbeing impacts associated with social services. We've built on this and developed an analytical method for measuring short-term changes in wellbeing associated with certain types of social services. In the first case, we have selected social housing to apply this new analytical method.

The work complements activity undertaken by other New Zealand government agencies to monitor or measure national level or sub-population impacts on wellbeing. Uniquely, our approach focuses on how wellbeing changes as a result of a specific intervention or social service, and is based on the combination of survey and administrative data.

Measuring the wellbeing impacts of public policy

Measuring the wellbeing impacts of public policy: social housing applies our wellbeing measurement approach and produces preliminary findings based on a sample of New Zealand social housing data.

We have partnered with the Ministry of Social Development to measure the living standards of people receiving income-tested main benefits, and how a variety of wellbeing indicators change when they transition from a benefit to paid work.

Preliminary findings presented to the Welfare Expert Advisory Group (WEAG) were published with their report.

Manawa Nui – measuring what matters to Māori

We are working with Māori providers to identify what matters to them, how this improves the wellbeing of their whānau, and how to best measure this.

Providers include Te Hau Āwhiowhio o Ōtāngarei Trust (Northland) and Te Tihi o Ruahine Alliance Kāinga Whānau Ora pilot (Manawatu).

Child Wellbeing Strategy

In 2018/19 we identified data sources and assisted with the development of indicators for the Government's Child Wellbeing Strategy in partnership with the Department of Prime Minister and Cabinet.

Place Based Initiatives (PBIs)

During the 2018/19 year we continued to operate the national support function for PBIs in Te Tai Tokerau/Northland, South Auckland and Tairāwhiti. We also provided data-related services and capability building support.

The PBIs were established in 2016 and aim to improve outcomes for at-risk children and their families. They provide local social sector leaders with flexible support to tailor a collective response to their community's needs.

In December 2018, Cabinet determined that the PBIs in South Auckland and Tairāwhiti were demonstrating good progress and funding was extended to 30 June 2020. The PBI in Te Tai Tokerau/Northland had not demonstrated the same levels of progress and was discontinued from 1 January 2019.

As the Ministry of Social Development (MSD) is the lead agency for the South Auckland and Tairāwhiti PBIs, it was determined that the national support function and staff should transfer from SIA to MSD.

SIA commissioned a two-phase evaluation of the PBIs to be completed by the end of the 2019/20 year. Phase one will assess how well the PBI model was implemented to enable collaboration and influence collective action. Phase two will assess how well the PBI model is delivering system changes and creating positive outcomes for target populations.

Approach to social wellbeing

'Your voice, your data, your say'

We conducted the "Your voice, your data, your say" public engagement on social wellbeing and the protection and use of data between May and October 2018. The engagement process involved 83 hui in 27 locations across New Zealand, with a total of 1,047 people attending. We received 801 responses to online surveys.

A wide and diverse range of people participated. They included 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 (DHBs), academia, research and philanthropy

representatives and the public. We made special efforts to engage people who use social services and who may not ordinarily have an opportunity to share their perspectives.

The five themes from the engagement were the need to:

- establish a different kind of relationship across the sector
- enable locally-led solutions to deliver services that work
- develop funding and contracting models that promote innovative practice
- build the skills, experience and capacity of the workforce to implement a wellbeing approach
- ensure that the sharing of data, information and insights is a two-way street.

The findings of the engagement culminated in the report (www.sia.govt.nz/assets/Uploads/what-you-told-us.pdf).

Safe data use

SIA releases code, methodology and technical guidance for IDI users, working towards building trust and capability in the use of data in the social sector. Many of these resources are available via GitHub, and work of general interest is published publicly on both the SIA website and The Hub (publication portal). For example, last year we developed a combined dataset for the General Social Survey, drawing together the first four waves of information.

Data Protection and Use Policy

Based on the findings of the engagement process, a complete draft of the Data Protection and Use Policy (The Policy) has been produced in collaboration with the social sector.

The Policy consists of:

- five principles which articulate the values and behaviours required to underpin data protection and use across government agencies and service providers.
- four guidelines which describe expectations and good practice across the social sector, encompassing the key topics and processes identified by the sector.

The Policy will be supported by a collaboratively developed Toolkit to enable its ready adoption.

During July 2019, SIA ran a targeted check-in process, to test reactions to the draft Policy, and discuss implications for its implementation. We anticipate making some refinements to the draft Policy following this, and aim to present the proposed final Policy in a report to Cabinet in October 2019.

Data Exchange

The Data Exchange (DX) 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 DX retain full control of what, when and with whom they share data. Neither SIA nor Eight Wire, the developers of the DX, see or have access to any of the data organisations share with each other.

The 2018/19 year was a successful one for the DX programme with interest in the use of the technology continuing to increase. As of 30 June 2019, connections to the DX had grown to 25, up from 13 the same time last year. Several organisations connected to the DX are now developing additional use-cases or are connecting with other organisations that have the DX installed.

One of the most compelling examples of the use of the DX has been the data sharing between the Department of Corrections and the Salvation Army. Daily data on accommodation availability from the Salvation Army is shared with Corrections to enable smoother transitions into temporary housing for clients reintegrating into the community following release from prison. This data sharing has delivered benefits for each party involved, with clients avoiding being detained for longer than they need to be and an improved use of the Salvation Army's accommodation services. Corrections plans to roll out this use-case to their other accommodation providers.

Momentum around the adoption and use of the DX encourages us to be confident that we will achieve the business case target of 52 organisations connected by October 2020.

The team continues to work on a technical standard for the recording and exchange of social sector data. The standard is known as the Social Sector Event Record (SSER), SIA is investigating the possibility of underpinning the standard with the predominant health coding system, SNOMED-CT (Systemised Nomenclature of MEDicine – Clinical Terms), which could lead to the interoperability of social sector and health data and systems.

Tāngata – our people are our centre

We are a new and small agency and are embedding our new structure. Our workforce composition is changing as we move to a more permanent workforce and grow into an organisation that is here for the long-term.

Our people are passionate about our mission, vision and values, and they are the centre of everything we do. Tāngata (our people strategy), builds on the great start we have made by creating a workplace where everyone is valued, respected, and where they can bring their whole selves to work. We are building an environment that enables, supports and invests in our people's development and performance. We want our employment brand to be strong, and for SIA to be recognised as a great place to work and as an employer that grows talent.

Our values

Our values underpin everything we do – they are the DNA of our organisation. Our approach, behaviours and performance all link to our values. Our values are well understood by our people.

These values are:

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

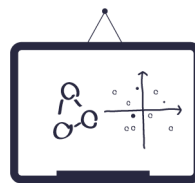


We challenge the status quo constructively and seek better ways of doing things.

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.

Organisational arrangements

In the 2018/19 year, the SIA implemented a formation programme, and an organisational structure that is fit for purpose and will deliver on the Agency's work programme. The recruitment for the new structure was almost entirely complete at the end of the calendar year, with the new Executive Leadership Team on board by December 2018.

New business groups 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 the conditions required to embed evidence-based decision-making; undertake deep thinking on specific social issues; and provide research and evaluation expertise and advice

- Portfolio – develop and support the work programme that delivers on the 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 our Chief Science Adviser, Chief Māori Adviser, and Principal Adviser.

Tāngata

Tāngata is our people strategy. This is an internal work programme to build organisational capability and create a workplace where everyone is valued, respected and can bring their whole-selves to work. The work programme includes:

- the creation of Tātou (Our Diversity and Inclusion Working Group) and the development of the Diversity and Inclusion strategy and implementation plan, which includes our gender pay gap action plan
- the development of a performance framework and Remuneration, Reward and Recognition Policy
- implementing a Domestic Violence Free Policy and training
- Te Aho Kura - building Māori capability within the agency, including training on Te Tiriti o Waitangi.

Tātou

Our working group Tātou has developed our Diversity and Inclusion strategy, which includes a policy to ensure we have a workplace where everyone can bring their whole self to work. Our environment is free from bullying, harassment and bias. These strategies link with our Health, Safety and Wellbeing approach and our commitment to a fully accessible workplace. One of our goals is to achieve the Rainbow Tick. Our gender pay gap action plan is a core aspect of this strategy and is focused on introducing and implementing good practices to ensure there is no gender pay gap.

Domestic Violence Free

We achieved the DVFree Tick in June 2019, which is a certification that we have taken meaningful steps to create a domestic violence free workplace.

This involved extensive training of all people leaders, development of a Domestic Violence Free Policy, and telling staff about how to access support in the workplace.

Kōrero Mai

We ask our staff each year about our culture, environment and improvements we could make. Our survey is called Kōrero Mai. The 2019 survey results showed some strong results with the overall organisation effectiveness score, the people score, and the participation rates all higher than the previous survey undertaken last year, and higher than the public sector benchmark scores.

Our culture is a strength as evidenced by five of the top 10 scores relating to culture. Our people enjoy working here, and there is a clear culture of respect and understanding of wellbeing together with an environment of honesty that fosters new ideas.

We are using the results to work with our people to determine areas to focus on in the coming year. Areas with the lowest scores in this year's survey are technology, project and operational processes. These areas have been recognised and form part of our work plan for the 2019/20 year.

We will remeasure in the 2019/20 year to evaluate our progress.

Intern programme

For the second year we participated in a joint Data and Analytics Summer Internship programme and hosted two interns. We participate in this government-wide programme as it supports our desire to grow young talent from a diverse range of people in the area of data science and analytics in New Zealand.

The programme provides 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 includes cross-agency networking and development events throughout the internship.

Our interns joined a project team delivering to our partner organisations. They developed expertise and delivered significant components of the project, presenting to the team, our organisation, and our partners.

Diversity and inclusion in staff survey:

- **88%** - I am treated as a valued part of the team
- **89%** - I feel I am able to balance my work and private life
- **87%** - SIA values diversity
- **87%** - SIA has an inclusive culture where personal values, cultural beliefs and commitments are respected
- **82%** - I feel I can bring my whole self to work each day
- **84%** - At SIA diverse voices are listened to

"SIA is one of the best places I have worked."

"Overall SIA is an incredible environment to work within. There are great people, the work supports people to help themselves. I feel privileged to be working here and I look forward to what happens next."

What we look like

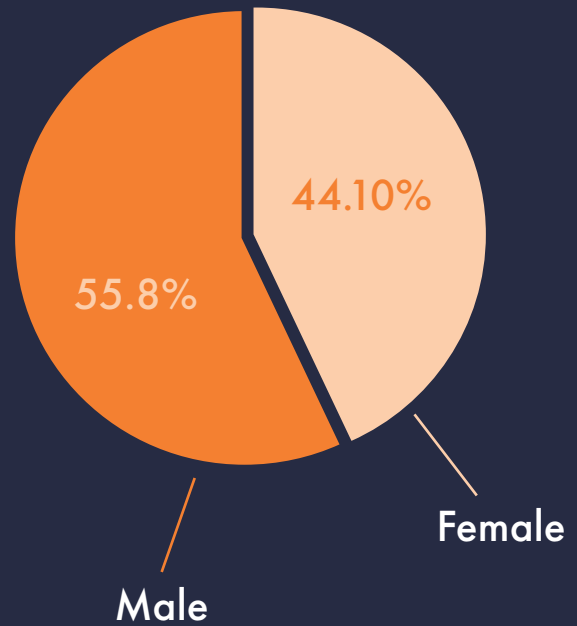
SIA recognises that a diverse workforce and inclusive culture is incredibly important. Our demographic information is changing to more closely align to those we work closely with.

We work across the social sector to evolve our kaupapa in partnership with organisations and agencies like iwi, NGOs and community representatives.

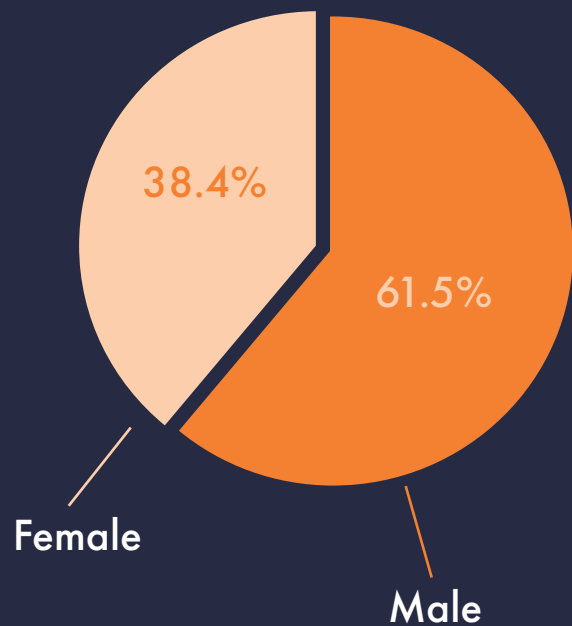
Top 5 scoring areas:

- **91%** - I enjoy working for this Agency
- **89%** - Our Agency is a great place to work
- **87%** - The contributions of individuals are recognised in my team
- **85%** - We have clear and effective systems for dealing with intimidating behavior and workplace bullying, which are applied equally to everyone
- **85%** - My immediate leader handles stressful situations well

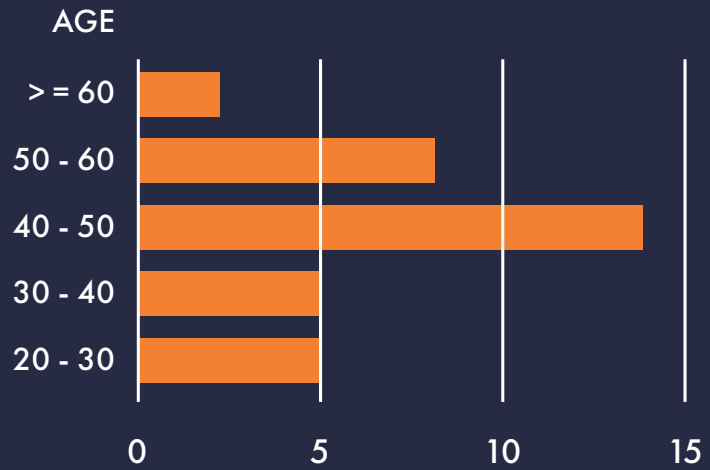
ALL STAFF - GENDER SPLIT



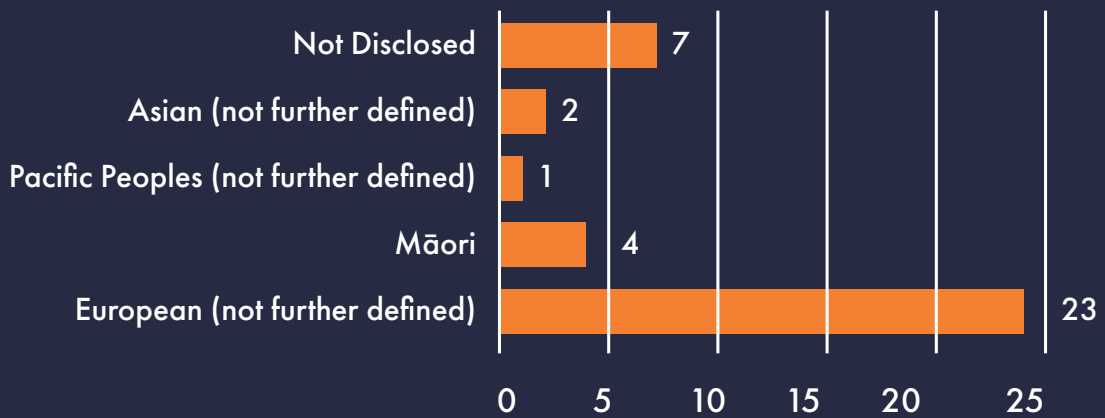
PEOPLE LEADERS - GENDER SPLIT



EMPLOYEE AGE



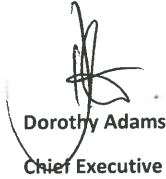
EMPLOYEE ETHNICITIES



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: 30/9/19.

