



06 APR 2020

Peter Nielson
fyi-request-11814-43722768@requests.fyi.org.nz

Dear Peter Nielson

On 6 December 2019, you emailed the Ministry of Social Development (the Ministry) requesting, under the Official Information Act 1982, the following information:

- *Minutes of Social Sector Board meetings where the Social Housing Reform Programme was discussed.*
- *All papers about the Social Housing Reform Programme that were submitted to the Social Sector Board.*
- *Any emails about the Social Sector Board's discussions of Social Housing Reform Program either preceding or following meeting.*
- *Any action points, reports, memos, emails that resulted from the Social Sector Board's discussion of the Social Housing Reform Programme.*
- *Minutes of Social Sector DCE Group meetings where the Social Housing Reform Programme was discussed.*
- *All papers about the Social Housing Reform Programme that were submitted to the Social Sector DCE Group.*
- *Any emails about the Social Sector DCE Group discussions of Social Housing Reform Program either preceding or following meetings.*
- *Any action points, reports, memos, emails that resulted from the Social Sector DCE Groups discussions of the Social Housing Reform Programme.*

The Social Housing Reform Programme (SHRP) was [2014-2017] a cross-agency approach to improve the provision of social housing in New Zealand. The previous Government had taken steps to transform the delivery of social housing by supporting the development of a multi-provider social housing market. It committed to a set of objectives aimed at providing social housing that meets the needs of our most vulnerable New Zealanders.

The programme operates as a virtual team and accountabilities remain with the individual agencies. While individual agencies may take the lead on particular projects, agencies are collectively accountable for the SHRP and for the projects that comprise the programme.

The key objective of Social Housing Reform Programme is to build a fair, efficient and effective social housing market; which will better support people in greatest need for the duration of that need.

SHRP was concerned with changing how social housing is delivered and how the Government contracts for that delivery. Reform of social housing was undertaken by teams within Ministry of Social Development (MSD), Ministry of Business, Innovation and Employment (MBIE), The Treasury and Housing New Zealand (HNZC), now known as Kāinga Ora. SHRP was established to:

- integrate the key workstreams from the individual agencies to ensure, where necessary, work is coordinated, and interdependencies recognised
- provide a sustained focus on achieving the changes that will address the SHRP objectives

You are provided with four documents which provide background information regarding the SHRP '*Social Housing Reform Programme Quality Management Strategy and Plan*', '*Social Housing Reform Programme Terms of Reference, Management Group*', '*Terms of Reference DCE Governance Group*' and '*Terms of Reference Officials' Group*'. These documents provide context regarding the SHRP including the objectives as well as the scope and functions and the roles and responsibilities.

You are provided with the following minutes from the Social Sector Board Meetings, reports and memos which fall within the scope of your request:

- *Social Sector Board: Deputy Chiefs Executives Meeting, 11 March 2015*
- *Social Sector Board: Deputy Chiefs Executives Meeting, 6 April 2016*
- *Social Sector Board: Chief Executives Meeting, 18 February 2016*
- *Social Sector Board: Deputy Chiefs Executives Meeting, 12 August 2015*
- *Social Sector Board: Deputy Chiefs Executives Meeting – Social Sector Budget 2016 Package, 28 January 2015*
- *Social Sector Board: Deputy Chiefs Executives Meeting, 29 July 2015*
- *Social Sector Board: Deputy Chiefs Executives Meeting, 24 June 2015*
- *Social Sector Board: Deputy Chief Executives Meeting – Social Sector Budget 2016 Package, 28 January 2015*
- *Social Sector Board: Chief Executives Meeting, 25 June 2015*
- *Social Sector Board: Chief Executives Meeting, 2 November 2016*
- *Social Sector Straw man budget packages*
- *Social Sector Board: Deputy Chiefs Executives Meeting, 27 January 2016*
- *Government outcomes Catalogue Tool, 28 October 2016*
- *Social Sector Straw Man Budget Packages, dated 9 March 2015*

You will note that the contact details of some individuals have been withheld under section 9(2)(k) of the Act in order to reduce the possibility of staff being exposed to phishing and other scams. This is because information released under the Act may end up in the public domain, for example, on websites including the Ministry's own website.

You will also note that the names of some individuals are withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

Information not concerning the SHRP contained in the abovementioned documents has not been included, as it is out of the scope of the request.

The Ministry was not able to locate any action points, emails, or papers regarding the Social Housing Reform Programme or the Social Sector DCE Group. As such, your request for this information is refused under section 18(e) of the Official Information Act as despite reasonable efforts to locate it, cannot be found.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely



pp Alex McKenzie
Policy Manager, Employment and Housing Policy

Social Housing Reform Programme

Quality Management Strategy and Plan

Purpose

The purpose of this document is to ensure that the programme has implemented adequate programme and project disciplines. This ensures that the programme is organised. This document will be agreed to by the respective agency Managers and General Managers. In agreeing to the document Managers and General Managers are agreeing to have appropriate systems within their agencies to meet the requirements of the strategy and plan.

The Programme

Programme objective

The Social Housing Reform Programme (SHRP) is a cross-agency approach to improve the provision of social housing in New Zealand. The Government has taken steps to transform the delivery of social housing by supporting the development of a multi-provider social housing market. It has committed to a set of objectives aimed at providing social housing that meets the needs of our most vulnerable New Zealanders.

The programme operates as a virtual team and accountabilities remain with the individual agencies. While individual agencies may take the lead on particular projects, agencies are collectively accountable for the SHRP and for the projects that comprise the programme.

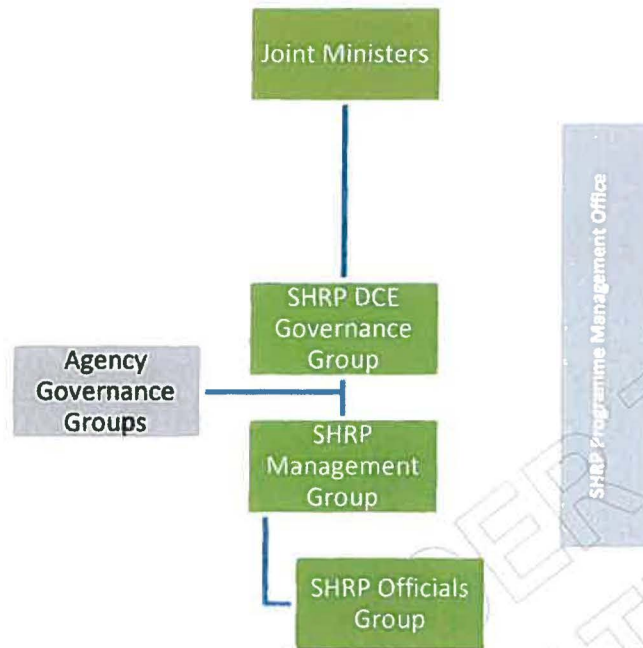
The key objective of Social Housing Reform Programme is:

To build a fair, efficient and effective social housing market; which will better support people in greatest need for the duration of that need

SHRP is concerned with changing how social housing is delivered and how the government contracts for that delivery. Reform of social housing is being undertaken by teams within Ministry of Social Development (MSD), Ministry of Business, Innovation and Employment (MBIE), The Treasury and Housing New Zealand (HNZC). SHRP was established to:

- integrate the key workstreams from the individual agencies to ensure, where necessary, work is co-ordinated and interdependencies recognised
- provide a sustained focus on achieving the changes that will address the SHRP objectives

Programme structure



SHRP DCE Governance is composed of Deputy Chief Executives (DCEs) from The Treasury, MSD and MBIE and HNZA. They have overall accountability to Ministers for the SHRP achieving its objectives.

The SHRP Management Group is composed of General Managers and Managers from The Treasury, MSD and MBIE and HNZA. Their role involves responsibility for programme oversight, monitoring-progress on key projects, and identification of issues and processes for their resolution.

The SHRP Officials' Group is composed of Officials from The Treasury, MSD and MBIE.

The SHRP Programme Management Office Supports these groups. The terms of reference are attached marked appendix A.

Individual agency groups manage their individual agency commitments.

Quality strategy

Overview

The Social Housing Reform Programme Quality Management Strategy and Plan defines the quality approach and standards to be applied to achieve the required quality levels. This strategy also defines the activities and the corresponding responsibilities that all projects under the Social Housing Reform Programme (SHRP) will implement to manage quality across the programme.

Quality approach

Approach to quality will involve:

- tracking milestones
- managing meeting agendas

- consultation and engagement
- managing information
- managing dependencies
- risk and issue management
- financial management

Milestones

The SHRP Programme Management Office (SHRP PMO) will track major milestones for the Programme. Individual projects are responsible for the identification of major milestones, monitoring and reporting against major milestones and providing information to the SHRP PMO about any change to major milestones. This includes identification of any external dependencies.

To enable the programme to ensure that project commitments will be delivered as planned, regular programme meetings will be held with the SHRP Officials and the Management Group to review the programme's progress.

This will serve as a check in exercise to assess the state of each project, identify any support required, alert the programme and the Director Social Housing of any issue that may impact on the programme, etc.

At SHRP DCE Governance each month, the Director will present a Director's Report and the Programme Manager will present a Status report.

Agenda Management

The Director Social Housing is responsible for facilitating the agendas and is supported by the SHRP PMO. Agendas will prioritise items that directly relate to the successful delivery of major milestones due for completion. The person responsible for the item on the agenda will be required to provide an indication of how much time the item is expected to take so that agendas are not overcommitted resulting in items being missed or deferred. Papers will be required two days prior to the meeting.

Information management

The SHRP Officials' Group is responsible for ensuring cross agency consultation on papers (not confined to within the weekly SHRP meeting itself) commissioned by the SHRP Management Group and assist in prioritising papers that should proceed to the SHRP Management Group.

The SHRP Management Group is responsible for reviewing critical papers prior to these being presented for Ministers' consideration. The papers deemed critical are agreed in advance by this group as part of managing the forward agendas. All signed off documents must be circulated to the appropriate SHRP group via the SHRP PMO.

Consultation and engagement

As part of planning for individual projects or pieces of work, consultation should occur about the extent to which non-lead agencies wish to be involved, either by joint production or consultation. As a matter of good practice, consultation and engagement should occur early in the process of developing policies, as well as once papers have been drafted. Lead

agencies will engage actively with those providing feedback and in particular will discuss any intention to not take account of feedback provided.

Dependencies management

For some projects there will be external dependencies that are outside the control of the project, programme and governance of the individual agency. For example, a deliverable required by a specific project that another agency has to deliver; external dynamics such as legislation and strategic decisions and approvals.

External dependencies are to be tracked by the lead agency in a Dependencies Register. This includes tracking dependencies that an agency is dependent on and dependencies that an agency is responsible for.

Dependencies are to be clearly articulated by each responsible agency and agreed within SHRP. Practically, this would mean that there is a record held in the agency that records the dependency and agreement with other agencies to ensure that it will be met. This also includes making sure the dependency is visible on the SHRP major milestones A3 where it's related to a major milestone.

Risk and issue management

Agencies will use their respective standard risk and issue management framework and approach for their respective projects. SHRP will manage a programme-wide risk and issue register. Risk workshops will be facilitated by the SHRP PMO to ensure that all programme level risks are identified and appropriate mitigations are in place.

The risk and issue rating and approach for programme level risks and issues will be in accordance with the MSD Risk and Assurance guidelines and the MSD Housing Assistance Reform Programme guidelines.

Risks and issues will be raised as appropriate through the monthly report to SHRP DCE Governance.

Financial Management

Agencies will manage the budgets associated with projects under SHRP. There may be consolidated budget bids at the direction of the DCE Governance Group.

Quality standards

Compliance with external standards

- SHRP PMO will comply with specific assurance or audit requirements as required by SHRP DCE Governance.
- Agencies should have their own assurance plans in accordance with their own agency's policies. This may include Independent Quality Assurance and Audits.
- Any project with a procurement requirement will adhere to the standards set by The Government Rules of Sourcing.

Project management standards

Project plans must:

- Demonstrate a collective and coherent cross-government approach to planning and delivery.
- Ensure that the requirement for a collective approach to implementing a project is well understood and articulated across SHRP member agencies and the wider sector.

Communications standards

SHRP communications and engagement must:

- be integrated with SHRP programme management
- support the projects within the SHRP and, where appropriate, communication requirements will influence project delivery
- have communications and stakeholder engagement plan at the appropriate level of detail, for each communications milestone
- be in accordance with the set Communication Principles

Communications Principles

Our:

- messaging is tenant-focused because everything that is done or announced under the SHRP is aimed at better tenant outcomes
- communications will be stakeholder-led wherever possible, because their voices are the most powerful and credible

We:

- keep our stakeholders close - we are on a journey together and need each other for success
- engage, listen and respond more often than we merely inform
- emphasise the whole story and the journey of the SHRP, because the components make most sense when seen as part of the whole
- recognize the role that communication must play to support participation in the underdeveloped social-housing market
- co-ordinate communication and stakeholder engagement across MSD, HNZ, MBIE, Treasury and where appropriate other organisations (such as Tāmaki Redevelopment Company)
- operate a no-surprises approach amongst agencies and with Ministers' offices
- are flexible and willing to adapt communication as we learn
- use clear and concise messages (and plain English) appropriate for the audience

Quality plan

Artefacts

Preparation and approval of artefacts for each stage of the project are the responsibility of the respective lead agency. However, when a project requires each agency to produce the same set of documents (e.g., project initiation documents, implementation plan, etc.), these documents must be assessed alongside each other to ensure that the:

- approach to the project is agreed and understood across the SHRP agencies
- combined view covers all deliverables for the project as a whole, including which deliverables are in scope and which agency is responsible for their delivery
- assumptions and constraints are clear and understood by each agency
- governance and decision making in each agency, including what will be referred to SHRP DCE Governance for a decision, is documented and agreed.

Project Schedule

Agencies will hold their own schedule and track progress in order to be able to report on the status of major milestones to SHRP.

Change control

For ease in monitoring progress, key milestones provided to SHRP will be considered as baselined milestones unless indicated otherwise. Any change to baselined milestones will be subject to the programme's change process. Milestone change could mean a variation in or triggered by one or more of the following:

- feature / characteristic of the milestone
- schedule / time
- associated cost, benefit, quality, etc.
- changes to Ministerial priorities and requirements

The proposed change could result from either an issue or an opportunity that was identified in the course of the project.

Change process

1. The changes are to be raised with the SHRP PMO **after** all impacted parties have been consulted and agreed.
2. The changes will be highlighted in the major milestones document and brought to the attention of Officials and the SHRP Management Group for agreement.
3. Where changes are not agreed they will be escalated for SHRP DCEs' resolution.
4. The agency making changes to milestones (whether initiated or impacted by others' changes) is to record the reason for the change and any impact for their agency. Practically this would mean that there is a record held in the agency that includes a record about the agreement to change.

Paper Review and Sign-off

All projects will plan for the sign off of key documents by including these in their schedules and communicating with other agencies about their respective requirements.

To assist with the sign off process, following are some guidelines for the agencies:

- Allow enough time for documents to be circulated, reviewed and approved. Managers and GMs should have a minimum of 2 days to review and comment. Ensure that this timing is considered when scheduling deliverables and is reflected in the project schedule.
- It is good practice to inform the reviewers and signatories ahead of time that a document is coming. This will enable them to add the task to their programme of work and ensure that time and staff are allocated to the request. Sending a placeholder via Outlook is an option.
- Where a deliverable (e.g., paper, report, announcement, etc.) includes a communications plan, the sign off of the communication plan must be completed in parallel with the deliverable.
- The lead agency must keep a record of the sign off from other agencies. Version control processes are essential to ensure that changes are not lost given the complex nature of the sign off process.
- All signed off documents must be circulated to the appropriate SHRP group via the SHRP PMO.

Status reporting

The major milestones will be discussed weekly at officials and the SHRP Management Group meetings for the purpose of tracking status.

A monthly Programme Status Report will be submitted to the SHRP DCE Governance Group as the official record of progress against the major milestones.

Risk and issues

Risk

Risks will be established at project initiation and reviewed regularly

Risks and mitigations must have clear ownership and ownership must be agreed.

Issues

Issues should be reviewed regularly and agencies should have escalation pathways in place for issues of a serious nature.

Agencies that identify issues that impact on another agency must notify that agency as soon as is practical.

Agencies that identify resolution to an issue that requires action from another agency must seek agreement from that agency prior to closing the issue.

Issue rating

Rating	Consequence
Minor	<p>Management oversight is required to ensure effectiveness and efficiency is maintained. Changes to operating procedures must be considered. The issue could mean:</p> <ul style="list-style-type: none"> • Minor difficulties in meeting service delivery objectives in one or more locations • Minor difficulties attracting or retaining staff • Minor IT system impact to single or few staff; interference with the quality, quantity or timeliness of the Ministry's achievement of non-core business objectives and outcomes • Small decrease in integrity of financial systems; budgetary management required but no financial consequences.
Moderate	<p>Management effort is required to prevent the situation from intensifying. Change to operating procedures is required. The issue could mean:</p> <ul style="list-style-type: none"> • Unacceptable level of achievement of the goals that Government has set • Some difficulty in achieving service delivery objectives within one or more business units • Some difficulty attracting or retaining staff or gaps in capability/capacity • Reduction in capability of non-critical IT systems to all staff; interruption to quality, quantity or timeliness of the Ministry's achievement of non-core business objectives and decreased outcomes • Loss of integrity in financial systems but limited financial consequences • Breaches of security, Code of Conduct, or legal and regulatory obligations; instances of fraud.
Major	<p>Significant senior management attention is required to manage the issue. The issue could mean:</p> <ul style="list-style-type: none"> • Significant failure to achieve the goals the Government has set • Significant impact on our ability to deliver services • Inability to attract/retain staff in some key positions or significant gap in capability/capacity • Reduction in capability of critical IT systems or unavailability of non-critical systems to all staff or clients, preventing the Ministry's achievement of non-core business objectives and outcomes • Loss of integrity in financial systems with high financial consequences • Significant breaches of security, Code of conduct, or legal and regulatory obligations; significant instances of fraud.

Terms of Reference
DCE Governance Group

Purpose

The purpose of this group is to provide direction and guidance to the Social Housing Reform Programme (SHRP) at a strategic level to ensure that the programme is meeting Ministerial expectations with respect to pace and quality. Members of this group will create a connection with other Governance Groups or stakeholder groups within the wider Housing sector.

The Programme

The Social Housing Reform Programme (SHRP) is concerned with changing how social housing is delivered and how the government contracts for that delivery. Reform of social housing is being undertaken by teams within MSD, MBIE and The Treasury. SHRP was established to:

- integrate the key workstreams from the individual agencies to ensure, where necessary, work is co-ordinated and interdependencies recognised
- provide a sustained focus on achieving the changes that will address the SHRP objectives

Programme Objectives

- Ensure that people who need housing support can access it and receive social services that meet their needs.
- Ensure that social housing is of the right size, configuration and quality, and in the right areas, for those households which need it.
- Help social housing tenants to independence, as appropriate.
- Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities.
- Help increase the supply of affordable housing, especially in Auckland.

Governance Group scope and function

The Group is composed of Deputy Chief Executives (DCEs) and senior management from The Treasury, MSD MBIE and HNZC. They have overall accountability to Ministers for the SHRP achieving its objectives. Their role is to form an overall view of the state of the SHRP, and, in particular ensure that the programme is meeting Ministerial expectations with respect to pace and quality.

Roles and responsibilities

- Provide oversight of the integrated work programme
- Make key strategic decisions including policy direction as appropriate
- Confirm strategic priorities for the work programme
- Ensure that the programme is within scope, time, and cost and meets the required quality standards
- Ensure that risks and issues are tracked and managed as effectively as possible
- Review and approve relevant project and programme documentation and proposals such as Ministerial, Cabinet papers and programme budget bids
- Ensure effective communication about the programme with internal and external stakeholders
- Review the monthly status reports for the projects
- Review the agenda and material for Ministerial meetings
- Lead the Programme's interaction with Ministers

Membership

Membership comprises of DCEs from The Treasury, MSD and MBIE.

Members are expected to take ownership and actively work to ensure the success of the programme. This includes delegating responsibilities to another appropriate person if unable to attend.

The meeting is chaired by Carl Crafar.

Name	Position
Carl Crafar	Deputy CE Social Housing (MSD)
Nic Blakeley	Deputy CE Social Policy (MSD)
Brendon Doyle	Deputy Secretary Financial Operations (Treasury)
Chris White	Director Commercial Operations (Treasury)
Greg Groufsky	Deputy Chief Executive (HNZC)
Julian Silver	HNZC (on behalf of Greg Groufsky)
Chris Bunny	General Manager Construction and Housing Markets (MBIE)
Jo Doyle	MBIE (On behalf of Chris Bunny)

Other attendee:

Name	Position
s 9(2)(a)	Senior Programme Advisor (MSD)

Decision making

Decisions will be made by consensus with the chair holding the right to take a final decision where there is no agreement.

Formal accountabilities for sign-out of documents, such as Cabinet papers and briefings to Ministers, will follow standard departmental arrangements and will not be affected by the SHRP. However, there is an expectation on all agencies to operate in a no surprises basis and to consult partner agencies.

Meetings

Meetings will be held monthly. In these meetings, strategic decisions including policy direction on programme and project levels are made. The group considers key policy questions and take decisions on these; confirm the programme's overall alignment with the Ministers' strategic direction including its role in the wider Housing sector.

Forward agendas will be open for people to add items on an on-going basis prior to the meeting. Urgent items can be added at the commencement of the meeting with the agreement of the Chair.

Action points are to be circulated prior to the next meeting.

The Chair shall convene the DCE meetings.

A minimum of 2 DCEs from different agencies or their representative will form a quorum.

Communicating Decisions

Action points and programme timelines will be tracked as standing items of each meeting.

Secretariat Support

The MSD Housing Assistance Reform Programme Management Office will provide secretariat functions for the DCEs' meetings including:

- booking meetings
- preparing and distributing agendas
- distributing papers
- minute taking
- distributing and following up on action items
- filing documentation

Copies of the meeting papers, presentations, and other relevant documentation are to be stored in the programme folder within the MSD's electronic document repository. Hard copies of approved governance documentation are to be filed in accordance with Record Management policies and procedures.

Conflicts of Interest

Members are expected to follow their own agency's policy.

Terms of Reference
Management Group

Purpose

The SHRP Management Group is made up of General Managers and Managers and is responsible for driving the programme. This includes monitoring the programme's progress and reviewing critical papers prior to these being presented for Ministers consideration.

The Programme

The Social Housing Reform Programme (SHRP) is concerned with changing how social housing is delivered and how the government contracts for that delivery. Reform of social housing is being undertaken by teams within MSD, MBIE and The Treasury. SHRP was established to:

- integrate the key workstreams from the individual agencies to ensure, where necessary, work is co-ordinated and interdependencies recognised
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Programme Objectives

- Ensure that people who need housing support can access it and receive social services that meet their needs.
- Ensure that social housing is of the right size, configuration and quality, and in the right areas, for those households which need it.
- Help social housing tenants to independence, as appropriate.
- Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities.
- Help increase the supply of affordable housing, especially in Auckland.

Management Group scope and function

The Group is composed of General Managers and Managers from The Treasury, MSD, MBIE and HNZA. Their role involves responsibility for programme oversight, monitoring progress on key projects, and identification of issues and processes for their resolution. Managers retain individual responsibility for organising resources within their agencies, but, will work in a cooperative fashion where particular resource constraints are identified.

Roles and responsibilities

- Monitor progress of projects included in its integrated work programme at a strategic level
- Ensure that risks are effectively managed; issues addressed or escalated to SHRP DCEs
- Resolve any concerns escalated by the SHRP Officials or commissioned by the SHRP DCEs
- Approve the forward agendas for key meetings including DCEs and Ministers
- Oversight on the development and approval of inter-agency papers to the Ministers and Cabinet ensuring that they are aligned with government strategies
- Develop proposals to secure funding for the projects and programme

Meetings

Meetings will be held weekly. Until a SHRP PMO is established, the MSD Housing Assistance Reform Programme Management Office will have accountability for preparing the agenda and organising material for the GMs/Managers meetings, and for disseminating decisions and action points.

Forward agendas will be open for people to add items on an on-going basis prior to the meeting. Urgent items can be added at the commencement of the meeting with the agreement of the Chair. The DCE Social Housing shall convene and chair the meetings. Action points are to be circulated prior to the next meeting.

A minimum of 3 GMs or their representatives will form a quorum, where there are at least 2 agencies represented by a GM.

Membership

Membership consists of General Managers and Managers from The Treasury, MSD MBIE and HNZC; and representative from the Department of Prime Minister and Cabinet.

Name	Position
Carl Crafar	DCE Social Housing (MSD)
§ 9(2)(a)	Manager Housing Team (Treasury)
§ 9(2)(a)	Head of Transactions (Treasury)
§ 9(2)(a)	Acting Manager, Construction and Housing Policy (MBIE)
Jeremy Wilson	GM Housing (MSD)
Anna Butler	GM Housing, Income Support & Employment (MSD)
Kelvin Moffatt	GM Contracts (MSD)
§ 9(2)(a)	Director, Governance (HNZC)
§ 9(2)(a)	Communications Director (Treasury)
§ 9(2)(a)	Policy Advisor (DPMC)
§ 9(2)(a)	Programme Manager (MSD)

Other attendees:

Name	Position
§ 9(2)(a)	Senior Programme Advisor (MSD)

Communicating Decisions

On a needs basis, members of the group will issue a memo either individually or collectively to formalise decisions and endorse to governance and ministers as required.

Secretariat Support

The MSD Housing Assistance Reform Programme Management Office will provide secretariat functions for the GMs'/Managers' meetings including:

- booking meetings
- preparing and distributing agendas and action points
- distributing papers
- following up on action items
- filing documentation

Copies of the meeting papers, presentations, and other relevant documentation are to be stored in the programme folder within the MSD's electronic document repository. Hard copies of approved governance documentation are to be filed in accordance with Record Management policies and procedures.

Conflicts of Interest

Members are expected to follow their own agency's policy.

Terms of Reference

Officials' Group

Purpose

The SHRP Officials' Group is responsible for ensuring cross agency consultation on papers commissioned by the GMs and assist in prioritising papers that should proceed to GMs meetings. It is responsible for highlighting and considering risks and issues that require cross agency resolution. It is accountable for the quality of the deliverables.

The Programme

The Social Housing Reform Programme (SHRP) is concerned with changing how social housing is delivered and how the government contracts for that delivery. Reform of social housing is being undertaken by teams within MSD, MBIE and The Treasury. SHRP was established to:

- integrate the key workstreams from the individual agencies to ensure, where necessary, work is co-ordinated and interdependencies recognised
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Programme Objectives

- Ensure that people who need housing support can access it and receive social services that meet their needs.
- Ensure that social housing is of the right size, configuration and quality, and in the right areas, for those households which need it.
- Help social housing tenants to independence, as appropriate.
- Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities.
- Help increase the supply of affordable housing, especially in Auckland.

Roles and responsibilities

- Monitor progress of projects
- Responsible for informing SHRP of any Cabinet paper, Ministerial reports and artefacts that require cross agency attention
- Ensure that individual agency delivery timetables and communication plans that have cross agency impact are synchronised and tell a clear and consistent story
- Ensure that risks are effectively managed and issues are escalated
- Ensure effective cross agency collaboration

Membership

There are two (2) groups from The Treasury, MSD and MBIE that make up the Officials' group – policy officials and programme and project officials. Key agency contact persons are as listed below. Invites to attendees could be made on an ad hoc basis depending on the paper or issue being tackled.

Name	Position
Policy	
§ 9(2)(a)	Principal Advisor, Transactions Unit (Treasury)
§ 9(2)(a)	Transactions Unit (Treasury)
§ 9(2)(a)	Team Manager, Housing, Income Support & Employment (MSD)
§ 9(2)(a)	Senior Advisor, Policy (MBIE)

Projects and Programme

§ 9(2)(a)	Project Manager (Treasury)
§ 9(2)(a)	Project Manager (Treasury)
§ 9(2)(a)	Project Manager, Housing Assistance Reform Programme (MSD)
§ 9(2)(a)	Programme Manager, Housing, Income Support & Employment (MSD)
§ 9(2)(a)	Senior Analyst (Treasury)
§ 9(2)(a)	Senior Advisor, Policy (MBIE)

Other attendees (to both forums:

Name	Position
§ 9(2)(a)	Communications Director (Treasury)
§ 9(2)(a)	Programme Manager, Housing Assistance Reform Programme (MSD)
§ 9(2)(a)	Senior Programme Advisor (MSD)

Secretariat Support

The MSD Housing Assistance Reform Programme Management Office will provide secretariat functions for the Officials' meetings including:

- booking meetings
- preparing and distributing agendas and action points
- distributing papers
- following up on action items
- filing documentation

Copies of the meeting papers, presentations, and other relevant documentation are to be stored in the programme folder within the MSD's electronic document repository. Hard copies of approved governance documentation are to be filed in accordance with Record Management policies and procedures.

Conflicts of Interest

Members are expected to follow their own agency's policy.

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Social Housing Reform Programme

Terms of Reference
Cross-agency Oversight Group

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Purpose

The SHRP Cross-agency Oversight Group is made up of General Managers and Managers and is responsible for managing the programme. This includes monitoring the programme's progress and reviewing critical papers prior to their submission to the MSD SHRP Board or DCE Governance group for decision.

The Programme

The Social Housing Reform Programme (SHRP) is concerned with changing how social housing is delivered and how the government contracts for that delivery. Reform of social housing is being undertaken by teams within MSD, MBIE, TPK and The Treasury. SHRP will:

- integrate all the social housing related workstreams from the individual agencies to ensure, work is co-ordinated interdependencies recognised and programme commitments are delivered
- provide a sustained focus on achieving the changes that will address the SHRP objectives

Programme Objectives

- Ensure that people who need housing support can access it and receive social services that meet their needs.
- Ensure that social housing is of the right size, configuration and quality, and in the right areas, for those households which need it.
- Help social housing tenants to independence, as appropriate.
- Encourage and develop a more diverse ownership of social housing, with more innovation and responsiveness to tenants and communities.
- Help increase the supply of affordable housing, especially in Auckland.

Oversight Group scope and function

The Group is composed of General Managers and Managers from The Treasury, MSD, MBIE, TPK, and HNZC. Their role involves responsibility for programme oversight, monitoring progress on key projects, and identification of risks and issues and processes for their resolution. Managers retain individual responsibility for organising resources within their agencies, but, will work in a cooperative fashion where particular resource constraints are identified.

Roles and responsibilities

- Monitor progress of projects included in its integrated work programme at a strategic level
- Ensure that risks are effectively managed; issues addressed or escalated to SHRP DCEs
- Resolve any concerns escalated
- Provide input to the forward agendas for key meetings including DCEs and SHRP Board
- Oversight on the development and endorsement of inter-agency papers to the Ministers and Cabinet ensuring that they are aligned with government strategies
- Develop proposals to secure funding for the projects and programme

Meetings

Meetings will be held fortnightly. The Senior Responsible Official (SRO) delegate shall chair the Cross-agency Oversight Group's meetings.

The MSD Programme Management Office (PMO) that provides support to the MSD DCE will have accountability for preparing the agenda and organising material for the Group meetings, and for disseminating action points.

Forward agendas will be open for people to add items on an on-going basis prior to the meeting. Urgent items can be added at the commencement of the meeting with the agreement of the Chair. The DCE Housing shall convene and chair the meetings. Action points are to be circulated prior to the next meeting.

It is recommended that there are at least 3 agencies represented by a GM for the meeting to take place.

Membership

Membership consists of General Managers and Managers from The Treasury, MSD, MBIE, TSY, and HNZC; and representative from the Department of Prime Minister and Cabinet.

Name	Position
s 9(2)(a)	Senior Responsible Official Delegate, GM Strategic Planning and Organisation (MSD)
s 9(2)(a)	Manager Housing Team (Treasury)
s 9(2)(a)	Head of Transactions Unit – Social Housing Reform (Treasury)
s 9(2)(a)	Manager Construction and Housing Policy (MBIE)
Jeremy Wilson	GM Housing, Social Delivery (MSD)
Sandra Preston	GM Housing, Policy (MSD)
Andrew Plant	GM Strategic Purchasing (MSD)
s 9(2)(a)	Director, Governance Advisory unit(HNZC)
s 9(2)(a)	Communication Director (MSD)
s 9(2)(a)	Policy Advisor (DPMC)
s 9(2)(a)	Programme Director (MSD)

Other attendees:

Name	Position
s 9(2)(a)	Programme Advisor (MSD)

Communicating Recommendations

On a needs basis, members of the group will issue a memo either individually or collectively to formalise recommendations for approval by the DCE Governance Group.

Secretariat Support

The MSD PMO will provide secretariat functions for the GMs'/Managers' meetings including:

- booking meetings
- preparing and distributing agendas and action points
- distributing papers
- following up on action items
- filing documentation

Copies of the meeting papers, presentations, and other relevant documentation are to be stored in the programme folder within the MSD's electronic document repository. Hard copies of approved governance documentation are to be filed in accordance with Record Management policies and procedures.

Conflicts of Interest

Members are expected to follow their own agency's policy.

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**APPENDIX
Proposed Housing Programme Governance Forums**



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**Social Sector Board
Deputy Chief Executives Meeting**

Wednesday 11 March 2015
2.30pm-4.00pm








Taupo Room, 3rd Floor,
Bowen State Building










Meeting Overview and Agenda

Meeting Overview

Time	Members	Other Attendees
2:30pm - 4:00pm	<p>Social Sector Board (SSB)</p> <p>Viv Rickard – Chair Nic Blakeley – MSD Andrea Schollmann – MinEdu Sarah Baddeley – MBIE Su'a Thomsen – MPIA Kay Read – HNZC</p> <p>Paula Martin– MoH (for Don Gray) Leeanne McAviney (for Audrey Sonerson) – MoJ Stephen Crombie – NZ Police (for Glenn Dunbier) Di Grennell – TPK (for Arawhetu Gray) Glenn Phillips – Corrections (for Christine Stevenson)</p>	<p>§ 9(2)(a) [redacted] - MWA § 9(2)(a) [redacted] - SSC § 9(2)(a) [redacted] - Treasury § 9(2)(a) [redacted] - CAP § 9(2)(a) [redacted] - MoH § 9(2)(a) [redacted] - SST (Item 2) § 9(2)(a) [redacted] - Treasury (Item 3) § 9(2)(a) [redacted] - Treasury (Item 3) § 9(2)(a) [redacted] - Treasury (Item 3) § 9(2)(a) [redacted] - Statistics NZ (Item 6)</p> <p>Secretariat Emma Speight Dahlyani Rawlings</p>
Apologies	<p>§ 9(2)(a) [redacted], Don Gray, Glenn Dunbier, Rajesh Chhana, Arawhetu Gray, Christine Stevenson, Ellen MacGregor-Reid</p>	

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Agenda		
Time	Items	Owner
SSB	Social Sector Board (SSB)	
2:30 – 2:35	<p>1. SSB Minutes and Action List</p> <p>Action: Approve minutes of 4 March</p> <p>Attachment: Minutes of 4 March Meeting (1 document)</p>  <p>2015 03 4 Minutes SSB DCEs additional r</p>	Viv Rickard
2.35 – 2.45	<p>2. Social Sector Trials Update</p> <p>Action: Agree the Project Plan for March – June 15</p> <p>Attachments: Papers on Social Sector Trials Extension and Project Plan (3 document)</p>    <p>Item 2 -1-SSB DCEs SST extension.docx Item 2 -2- SSB DCEs SST Ext Appendix A.5 Item 2 -3- SST extension appendix B</p>	Viv Rickard § 9(2)(a) - SST
2:45 – 3:15	<p>3. Social Sector Budget</p> <ul style="list-style-type: none"> Priority Population <p>Action: Debrief from SSB CEs 11 March morning meeting on vulnerable population work, and discuss further work as needed</p> <p>Attachment: Same paper going to SSB CEs on 11 March (1 document)</p>  <p>Item 3 - SSB CEs At-risk Advice_Budge</p> <ul style="list-style-type: none"> Draft straw man packages <p>Action: Debrief from SSB CEs 11 March morning meeting on draft straw man packages and discuss further work as needed</p> <p>Attachments: Draft straw man packages and Social Sector Budget Bids (2 documents)</p>   <p>Item 3 -1- Social Sector Budget 2015 5 Item 3 - 2- Social Sector Budget 2015 8</p>	Viv Rickard § 9(2)(a) - Treasury § 9(2)(a) - Treasury § 9(2)(a) - Treasury § 9(2)(a) -
3.15 – 3.25	4. Social Sector Pipeline	Viv Rickard Emma Speight

	<p>Action: Debrief on the direction of work from SSB CE's morning meeting of 11 March</p> <p>Attachments: Paper on Social Sector Pipeline going to SSB CE's morning meeting of 11 March (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Item 4-1 Social Sector Pipeline.docx </div> <div style="text-align: center;">  Item 4-2 Social Sector Pipeline.pdf </div> </div>	
3.25 – 3.30	<p>5. BPS December 2014 Quarter Update</p> <p>Action: Approve the December 2014 BPS Quarter Update for Result One to Four</p> <p>Attachments: Papers on BPS December Quarter Update (3 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Item 5 -1- BPS DCEs Coversheet Report D </div> <div style="text-align: center;">  Item 5 -2- BPS Result One Reducing Welfar </div> <div style="text-align: center;">  Item 5 -3- BPS Supporting Vulnerable </div> </div>	Viv Rickard
3.30 – 3.35	<p>6. Social Sector Data Bids</p> <p>Action: Agree that The Cross Sector Data Initiatives Group be involved in the forming and consideration of data related initiatives for Budget 2016.</p> <p>Attachment. Paper on Purchase Advice: Social Sector data bids</p> <div style="text-align: center; margin-top: 10px;">  Purchase advice social sector bids DAT </div>	Viv Rickard § 9(2)(a) – Statistics NZ
3:50 – 3:55	<p>7. Forward Agenda</p> <p>Action: Consider the combined forward agenda and 90-day Plan, and raise any operational and strategic risks for discussion</p> <p>Attachments: Papers on 90-day Plan and Forward Agenda, and Risks Principles (3 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="text-align: center;">  Item 8 -1- 90 Day Plan 2015.docx </div> <div style="text-align: center;">  Item 8 -2-Forward Agenda for SSB and I </div> <div style="text-align: center;">  Item 8 -3 SSB Guidance on Escalati </div> </div>	Viv Rickard
3:55 – 4:00	<p>8. Review Meeting</p> <p>Action: Discuss and provide feedback on quality of meeting material, and DCEs performance in assessing management</p> <p>Oral Item</p>	Viv Rickard
<p>Papers to be taken as read unless members have substantive issues requiring discussion or decision</p>		

This item is now to be taken as read. UNCROC will return to SSB DCE in April



Paper for UMG
feedback meeting SSI

Next ADDITIONAL meeting:

Wednesday 18 March, 1:00pm – 2.00pm, Taupo Room, Level 3, Bowen State Building

Next SSB DCEs meeting

Wednesday 25 March, 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building

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**Social Sector Board
Deputy Chief Executives meeting with the
UNCROC Monitoring Group; and DCEs
regular meeting**




Wednesday 6 April 2016
SSB DCEs and UMG 2.30 pm -3.15 pm
SSB DCEs 3.15 pm -4.00 pm













The Auditorium
Level 3, Bowen State Building

Meeting Overview and Agenda

Meeting Overview

Time	Members	Other Attendees
2:30 - 4:00pm	<p>Social Sector Board (SSB)</p> <p>Emma Speight – (Chair)</p> <p>Andrea Schollman – MoE</p> <p>Nic Blakeley – MSD</p> <p>Christine Stevenson – Corrections</p> <p>Glenn Dunbier– NZ Police</p> <p>Colin Lynch – MoJ</p> <p>Cathy O’Malley – MoH</p> <p>Teresa Wall – MoH</p> <p>Sarah Baddeley – MBIE</p> <p>Dave Trappitt – NZ Police</p> <p>Susan Howan – MoE</p> <p>Viv Rickard – MSD</p> <p>Murray Edridge – MSD</p> <p>Sue Mackwell – CAP</p> <p>Carl Crafar – SST</p> <p>Hamiora Bowkett – MoH</p>	<p>UNCROC Monitoring Group</p> <p>§ 9(2)(a) – Advocacy Manager, Office of the Children’s Commissioner</p> <p>§ 9(2)(a) – Principal Advisor, Advocacy, Office of the Children’s Commissioner</p> <p>§ 9(2)(a) – Senior Legal and Policy Analyst, Human Rights Commission (by phone)</p> <p>§ 9(2)(a) – Advocacy Manager, UNICEF</p> <p>§ 9(2)(a) – Advocacy and Child Rights Manager, Save the Children</p> <p>§ 9(2)(a) – Action for Children and Youth Aotearoa</p> <p>§ 9(2)(a) – TPK (Item 2)</p> <p>– MPP (Item 2)</p> <p>§ 9(2)(a) – MSD (Item 1)</p> <p>§ 9(2)(a) – Social Sector (Item 2)</p> <p>§ 9(2)(a) – Treasury (Item 2)</p> <p>§ 9(2)(a) – MOH (Item 3)</p> <p>§ 9(2)(a) – Social Investment Unit (Item 4)</p> <p>§ 9(2)(a) – MSD (Item 5)</p> <p>Secretariat</p> <p>§ 9(2)(a)</p> <p>§ 9(2)(a)</p>
Apologies	Dave Trappitt, Karl Cummins, Julian Silver	

Agenda		
Time	Items	Owner
	Social Sector Board Deputy Chief Executives (SSB DCEs) meeting with the UNCROC Monitoring Group(UMG)	
2:30 – 3:15pm	<p>1. Working together</p> <ul style="list-style-type: none"> • Draft Terms of Reference (TOR) for regular engagement between SSB DCEs and the UMG Action: discuss and agree to the TOR Attachment: (1 document) <p> Item 1 UMG SSB DCE Engagement Process.c</p> <ul style="list-style-type: none"> • Preparing for the 2016 reporting process Action: note the preparations for NZ's hearing examination • UNCROC list of issues Action: discuss UNCROC list of issues. <p>2. Progress against the UNCROC work programme</p> <ul style="list-style-type: none"> • Raising the age • Child impact assessment guidance • Children's voices <p>Action: Discuss progress against the UNCROC work programme.</p> <p>3. Update on children's issues</p> <ul style="list-style-type: none"> • CYF Expert Panel • Education Act Review • Child Poverty <p>Action: Discuss the above list of children's issues work items.</p>	<p>s 9(2)(a)</p> <p>s 9(2)(a)</p> <p>Nic Blakeley</p>
	Social Sector Board Deputy Chief Executives (SSB DCEs) meeting	
3.15 – 3:30pm	<p>2. Sharing Social Sector Four Year Plans</p> <p>Action: note the A3s on Social Sector Four Year Plans and agree that the format and type of detail is appropriate to provide a basis for the Social Sector Board Chief Executive discussions on 28 April</p> <p>Attachments: (9 documents – 1 cover note and 8 Four Year Plans)</p>	Emma Speight

	 Item 2 Cover note  Item 2 Corrections  Social Sector Four  Item 2 Health Sharing Four Year Pla Four-year Plan A3 for Year Plans - Educatio Four-year Plan A3 for  Item 2 MoJ Four-year plan A3 FINAL.pdf  Item 2 MSD four-year plan A3 for :  Police four-year plan A3_2016-03-31.pdf  TPK Four-year Plan A3 for Sharing.pdf Ministry of Pacific Peoples 4 Year Plan will be circulated at the meeting	s 9(2)(a)
3.30 – 3:40pm	3. Cross-agency conduct problems project Action: discuss project progress and approve paper for submission to SSB CEs on 28 April Attachments: (2 documents)  Item 3 SSB DCEs Cross-agency conduct  SSB CEs Cross-agency conduct	s 9(2)(a)
3.40 – 3.55pm	4. SSB 2016 Priorities (8 Action) Action: discuss actions following the SSB CEs meeting on 31 March Oral item	Emma Speight
3.55 – 4.00pm	5. Data Hui Update Action: note the update on the 19 April Data Hui and agree to share throughout agencies to ensure good representation Attachment: (1 document)  Item 5 Data Hui Update.docx	s 9(2)(a)
4.00 – 4.00pm	6. SSB Minutes and Action List Action: Approve minutes of the 23 March DCE meeting Attachments: Minutes (1 document)  SSB DCE Minutes 23 March.docx	Emma Speight
	7. Forward Agenda Actions: Consider the forward agenda and raise any operational and strategic risks for discussion. Attachment: (1 document):	Emma Speight







A3 - Forward Agenda
for SSB and DCEs 201





Next SSB DCEs meeting

Wednesday 20 April 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building

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Social Sector Board Chief Executives Meeting Meeting Overview and Agenda		Thursday 18 February 2016 7.30am-9.30am Taupo Room, Level 3 , Bowen State Building <i>Refreshments provided</i>
Meeting Overview		
Time	Board Members	Other Attendees
7.30 – 8.00am CE only time	CEs Only Time Peter Hughes , Secretary for Education Viv Rickard Acting CE, Ministry of Social Development Chai Chuah , Director-General for Health Andrew Bridgman , Secretary for Justice Glenn Dunbier , Acting Commissioner Ray Smith , CE Department of Corrections David Smol , CE Ministry of Business, Innovation and Employment Michelle Hippolite , CE Te Puni Kokiri Pauline Winter , CE Ministry of Pacific Island Affairs Gabs Makhlouf , Secretary to Treasury Iain Rennie , CE State Services Commission Emma Speight , Acting DCE Social Sector	
8:00 – 8:30am Hon Minister English and Hon Minister Bennett		
8:30 – 9:30am	Social Sector Board Peter Hughes, (MinEdu) Chair Viv Rickard (MSD) Chai Chuah (MoH) Andrew Bridgman (MoJ) Glenn Dunbier (NZ Police) Ray Smith (Corrections) David Smol (MBIE) Michelle Hippolite (TPK) Pauline Winter (MPIA) Emma Speight, Social Sector	§ 9(2)(a) - SSICP (item 3) § 9(2)(a) - TSY (item 5) § 9(2)(a) - SSC (item 5) § 9(2)(a) - CE of Counties Manukau DHB (item 5) § 9(2)(a) - MinEdu (item 5) § 9(2)(a) - MSD (item 6) § 9(2)(a) - MSD (Secretariat) § 9(2)(a) - MSD (Secretariat)
Apologies	Chief Executives-only time Brendan Boyle Mike Bush	Social Sector Board Iain Rennie Brendan Boyle Mike Bush

Agenda		
	Items	Owner
7.30. – 8.00am	Chief Executive only time	Chief Executives Emma Speight
8.00 – 8.30am	1. Chief Executive only time Hon Minister English attending Hon Minister Bennett attending	Chief Executives Emma Speight Belinda Milnes
SSB	Social Sector Board	
8.30 – 8.30am	2. Minutes and Action List Action: Approve 26 November 2015 meeting minutes Attachment: (1 document)  Item 2 - 2015 11 26 Minutes SSB Meeting.	Peter Hughes
8.30 – 8.45am	3. Social Investment Work Programme Action: Note draft work plan and agree direction of travel for March SOC paper Attachments: (2 documents)   Item 3 - 1 - SSB Feb report - draft SSICP v Item 3 - 2 SOCIAL SECTOR INVESTMENT	s 9(2)(a)
8.45 – 8.55am	4. Agency Funding to the Social Sector Investment Change Programme Action: Agree to agency funding contributions to cover the SSICP's costs through to 31 March 2016 Attachment: (1 document)  Item 4 - Agency Funding for the SSICP	s 9(2)(a) Emma Speight
8.55 – 9.25am	5. Place-based Business Cases (South Auckland, Northland, Gisborne and Tamaki) Action: Updates on place-based business cases	s 9(2)(a) (TSY)

	<p>Attachments: (8 documents)</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; width: 45%;">  Item 5 - 1 Tamaki Social and Economic F </div> <div style="text-align: center; width: 45%;">  Item - 5 -2 Annex One - A3 poster for S </div> <div style="text-align: center; width: 45%;">  Item 5 -3 - SSB Cover Note South Au </div> <div style="text-align: center; width: 45%;">  Item 5 - 4 - Summary A3 - Item Sth AKL SIE </div> <div style="text-align: center; width: 45%;">  Item 5 - 5 - South Auckland SIB cab pap </div> <div style="text-align: center; width: 45%;">  Item 5 - 6 - Annexes to Cab paper - Sth At </div> <div style="text-align: center; width: 45%;">  Item 5 - 7 SSB Feb cover note Northland </div> <div style="text-align: center; width: 45%;">  Item 5 - 8 SWGG model - Northland (7) </div> </div>	<p>s 9(2)(a)</p> <p>(SSC)</p> <p>s 9(2)(a) (CE of Counties Manukau DHB)</p> <p>s 9(2)(a)</p> <p>(Min Edu)</p> <p>Emma Speight (SS)</p>
<p>9.25 – 9.30am</p>	<p>6. Social Sector Overview for the Estimates of Appropriations 2016/17</p> <p>Action: Agree this overview be attached to the Social Sector Estimates Appropriations 2016/17</p> <p>Attachments: Cover note and Social Sector Overview for the Estimates Committee (2 documents)</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Item 6-1 - Cover note social sector ove </div> <div style="text-align: center;">  Item 6-2- social sector overview .doc </div> </div>	<p>s 9(2)(a)</p> <p>Bridget Hesketh</p>

7. SSB Papers to be taken as read unless members have substantive issues requiring discussion or decision

7.1 Forward Agenda

Action: Consider the SSB Forward Agenda

Attachment: Forward Agenda (1 document)



Item 7 - 1 Forward Agenda for SSB and t

7.2 Social Investment and other initiatives submitted to Treasury on 5 December 2015

Action: Note this paper has also been provided to SSB DCEs and the VCB for their information

Attachments: Cover Note and Budget 2016 CBAX Initiatives (2 documents)



7.2 SSB CE Budget
Initiative cover note.r



7.2 Budget 2016
CBAx Initiatives (002

The next meeting of the Social Sector Board Chief Executives is on:
Thursday 31 March, 8.00am – 9.30am
Boardroom, Level 8, Bowen State Building

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**Social Sector Board
Deputy Chief Executives Meeting**

Wednesday 12 August 2015
2:00pm-3:30pm Note time change

Taupo Room, 3rd Floor,
Bowen State Building



Meeting Overview and Agenda

Meeting Overview

Time	Members	Other Attendees
<p>2:00 - 3:30pm Note time change</p>	<p>Social Sector Board (SSB)</p> <p>Viv Rickard – Chair Nic Blakeley – MSD Andrea Schollmann – MinEdu Sarah Baddeley – MBIE Audrey Sonerson – Justice Kay Read – HNZC</p> <p>Charlotte Denny (for Don Gray) – MoH David Trappitt (for Glenn Dunbier) – Police</p>	<p>§ 9(2)(a) Treasury § 9(2)(a) SSC - MSD (Item 3) § 9(2)(a) - CAP (Item 3) Clare Ward – Superu (Item 4) Gail Kelly – Superu (Item 4) § 9(2)(a) – MoH (Item 5) § 9(2)(a) – MBIE (Item 5) § 9(2)(a) – MSD (item 5) § 9(2)(a) – MoH (Item 5) § 9(2)(a) – MoH (Item 5) § 9(2)(a) – MoH (Item 6) § 9(2)(a) – MoH (Item 6)</p> <p>Secretariat Emma Speight Dahlyani Rawlings</p>
<p>Apologies</p>	<p>Don Gray, Glenn Dunbier, Christine Stevenson, Paul O'Connell</p>	

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Agenda		
Time	Items	Owner
	Social Sector Board (SSB)	
2:00 – 2:30	1. DCE only time: Social Sector Investment Change Programme	Viv Rickard
2:30 – 2:35	2. SSB Minutes and Action List Action: Approve minutes Attachment: Minutes of 22 July (1 document)  Minutes 22 July DCEs.docx	Viv Rickard
2.35 – 2.45	3. BPS Result 4: Reducing Assaults on Children Action: Feedback on draft material for 17 August SSPM meeting Attachments: Papers on BPS Result 4: Reducing Assaults on Children (2 documents)  Item 3-1- SSB DCEs cover note.docx  Item 3 -2- BPS result 4.pdf	Viv Rickard § 9(2)(a) [redacted] - MSD CAP
2.45 – 3.00	4. Superu Report Back – Draft Research Priorities Action: Identify top three research priorities and comment on their alignment with government priorities Attachments: Papers on Social Sector Research Priorities (2 documents)  Item 4 -1- Social Sector Research Prior for DCEs - Analysis of  Item 4 -2- Appendix	Clare Ward – Chief Executive, Superu Gail Kelly – Director, Superu
3.00 – 3.15	5. Refresh of the Cross-Government Action Plan to Reduce Household Crowding Action: Approve the 2015/16 cross-government action plan and support agencies to have collective discussion about Budget 16 bids associated with housing Attachments: Papers on Refresh of the Cross-Government Action Plan to Reduce Household Crowding (3 documents)  Item 5 -1- Refresh of cross government act One SSB A3 for 12 A1  Item 5 -2- Appendix  Item 5 -3- Appendix Two 2015-16 action p	§ 9(2)(a) [redacted] MoH § 9(2)(a) [redacted] MBIE § 9(2)(a) [redacted] MSD § 9(2)(a) [redacted] - MoH § 9(2)(a) [redacted] - MoH

3.15 – 3.25	<p>6. Draft Health Strategy</p> <p>Action: Note Update on Draft health Strategy</p> <p>Oral Item</p>	<p>s 9(2)(a)</p> <p>Mathew Powell – MoH</p>
3.25 – 3.30	<p>7. SSB and SSPM Forward Agendas and Actions</p> <p>Action: Consider the forward agendas and raise any operational and strategic risks for discussion</p> <p>Attachments: SSB and SSPM Forward Agendas (2 documents)</p> <p> </p> <p>Item 7 -1- Forward Item 7 -2- SSPM Agenda for SSB and I Forward Agenda.doc</p>	Viv Rickard
<p style="text-align: center;">Next SSB DCEs meeting</p> <p style="text-align: center;">Wednesday 26 August 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building</p>		

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Social Sector Board Deputy Chief Executives

To: Social Sector Board Deputy Chief Executives

From: Fiona Ross and Viv Rickard

Date: 28 January 2015

Prepared by:

s 9(2)(a) Social
Sector Strategy; s 9(2)(a)
s 9(2)(a) Treasury; s 9(2)(a)
s 9(2)(a) Treasury



Security level: BUDGET SENSITIVE

Social Sector Budget 2015 Package

This paper seeks approval of advice to go to the Social Sector Board (SSB) and on to Social Sector Ministers on the first step in developing integrated social sector packages for Budget 2015.

Recommended actions (these need to stand alone)

It is recommended that you:

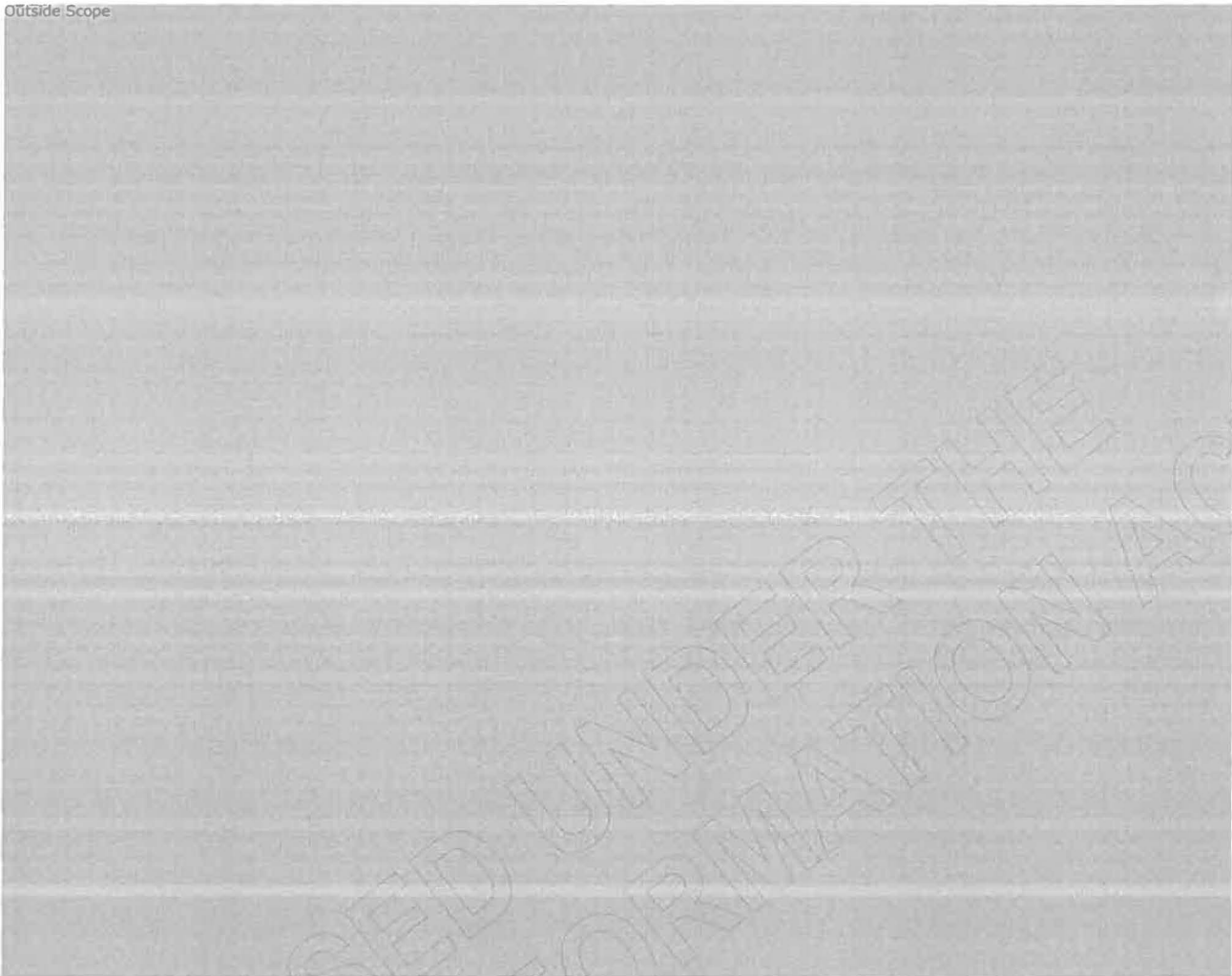
- 1 **Agree** the approach outlined in this paper (pg 2-4 refer). **Agree / Disagree**
- 2 **Agree** that the range of groups and outcomes covered in the paper is right for discussion by Social Sector Ministers (pg 4 – 7 and Annex 2 refer). **Agree / Disagree**
- 3 **Agree** that the assessment of the relative priority of each of the groups and outcomes is correct (pg 4 -7 and Annex 2 refer). **Agree / Disagree**
- 4 **Agree** that the high level packages outlined in this paper be put up to Social Sector Ministers for their consideration to support the discussion of the relative priority of each of the groups identified (Annex 3). **Agree / Disagree**
- 5 **Confirm** that the range of groups and outcomes, assessment of their relative priority, and high level packages (recommendations 2, 3 and 4 above refer) form the basis of the paper to Social Sector Ministers.
- 6 **Agree** that agencies will work collaboratively and provide the information discussed in this paper to inform the finalisation of the paper and the broader development of packages for Ministerial consideration. **Agree / Disagree**

Outside Scope

- 8 **Agree** that an updated version of this paper, reflecting feedback from this meeting and other agency input, be submitted for consideration by the Social Sector Board on 4 February. **Agree / Disagree**

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Cost Pressures and Manifesto Commitments

The following table outlines the cost pressure initiatives and manifesto commitments submitted as part of Budget 15. As you can see, meeting even the absolutely must-do cost pressures will be a challenge, with only \$17 million remaining in a \$450 million package. The wider cut of cost pressures exceeds even the \$550 million package boundaries and would require \$120 million - \$220 million of savings. Including all of the service demand pressures as well as the cost pressures would require savings of \$342 million - \$442 million.

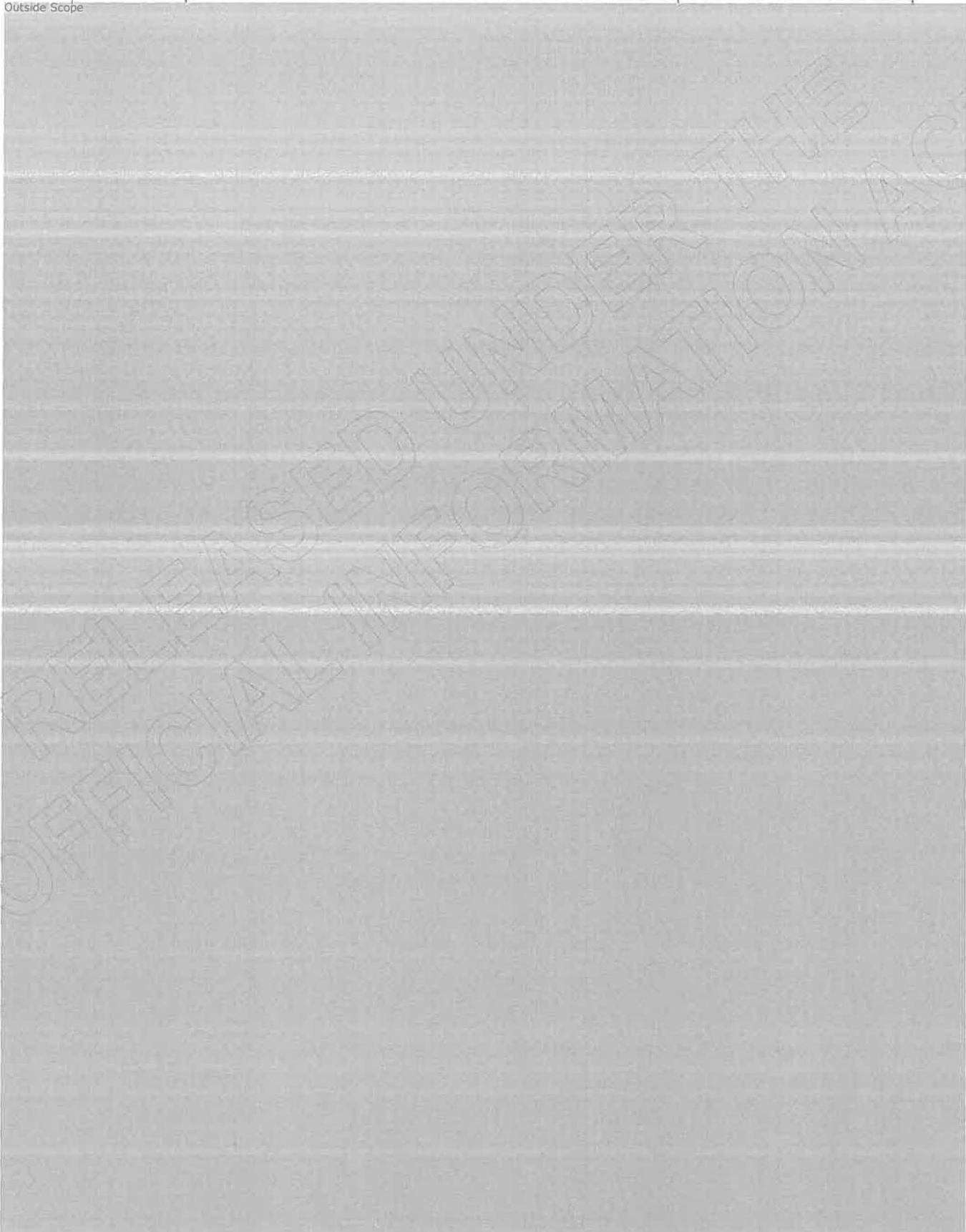
Manifesto commitment initiatives submitted total \$110.9 million in 15/16, of which \$97 million are not otherwise identified as cost pressures. This means that a package incorporating all cost pressures, service demand pressures and manifesto commitments would total \$989 million in 15/16.

Given the scale of cost pressures and manifesto initiatives identified, we think that a package formed around a bare minimum must-do cost pressures along with some scaled sense of the manifesto initiatives needs to be presented to Budget Ministers.

Option	Why focus on this area?	Total sought in 15/16
Cost Pressures	<small>Outside Scope</small> 	

	<p>Wider cut – these have been identified by agencies as necessary. Building on the hard cut, including all other cost pressures e.g. Children’s Action Plan (CAP), Child Youth and Family pressures and implementing the social housing reform programme.</p>	<p>\$670 million (\$433 million + \$237 million of pressures in the wider cut) Savings required: \$120 - \$220 million</p>
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Outside Scope



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Outside Scope

Housing

Why focus on this group?

There is a broader significant workstream around social housing currently underway within the social sector. Housing is a key plank in achieving better health outcomes, but also in children being able to succeed at school and therefore be less involved in the Justice system and less likely to be on a benefit. A package which aligned with the government's agenda on social housing or at least supported it to continue could be a focus.

Current spend

TBC – NB could get a sense from VAs over the next few days. Most obvious areas are Housing, MSD, Health and MBIE.

Current performance

Housing to fill in

Current/recent work

There is clearly a lot of work going on in this space and there is a question about whether further work is useful. Some of this would support the continuation of existing work e.g. the Vote Finance initiative for the Social Housing reform programme but would not directly purchase better outcomes for disadvantaged families.

Key initiatives put forward for Budget 15 (totals for 15/16 year only)

Initiatives put forward total \$62.1 million

Integrated Healthy Housing Solutions - \$20 million in 15/16

Accelerating and Ensuring Regeneration Outcomes in Tamaki - \$16.5 million in 15/16

Implementing Social Housing Reform Programme - \$31.4 million in 15/16

Recommendation – here or in a separate section?

Given the level of priority the government has indicated around social housing, as well as its strong links to other social outcomes, there would be some benefit in considering support for housing as part of Budget 15. Funding the Tamaki proposal would provide a strong link to disadvantaged families. We recommend looking further at the initiatives that could be progressed within the scope of a social sector package.

Outside Scope

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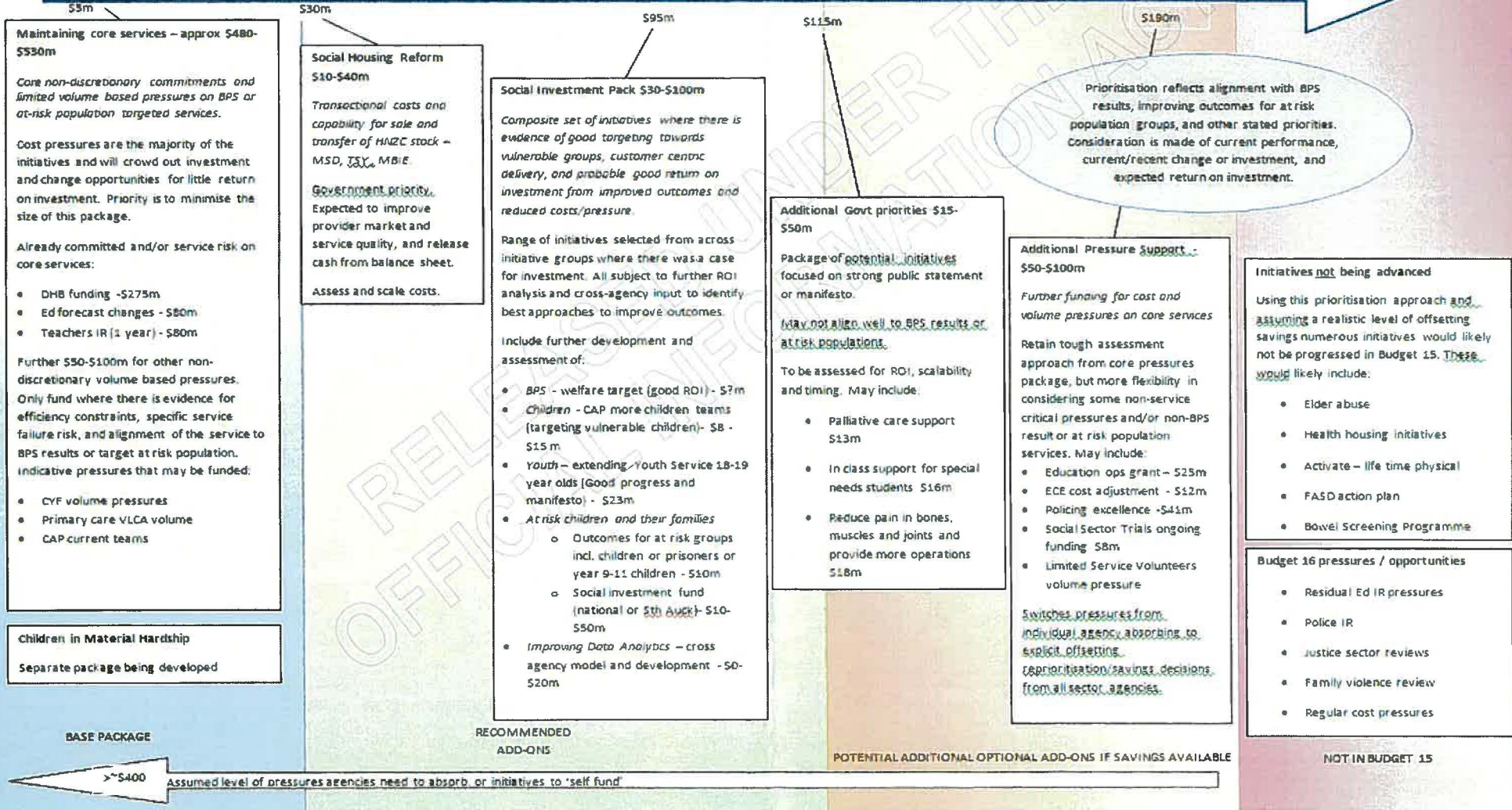
Discussion Prompt – Illustrative Social Sector Budget 15 Package Priorities – DRAFT & BUDGET SENSITIVE

This diagram provides a high-level overview of where the B15 Social Sector package could focus, which initiatives may be funded under this scenario, and the level of savings that would need to be found to provide a balanced package.

Disclaimer: This is a first cut by a couple of people before final initiatives are in, or assessments have been made. Figures and judgements are "guesstimates" that will be refined and should be treated as indicative only at this stage. Initiative examples are not exhaustive lists

- Do these focus points capture investment priorities?
- Does the suggested order of what to advance first reflect relative priorities?
- What is a realistic level of savings that the sector can find to offset new investment?

Increasing cumulative collective cash savings required to balance package (assuming \$500m package, and using midpoint of cost range estimates)



Annex 4 - Draft timeline for Social Sector Budget 2015 Process

Date	Action
26 January	Round table discussion with SS agencies where initial issues can be surfaced ahead of SSB DCEs. 1 pager created for tabling at DCEs meeting.
28 January	SSB DCEs meet and discuss paper.
29 January	DCEs feedback incorporated and paper submitted by 12 noon 29 January.
4 February	SSB discuss paper.
5 – 11 February	SSB feedback incorporated and paper circulated to agencies for final comment. Paper due midday 12 February.
16 February	SSPMs discuss paper.
17 February – 6 March	Work ongoing with SSB to develop packages and finalise what will be submitted for Budget Ministers' consideration. More specific details to be developed.
10 March	Budget Ministers Meeting (PM, Minister of Finance and Associate Ministers of Finance). TBC what will be considered at this meeting.
16 March (TBC)	SSPMs discuss paper.
17 March	SSPMs feedback incorporated and paper circulated to agencies for final comment (back up of round table meeting to discuss if necessary).
18 - 20 March	Packages circulated to agencies and SSB – more specific details to be developed. Note that SSB meeting has been delayed to 2 April, therefore will need to consider options here.
23 March	Budget Ministers discuss paper.
24 -27 March	Further advice developed for SSPMs, if necessary, and considered by SSB as necessary. More specific details to be developed.
30 March (TBC)	[If necessary] SSPMs discuss paper.
31-March – 8 April	SSPM feedback incorporated, any alternative packages developed as needed by Treasury and SSB, and considered by SSB DCEs on 8 April.
13 April	Budget Ministers discuss and make final decisions.

Agency accountabilities within the Social Housing Reform Programme (SHRP). (@ 24 Feb 2016)

Agency and Role	Objectives (bold = agency has lead accountability)	Responsible Official	Agency responsibilities	Indicative KPIs (Specific KPIs to be agreed between Agencies and Ministers)
MSD is the purchaser of social housing places	<ul style="list-style-type: none"> • Ensure that people who need housing support can access it and receive social services that meet their needs • Help social housing tenants to independence, as appropriate • Ensure that social housing is of the right size and configuration, and in the right areas, for those households that need it • Encourage and develop a more diverse ownership* of social housing, with more innovation and responsiveness to tenants and communities 	[REDACTED]	<ul style="list-style-type: none"> • Assessment of applicant eligibility and need • Management of the social housing register • Assessment of tenants' ongoing eligibility • Developing products and systems to assist tenants move to housing independence • Contracting for social housing places and managing those contracts • Provide information about demand for social housing, including how many places MSD will buy where and of what type • Developing an investment approach to meeting people's housing and other needs • Management of IRRS appropriation • Lead inter-agency co-ordination 	<p>Current KPIs are:</p> <ul style="list-style-type: none"> • The percentage of IRR assessments that are calculated accurately will be no less than 95% • The proportion of housing needs assessments completed within five working days will be no less than 90%. <p>MSD is working on a KPI framework for the social housing system as part of its Purchasing Intentions initiative</p>
MBIE is the lead policy agency for housing markets, is responsible for some housing developments and is the regulator of CHPs	<ul style="list-style-type: none"> • Help increase the supply of affordable housing, especially in Auckland • Encourage and develop a more diverse provision of social housing, with more innovation and responsiveness to tenants and communities 	[REDACTED]	<ul style="list-style-type: none"> • Policy advice on: housing supply and demand for NZ and geographical sub-markets; quality standards for rental housing; particular housing developments; the state of construction markets • Monitoring housing supply pipeline in Auckland • Crown land developments • Regulation of community housing providers • Support CHP capability through contract with Community Housing Aotearoa 	<ul style="list-style-type: none"> • In Auckland, consented dwellings p.a. > 1/3 population growth p.a.
Treasury is responsible for transfers of HNZC houses	<ul style="list-style-type: none"> • Encourage and develop a more diverse provision of social housing, with more innovation and responsiveness to tenants and communities • Help increase the supply of affordable housing, especially in Auckland 	[REDACTED]	<ul style="list-style-type: none"> • Advice on and manage the transfer of HNZC houses to CHPs • Lead Government department for Tamaki regeneration • Policy and implementation advice for redevelopment of HNZC assets in Auckland • Monitoring of HNZC and TRC 	<ul style="list-style-type: none"> • Number of (tranches of) transactions
HNZC is the Government's CHP	HNZC contributes to all the objectives	Greg Groufsky	<ul style="list-style-type: none"> • Tenant placement • Tenancy management • Asset management • Redeveloping assets, especially in Auckland • Supporting transfer activities • Administering first home ownership products and encouraging social house purchase by tenants 	There is a range of KPIs within HNZ's SOI and SPE

*Consideration has been given to whether this would be better framed as provision. Though current policy is more oriented to provision, this isn't prevented by the way the objective is currently stated.