

<b>Social Sector Board DCEs (Operations)</b> <b>Meeting Overview and Agenda</b>	Wednesday 29 July 2015 2:30pm-4:00pm  Taupo meeting room, 3 <sup>rd</sup> Floor, Bowen State Building
--	---

**Meeting Overview**

Time	Members	Other Attendees
2:30-4:00pm	<b>Viv Rickard – Chair</b> <b>Gary Tonkin for Cathy O’Malley– MoH</b> <b>TBC – MoE</b> <b>Dave Trappitt – NZ Police</b> <b>Sarah Turner – MoJ</b> <b>Murray Edridge – MSD</b> <b>Phil Dinham for Bernadine Mackenzie – MSD</b> <b>Sue Mackwell – CAP</b> <b>Helen Presland for Carl Crafar – SST</b>	§ 9(2)(a) [Redacted] CAP (Item 1) § 9(2)(a) [Redacted] - MSD (Item 5)  § 9(2)(a) [Redacted] – Secretariat

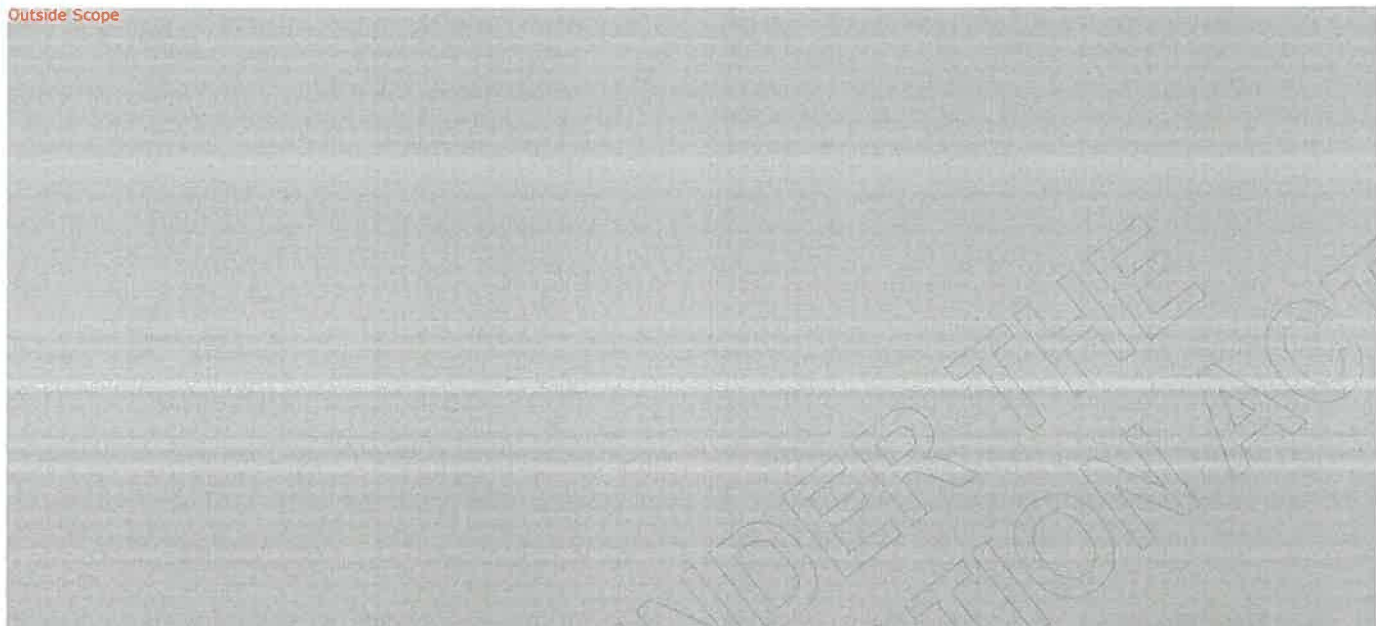
Apologies	<b>Cathy O’Malley, Bernadine Mackenzie, Carl Crafar</b>
-----------	---

Time	Items	Owner
------	-------	-------

**Social Sector Board DCEs (Operations) meeting**

Outside Scope	
---------------	--

Outside Scope



s.9(2)(a)

3.20 – 3.30pm

#### 5. Better Public Services Result 4

**Action:** Note and provide feedback on the A3s going to the Social Sector Priorities Minister's meeting on 17 August

**Attachment:** (4 documents)



SSB DCEs  
(Operations) covershe Intervention visio page



2015-07-24 Early

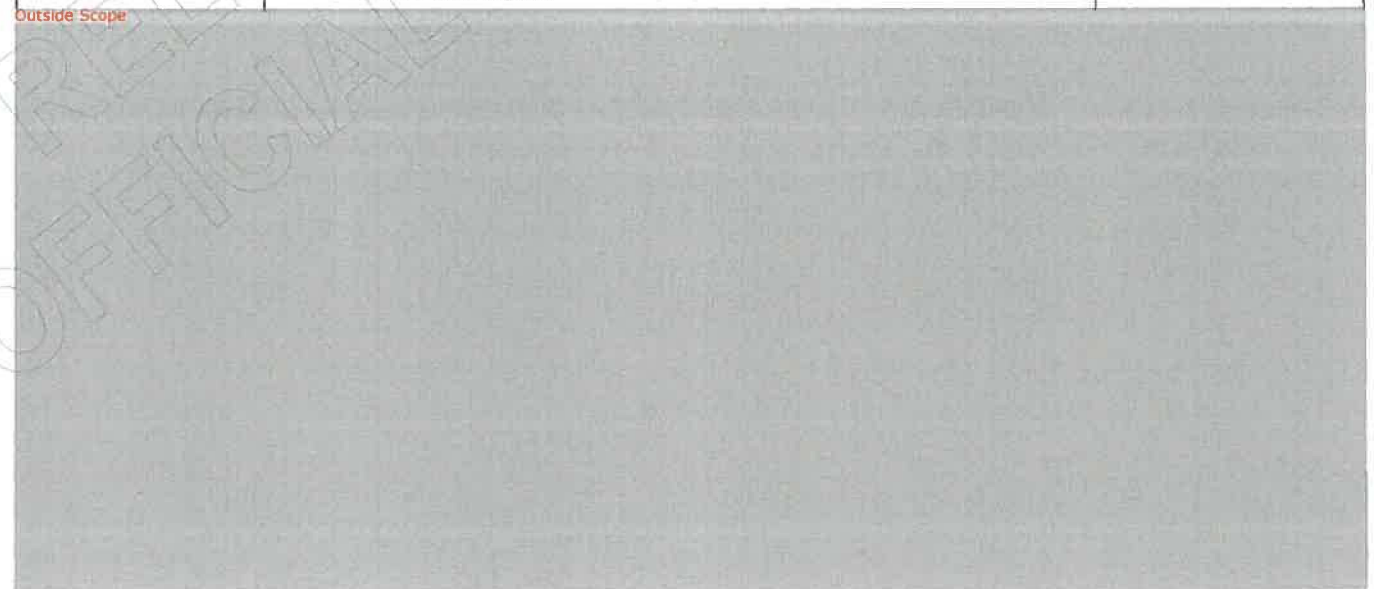


2015-07-27 BPS4 Key  
Priorities.pdf



2015-07-24 BPS 4 -  
DRAFT what we know

Outside Scope



RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

**Social Sector Board  
Deputy Chief Executives Meeting**










Wednesday 24 June 2015  
2.30pm-4.00pm









Taupo Room, Level 3  
Bowen State Building

**Meeting Overview and Agenda**












**Meeting Overview**

Time	Members	Other Attendees
2:30pm - 4:00pm	<p><i>Social Sector Board (SSB)</i></p> <p>Viv Rickard (Chair)            Andrea Schollmann – MoE            Nic Blakeley – MSD            Glenn Dunbier – Police            Sarah Baddeley – MBIE            Christine Stevenson – Corrections            Kay Read --- HNZC</p> <p>Charlotte Denny (Teresa Wall) – MoH</p>	<p>s 9(2)(a) [Redacted] - DPMC            [Redacted] - Treasury            [Redacted] - MSD (item 4)            [Redacted] - Statistics NZ (Item 5)            [Redacted] - Taskforce (Item 5)            [Redacted] - MSD (Item 6)</p> <p><b>Secretariat</b>            Emma Speight            Dahlyani Rawlings</p>
<b>Apologies</b>	Fiona Ross, Bridget White, Audrey Sonerson, Don Gray, Teresa Wall	

Agenda		
Time	Items	Owner
	<b>Social Sector Board (SSB)</b>	
2:30 – 2:50	<b>1. DCE only time</b>	Viv Rickard
2:50 – 2:55	<b>2. SSB Minutes and Action List</b> Action: Approve 10 June meeting minutes (1 document)  Item 2 - Minutes 10 June DCEs.docx	Viv Rickard
2:55 – 3:05	<b>3. BPS Result 8: Reduce re-offending</b> Action: Approve key messages for their discussion at the 20 July SSPM meeting Attachments: (6 documents) <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">               Item 3-2 BPS Result Area 8 DCEs Cover N           </div> <div style="text-align: center;">               Item 3-1 SSB CEs Cover Note 25 June 2           </div> <div style="text-align: center;">               Item 3-3 Justice Sector BPS Result Are           </div> </div> <div style="display: flex; justify-content: space-around; align-items: flex-start; margin-top: 10px;"> <div style="text-align: center;">               Item 3-4 #1 A3 RR25 pipeline and da           </div> <div style="text-align: center;">               Item 3-5 #2 A3 RR25 RAP.pdf           </div> <div style="text-align: center;">               Item 3-6 #3 A3 RR25% Boost Nation.           </div> </div>	Christine Stevenson
3:05 – 3:25	<b>4. Advice for 1 July SOC</b> <b>4.1 Streamlining Social Sector Governance: Bringing Together Governance Arrangements for a Range of Child and Youth Related Work</b> Action: Agree content for SSB Report to 1 July SOC Attachment: Streamlining Social Sector Governance: Bringing together Governance Arrangements for a Range of Child and Youth Related Work (1 document)  Item 4.1 - Minister Tolley_streamlining g	Viv Rickard s 9(2)(a)

	<p><b>4.2 Social Sector Board (SSB) Work Programme</b></p> <p>Action: Agree content for SSB Report to 1 July SOC on the role and priorities for SSB</p> <p>Attachment: paper on SSB Work Programme report to 1 July SOC (1 document)</p>  <p>Item 4.2 - Cabinet Paper SSB Work Prog</p>	
<p>3:25 – 3:45</p>	<p><b>5. Advice to the SSB for SSPM Meeting (post 24 June) on:</b></p> <p>Action: Agree key messages for SSB advice</p> <p>Attachments: Papers on advice for post 24 June SSPM Meeting (7 documents)</p> <p>DCE Cover Note for the Social Sector investment Taskforce resource allocation, Data Integration and Social Sector Budget 16</p>  <p>Item 5 - DCEs cover note - Advice for nex</p> <p><b>5.1 The Taskforce</b></p>  <p>Item 5.1 - Taskforce Recs to CEs on next :</p>  <p>Item 5.1 Taskforce Resource Allocation.p</p> <p><b>5.2 Data Integration</b></p>  <p>Item 5.2 -Data Initiative Cover Note</p>  <p>Item 5.2 - Social Sector Data Initiative</p> <p><b>5.3 Budget 16</b></p>  <p>Item 5.3 - SSB cover note Budget 16.doc:</p>  <p>Item 5.3 - SSPM Meeting Budget 16.p</p>	<p>Viv Rickard</p> <p>s 9(2)(a)</p> <p>s 9(2)(a)</p>
<p>3:45– 3:50</p>	<p><b>6. Productivity Commission Submission</b></p> <p>Action: endorsee the Submission for SSB agreement.</p> <p>Attachments: Papers on SSB's Submission to the Productivity Commission (6 documents)</p>	<p>s 9(2)(a)</p>



	 Item 6 - DCE coversheet  Item 6 - CE coversheet  Item 6 - SSB Productivity Commission  Item 6 - MSD Productivity Commission  Item 6 - Central Agencies - For SSB F  Item 6 - MoE Submission for Productivity Commission	
3.50 – 3.55	<p><b>7. SSPM and SSB Forward Agendas and Actions</b></p> <p>Action: Consider the forward agendas and raise any strategic risks for discussion</p> <p>Attachment: SSB and DCE Forward Agendas (1 documents)  <b>SSPM Forward Agenda to be tabled at the meeting</b></p>  Item 7 - Forward Agenda for SSB and I	Viv Rickard
3:55 – 4:00	<p><b>8. Review Meeting</b></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><b>Papers to be taken as read unless members have substantive issues requiring discussion or decision</b></p> <p><b>1. Barriers Programme Refocus</b></p> <p>Action: Note the report outlining the new articulation and categorisation of barriers identified through the Social Sector Trials, provided to SSB DCEs (Operations) on 17 June</p> <p>Attachments: (4 documents)</p>  Barriers Cover Page (Policy DCEs).docx  20150617 SSB Ops DCEs Barriers Report  20150517 Appendix A.DOCX  20150617 Appendix B.DOCX		
<p align="center"><b>Next SSB DCEs meeting</b></p> <p align="center">Wednesday 8 July, 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building</p>		

**Social Sector Board  
Deputy Chief Executives Meeting**










Wednesday 28 January 2015  
2.30pm-4.00pm

Taupo Room, 3<sup>rd</sup> Floor,  
Bowen State Building

**Meeting Overview and Agenda**

**Meeting Overview**

Time	Members	Other Attendees
2:30pm - 4:00pm	<p><i>Social Sector Board (SSB)</i></p> <p><b>Viv Rickard</b> – Chair  <b>Nic Blakeley</b> – MSD  <b>Don Gray</b> – MoH  <b>Audrey Sonerson</b> – MoJ  <b>Glenn Dunbier</b> – NZ Police  <b>Christine Stevenson</b> – Corrections  <b>Sarah Baddeley</b> – MBIE  <b>Su'a Thomsen</b> – MPIA</p>	<ul style="list-style-type: none"> <li>- MinEdu</li> <li>- MWA</li> <li>- MSD</li> <li>- MoH</li> <li>- NZ Police</li> <li>- CAP</li> <li>- DPMC</li> <li>- SSC</li> <li>- The Treasury (up to 3.30pm)</li> <li>- SSC</li> <li>- The Treasury (Item 2) (up to 3.30pm)</li> <li>- Item 2</li> <li>- MSD (Item 3)</li> <li>- MSD (Item 4)</li> <li>- Statistics NZ (Item 5)</li> <li>- Statistics NZ (Item 5)</li> <li>- MSD</li> </ul>
<b>Apologies</b>	<p>Andrea Schollmann Ruth Shinoda Arawhetu Gray</p>	<p>Kay Read Bridget White</p>















Agenda		
Time	Items	Owner
<b>SSB</b>	<b>Social Sector Board (SSB)</b>	
2:30 – 2:35	<b>1. SSB Minutes and Action List</b> Action: Approve minutes Attachment: Minutes of Meeting 10 December (1 document)  2014 12 10 Minutes SSB DCEs.docx	Viv Rickard
2:35 – 3:30	<b>2. Social Sector Budget (Budget Sensitive)</b> Action: For discussion prior to SSB meeting on 4 February Attachments: Papers for the Social Sector Budget (3 documents) <u>[Last document available Tuesday 27 January]</u>    Item 2-1- B15 Social Item 2-2- Agenda for Item 2-3- Initial Sector Package - DCE Budget Discussion at Proposed Focus Grou	Viv Rickard s 9(2)(a) (Treasury) s 9(2)(a)
3:30 – 3:40	<b>3. Auckland Project Update (Budget Sensitive)</b> Action: For discussion and high-level feedback ahead of SSB meeting on 4 February Attachments: Papers for the 4 February Social Sector Board meeting (3 documents)    Item 3 -1- Auckland Item 3-2- DRAFT Item 3 -3- A3s SSF DCEs paper 28 J; Cover note to OSC.p; DRAFT South Aucklar	Viv Rickard s 9(2)(a) (SSC) s 9(2)(a) (MSD)
3:40 – 3:50	<b>4. Social Sector Integration</b> Action: Provide feedback on the direction for the advice on Social Sector Integration Attachments: Papers on Social Sector Integration (2 documents)   Item 4 -1- DCE note Item 4 -2- A3 on integration FINAL. Summary-Shaping Ad	Viv Rickard s 9(2)(a) (MSD)

3:50 – 4:00	<p><b>5. Social Sector Priorities Ministers (SSPM) Meeting – Agenda and Actions</b></p> <p>Action: Update of progress – cross agency Data Integration Working Group (Action 1, 8 Dec SSPM Meeting) and ToR for the group</p> <p>Attachments: SSPM minutes 8 December (1 document), ToR for cross agency Data Integration Working Group (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">               Item 5 -1- SSPM Meeting 8 Dec - Minut           </div> <div style="text-align: center;">               Item 5 -2- TOR DRAFT Cross Sector           </div> </div>	<p>Viv Rickard</p> <p>s.9(2)(a)</p> <p>Statistics NZ</p>
<p><b>Papers to be taken as read unless members have substantive issues requiring discussion or decision</b></p> <p><b>1. Forward Agenda</b></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 (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">               Taken as read 1-1- Forward Agenda and           </div> <div style="text-align: center;">               Taken as read 1-2- Appendix Guidance on           </div> </div>		
<p><b>Next SSB DCEs meeting</b></p> <p>Wednesday 11 February, 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building</p>		

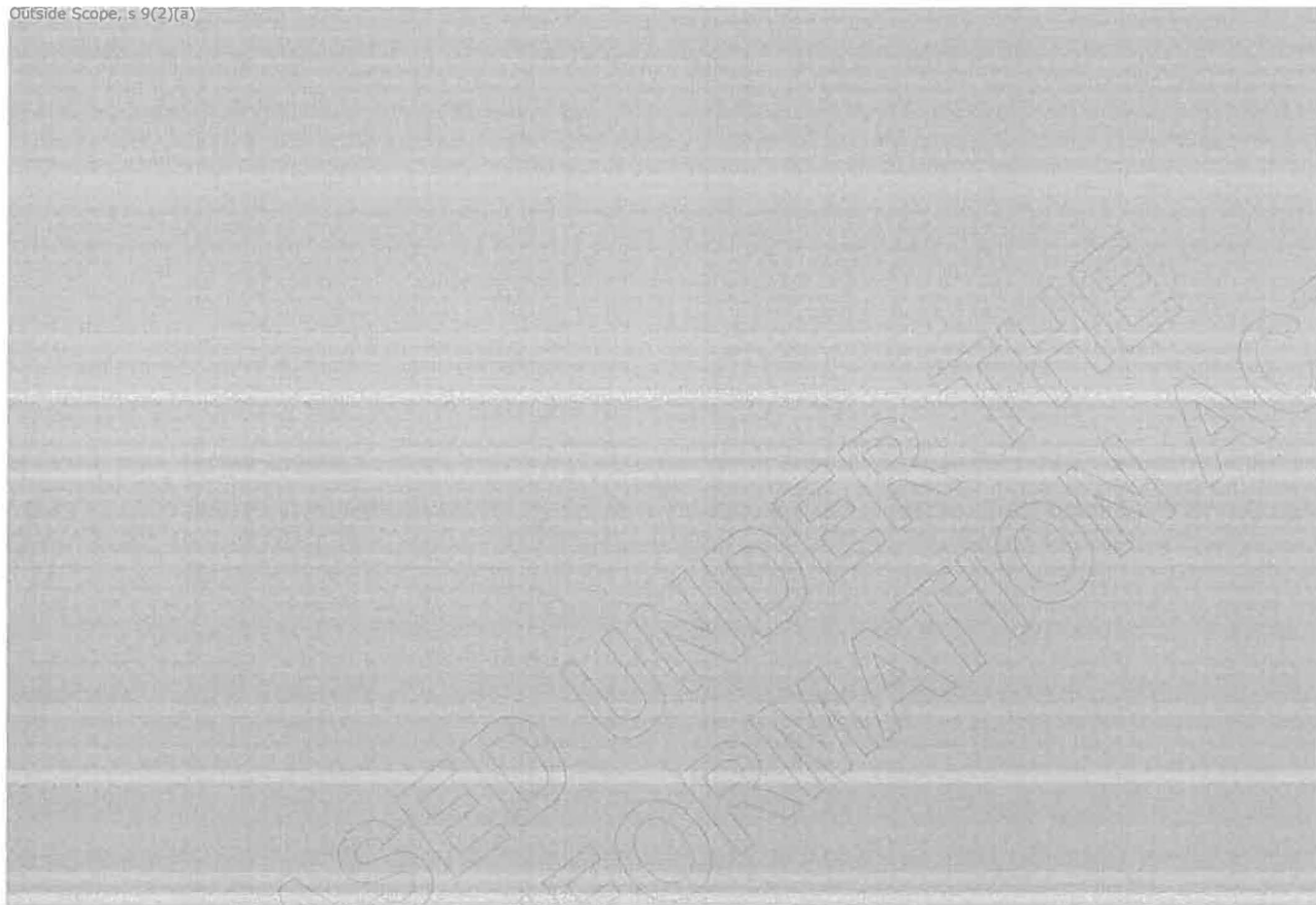
RELEASSED UNDER THE OFFICIAL INFORMATION ACT

<b>Social Sector Board Chief Executives Meeting Meeting Overview and Agenda</b>		Thursday 25 June 2015 8.00am-9.30am  Auditorium, Level 3, Bowen State Building  <i>Refreshments provided</i>
<b>Meeting Overview</b>		
<b>Time</b>	<b>Board Members</b>	<b>Other Attendees</b>
8:00 – 8:30am	<b>CEs Only Time</b> <b>Brendan Boyle</b> , CE Ministry of Social Development <b>Chai Chuah</b> , Director-General for Health <b>Peter Hughes</b> , Secretary for Education <b>Ray Smith</b> , CE Department of Corrections <b>David Smol</b> , CE Ministry of Business, Innovation and Employment <b>Pauline Winter</b> , CE Ministry of Pacific Island Affairs <b>Michelle Hippolite</b> , CE Te Puni Kokiri <b>Glenn Dunbier</b> , Acting Commissioner, NZ Police  <b>Gabs Makhlouf</b> – Secretary for Treasury <b>Viv Rickard</b> , DCE Social Sector	
8:30 – 9:30am	<b>Social Sector Board</b> Brendan Boyle (Chair) Chai Chuah (MoH) Peter Hughes (MoE) Ray Smith (Corrections) David Smol (MBIE) Pauline Winter (MPIA) Michelle Hippolite (TPK) Acting Commissioner Glenn Dunbier (NZ Police)  Viv Rickard, DCE Social Sector	s 9(2)(a) [redacted] – MSD (Item 4) s 9(2)(a) [redacted] – MSD (Item 4) s 7(4)(a) [redacted] – Statistics NZ (Items 5 & 6) s 7(4)(a) [redacted] – Statistics NZ (Items 5 & 6) s 7(4)(a) [redacted] – NZ Police (Items 5 & 6) s 7(4)(a) [redacted] – Treasury (Item 6)  <i>Emma Speight – MSD (Secretariat)</i> <i>Karen Wong – MSD (Secretariat)</i>
<b>Apologies</b>	<b>CEs-only time</b> Mike Bush (NZ Police) Andrew Bridgman (MoJ)	<b>Social Sector Board</b> Mike Bush (NZ Police) Andrew Bridgman (MoJ)

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

<p>8.45 – 8.55am</p>	<p><b>4. Productivity Commission Submission</b></p> <p>Action: Approve the SSB's submission to the Productivity Commission</p> <p>Attachment: Papers on SSB's Submission to the Productivity Commission (5 documents) [Annex for Central Agencies and Education Submissions available Tuesday 23 June 2015]</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">               Item 4 -1- SSB Cover Note.docx         </div> <div style="text-align: center;">               Item 4 -2- SSB Submission.docx         </div> <div style="text-align: center;">               Item 4 -3- MSD Submission.docx         </div> <div style="text-align: center;">               Item 4 -4- Central Agencies Submission.         </div> <div style="text-align: center;">               Item 4 -5- Education Submission.docx         </div> </div>	<p>Anneliese Parkin &amp; Neil Martin (MSD)</p>
<p>8.55 – 9.05am</p>	<p><b>5. Data Integration</b></p> <p>Action: Agree the roadmap and resourcing</p> <p>Attachment: Papers on Data Integration (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">               Item 5 -1- SSB Cover Note         </div> <div style="text-align: center;">               Item 5 -2- Social Data Integrator Sector Data Initiative         </div> </div>	<p>Liz MacPherson &amp; Colin Lynch (Statistics NZ)</p> <p>Stephen Crombie (Taskforce)</p>
<p>9.05 – 9.25am</p>	<p><b>6. Advice for SSPM Meeting (Post 24 June)</b></p> <p>Action: Agree content for 29 June SSPM meeting on:</p> <p><b>6.1 Overview of SSPM Agenda</b></p> <p><b>6.2 Taskforce: Social Sector Investment Framework [Video Clip]</b></p> <p><b>6.2.1 Agree the Framework, next steps and resourcing [Framework available Tuesday 23 June 2015]</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">               Item 6.2.1 -1- SSB Cover Note.docx         </div> <div style="text-align: center;">               Item 6.2.1 -2- Taskforce Resource         </div> <div style="text-align: center;">               Item 6.2.1 -3- Social Sector Investment Fr         </div> </div> <p><b>6.2.2 Agree Draft Terms of Reference for a review of Youth Funding</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">               Item 6.2.2 -1- SSB Covernote Final ToR         </div> <div style="text-align: center;">               Item 6.2.2 -2- Review of youth TOR         </div> </div> <p><b>6.3 Data Integration</b></p> <p><b>6.4 Budgets 16 and 17</b></p> <p>Action: Agree material relating to social sector investment, and potential place-based approaches</p> <p>Attachments: Papers on advice for SSPM Meeting (Post 24 June) (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">               Item 6.4 -1- SSB Cover Note.docx         </div> <div style="text-align: center;">               Item 6.4 -2- A3s for SSPM Discussion.pdf         </div> </div>	<p>Brendan Boyle (MSD)</p> <p>Emma Speight</p> <p>Stephen Crombie (Taskforce)</p> <p>Liz MacPherson &amp; Colin Lynch (Statistics NZ)</p>

Outside Scope, s 9(2)(a)



**Next Social Sector Board Chief Executives meeting**

Thursday 30 July, 8.00 am -9.30am  
Auditorium, Level 3, Bowen State Building

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT



**Social Sector Board  
Deputy Chief Executives meeting**

Wednesday 2 November 2016  
2.30 pm - 4.00 pm


**Meeting Overview and Agenda**

Level 2  
Tui meeting room 2.3

**Meeting Overview**

Time	Members	Other Attendees
2:30 - 4:00pm	<p><b>Social Sector Board (SSB) DCEs</b></p> <p>Emma Speight – (Chair)</p> <p>Susan Howan – MoE</p> <p>Gabrielle Baker (for Alison Thom) – MoH</p> <p>Sue Mackwell – CAP</p> <p>Nic Blakeley – MSD (3.15pm – 4pm)</p> <p>Colin Lynch – MoJ</p> <p>Greg Groufsky – Housing New Zealand</p> <p>Audrey Sorenson for Mark Evans – NZ Police</p> <p>Paul Stocks – MBIE</p> <p>Catherine Neill – MPP</p> <p>Dorothy Adams – SIU</p> <p>Nancy Tuaine – TPK</p> <p>Mark Sowden – Statistics NZ</p>	<p>s 9(2)(a) - SSC</p> <p>s 9(2)(a) - DPMC</p> <p>Treasury</p> <p>Item 2: s 9(2)(a)</p> <p>Item 3:</p> <p>Item 4:</p> <p>Item 5</p> <p><b>Secretariat</b></p> <p>Pamela Cohen</p> <p>Dahlyani Rawlings</p>
Apologies	<p><b>Mark Evans, Helen Presland, Murray Edridge, Alison Thom, Andrea Schöllmann, Christine Stevenson</b></p>	

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

<p>3.40 to 3.50</p>	<p><b>5. Government Outcomes Catalogue Tool</b></p> <p><b>Action:</b> Nominate a contact person from your agency that Treasury can work with to do next steps</p> <p><b>Attachment:</b> (1 document)</p> <p> Item 5 Government Outcomes Catalogue</p>	<p>Elena Lo (Treasury) Clare Ward (Superu)</p>
<p>Outside Scope</p> <p>RELEASSED UNDER THE OFFICIAL INFORMATION ACT</p>		
<p><b>Next SSB DCEs meeting</b> <b>Wednesday 16 November 2:30pm – 4.00pm, Room 2.1 The Auditorium, 56 The Terrace</b></p>		

**Social Sector Forum CE and DCE meeting 6 June 2012 action points**

<b>1. Summary of open action items</b>			
<b>Number</b>	<b>Who</b>	<b>Description and Update</b>	<b>Due date</b>
6/6 - 1	Outside Scope		
6/6 - 2			
6/6 - 3			
6/6 - 4			
6/6 - 5			
6/6 - 6			
6/6 - 7	MSD and DBH	Connections to be made between MSD's contracting/NGO work and social housing reforms.	July
6/6 - 8	DBH	Social housing to be topic for conversation at next SSF meeting.	For July meeting
6/6 - 9	Outside Scope		

**Social Sector Board****To:** Social Sector Board**From:** s 9(2)(a)**Date:** 9 March 2015**Prepared by:** TreasurySecurity level: **BUDGET SENSITIVE****SOCIAL SECTOR STRAW MAN BUDGET PACKAGES**

This paper outlines three straw men packages for the social sector, at \$550 million, \$600 million and \$700 million. It has been prepared by the Treasury at the request of social sector DCEs as the basis for discussion and reflects feedback received from DCEs and agencies.

The paper does not represent a considered Treasury position as to preferred Budget packages, and should not be taken as an indication of Treasury support for any specific bids. To balance the smaller packages, we have had to assume some policy changes. We have also assumed that wage settlements in Education would be funded over successive Budgets.

The discussion is organised as follows. Section 1 provides a short overview of the social sector budget bids and the general approach we have taken in constructing the straw man packages. Section 2 provides a brief factual description of each of the packages. Section 3 provides some discussion of risks and tradeoffs, drawing together contributions from individual agencies.

**Section 1. Background and approach**

Background to the bids. A full list of social sector bids under consideration as part of this exercise is provided in the accompanying A3. Relevant bids are those marked “cost pressures”, “manifesto” and “data” (although none of the latter are included in the straw man packages). Other bids, including some cost pressure bids reclassified by us as discretionary policy choices, were not considered – although they are on the A3 as “other pressures” and “other investment opportunities”.

## BUDGET-SENSITIVE

Table 1 summarises all cost pressure bids, except wages. Together with the \$275 million already allocated to DHBs, these exceed \$550 million by 2016/17. This would leave nothing for wage settlements, manifesto commitments, or other discretionary spending.

**Table 1: Summary of cost pressure bids, excluding wages**

\$millions		2015/16	2016/17	2017/18	2018/19+
Demand	Education <sup>1</sup>	96.4	125.7	133.2	152.4
	Social Development <sup>2</sup>	13.7	7.7	9.6	11.2
	Health	33.8	39.8	39.8	39.8
		<b>144.0</b>	<b>173.2</b>	<b>182.6</b>	<b>203.5</b>
Prices	Education	20.7	32.7	32.8	32.8
	Health	15.4	13.5	13.5	13.5
		<b>36.1</b>	<b>46.2</b>	<b>46.3</b>	<b>46.2</b>
Policy	Education	20.8	12.4	12.4	12.4
	Social Development	20.1	18.7	15.9	13.8
	Health	22.3	24.4	24.4	20.7
	Justice and Courts	1.0	0.0	0.0	0.0
	Housing	7.0	7.4	7.7	8.1
		<b>78.2</b>	<b>62.9</b>	<b>60.4</b>	<b>55.0</b>
<b>Pressure total</b>		<b>258.2</b>	<b>282.3</b>	<b>289.3</b>	<b>304.7</b>
DHB allocation		275.0	275.0	275.0	275.0
<b>Total</b>		<b>533.2</b>	<b>557.3</b>	<b>564.3</b>	<b>579.7</b>

1. Education demand pressures include MBU 2014 and OBU 2014 insofar as they relate to 2015/16 onwards, but not MBU 2015. It is assumed that forecast changes related to 2014/15 will not count against the Budget 15 allocation.
2. Excludes post-Ashburton security costs (included as funded cost pressures for 2015/16 in some packages below).

General approach. In constructing the packages, we have assumed that cost pressure bids must be squeezed back to create some headroom within a base (\$550 million) package. To do this, we focus on demand pressures only, on the basis that these are: (i) generally the largest amounts; and (ii) the costs that agencies are least likely to be able to control in the short term (particularly the forecast changes for Education). A greater proportion of demand pressures, along with some policy pressures, are funded in the larger packages. Price pressures are not funded.

We have assumed that there is no flexibility to reduce the \$275 million allocated to DHBs. We have also assumed that each of the packages needs to make some provision for wage settlements, as well as allowing at least some headroom for manifesto spending.

Manifesto commitments. We have included a selection of "manifesto bids" in all packages. The list of funded commitments increases in the larger packages. There is no science to this, beyond trying to include some health and confidence and supply commitments within the specified envelopes. Costs for a number of bids have been

## BUDGET-SENSITIVE

scaled down on the basis of some preliminary Treasury analysis. Details are given in table 2.

**Table 2: Assumptions underpinning scaling of manifesto bids**

Children's Action Plan	Fund directorate, existing teams plus Hamilton and one other site, scaled workforce, and ViKI
Additional in class support	Continue extra support to existing 1500 students
Additional partnership schools	Role growth component only.
Social Housing reform	Various options under consideration. More scaling in \$550m and \$600m packages.
BPS 1 target	Scale back and fund for one year only.
CYF modernisation	Minor scaling to reflect a lower estimate of assurance costs.
Whanau Ora	In \$550m and \$600m packages, fiscally neutral transfer of services to Whanau Ora from other agencies. In \$700m package, also fund extension of Commissioning Agencies and Joint Ventures).

Savings and reprioritisation. All packages assume some level of savings and reprioritisation by agencies. It is not practical to bank and then reallocate these savings across the sector. This would be a circular exercise up to the point at which all pressures were fully funded. Therefore, for consistency, efficiencies and reprioritisations explicitly identified by the Ministries of Health and Education have not been netted off against those Ministries' cost pressure bids. The Ministry of Education's building rationalisation programme generates out year savings but has fiscal costs from 2015/16 to 2017/18 and is not included in the straw man packages.

The Ministry of Social Development's simplification programme generates both departmental and Crown savings. We assume that departmental savings are retained by the Ministry after paying back upfront Crown investment. Crown savings are shown in table 3. Our working assumption is that these savings are not automatically retained by the Ministry of Social Development, but may be available to finance initiatives across the social sector as a whole, some creating additional headroom in each of the packages. These savings are not yet incorporated into the packages.

**Table 3: MSD simplification: net Crown savings**

\$millions	2015/16	2016/17	2017/18	2018/19+
MSD simplification programme	(10.7)	(12.0)	(53.4)	(53.4)

Social sector trials. Chief Executives have agreed to fund social sector trials within baselines. Minister Tolley will take a paper to SOC shortly to get agreement to this approach. For the relevant agencies, this increases the level of efficiencies, reprioritisations and tradeoffs implied by each of the straw man packages.

**BUDGET-SENSITIVE**

**Section 2. Description of the straw man packages**

**\$550 million package**

This package is very lean. It attempts to meet some basic demand and wage pressures, while also leaving some room for discretionary / manifesto spending. Price and policy pressures are not funded. Table 4 summaries the package. Commentary follows.

**Table 4: \$550 million straw man package**

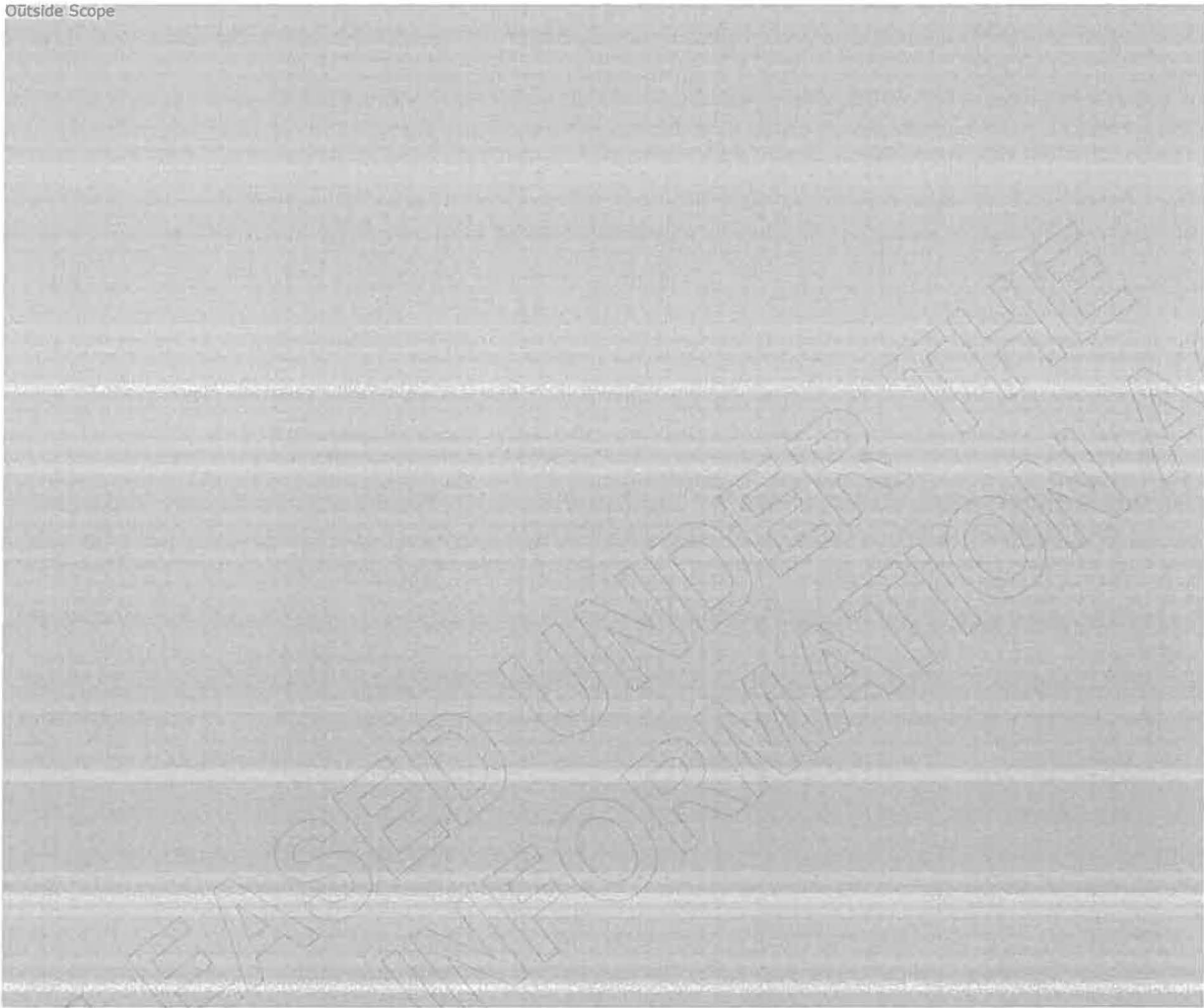
\$millions		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	57.8	55.0	29.8
	Other demand	16.9	37.9	48.2	62.6
		<u>96.4</u>	<u>95.7</u>	<u>103.2</u>	<u>92.4</u>
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	16.9	19.9	19.9	19.9
		<u>291.9</u>	<u>294.9</u>	<u>294.9</u>	<u>294.9</u>
<b>Total demand pressures funded</b>		<b>388.4</b>	<b>390.6</b>	<b>398.1</b>	<b>387.3</b>
<b>Wage pressures</b>					
Education		52.0	52.0	52.0	52.0
Health		14.0	14.0	14.0	14.0
Police		63.0	63.0	63.0	63.0
<b>Total wage pressures funded</b>		<b>129.0</b>	<b>129.0</b>	<b>129.0</b>	<b>129.0</b>
<b>Manifesto pressures</b>					
Children's Action Plan		9.9	8.1	7.1	7.1
Additional in class support		5.7	5.8	5.9	6.0
Additional partnership schools		0.3	0.3	0.3	0.3
Social housing reform programme		13.6	13.8	17.5	22.4
BPS 1 target		8.5			
CYF modernisation		5.8			
<b>Total manifesto pressures funded</b>		<b>43.8</b>	<b>28.0</b>	<b>30.8</b>	<b>35.9</b>
<b>Total cost</b>		<b>561.2</b>	<b>547.7</b>	<b>558.0</b>	<b>552.2</b>
Under / (over) \$550 million		(11.2)	2.3	(8.0)	(2.2)

Outside Scope



**BUDGET-SENSITIVE**

Outside Scope

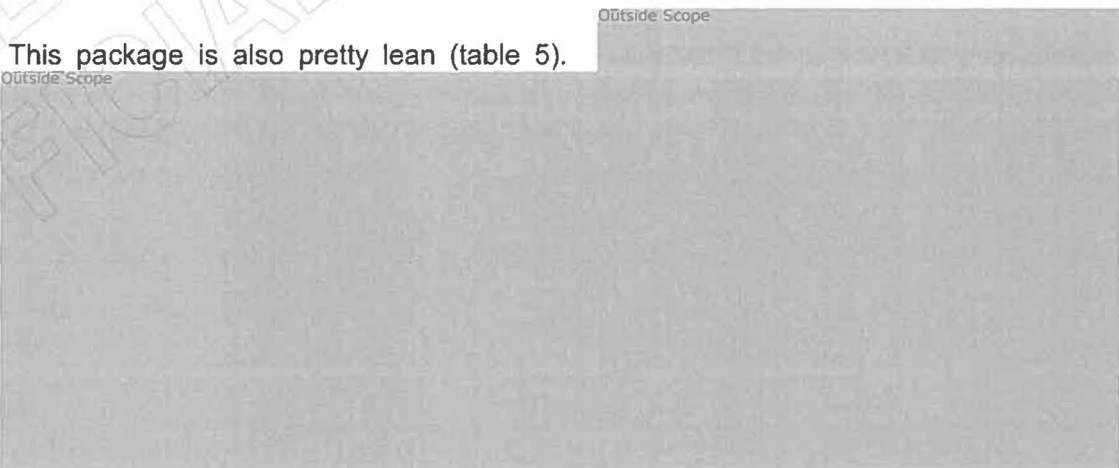


**\$600 million package**

This package is also pretty lean (table 5).

Outside Scope

Outside Scope



Relevant changes are highlighted in green. Otherwise, this package is the same as the previous one.

**Table 5: \$600 million straw man package**

**BUDGET-SENSITIVE**

		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	87.8	85.0	89.8
	Other demand	16.9	37.9	48.2	62.6
		96.4	125.7	133.2	152.4
Social Development	CYF demand and security	24.8	-	-	-
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	16.9	19.9	19.9	19.9
		291.9	294.9	294.9	294.9
<b>Total demand pressures funded</b>		<b>413.1</b>	<b>420.6</b>	<b>428.1</b>	<b>447.3</b>
<b>Wage pressures</b>					
Education		52.0	52.0	52.0	52.0
Health		14.0	14.0	14.0	14.0
Police		63.0	63.0	63.0	63.0
<b>Total wage pressure funded</b>		<b>129.0</b>	<b>129.0</b>	<b>129.0</b>	<b>129.0</b>
<b>Manifesto pressures</b>					
Children's Action Plan		9.9	8.1	7.1	7.1
Additional in class support		5.7	5.8	5.9	6.0
Additional partnership schools		0.3	0.3	0.3	0.3
Social housing reform programme		13.6	13.8	17.5	22.4
BPS 1 target		8.5	-	-	-
CYF modernisation		5.8	-	-	-
\$50 million over three years for electives		18.0	27.0	5.0	
<b>Total manifesto pressures funded</b>		<b>61.8</b>	<b>55.0</b>	<b>35.8</b>	<b>35.9</b>
<b>Total cost</b>		<b>604.0</b>	<b>604.7</b>	<b>593.0</b>	<b>612.2</b>
Under / (over) \$600 million		(4.0)	(4.7)	7.0	(12.2)

**\$700 million package**

Table 6 refers. The package increases the level of funding for demand pressures and also provides funding for some policy pressures. There is a slight increase in the funds allocated to wage settlements. A broader range of manifesto commitments is funded. Changes from the \$600 million package are highlighted in green.

Outside Scope

**BUDGET-SENSITIVE**

Outside Scope

- **Manifesto commitments.** Scaling of Social Housing reform costs is now less drastic in 2015/16 and 2016/17. We have added full funding for Health's hospice services bid (\$13 million). We have also included (scaled) funding for Whanau Ora.

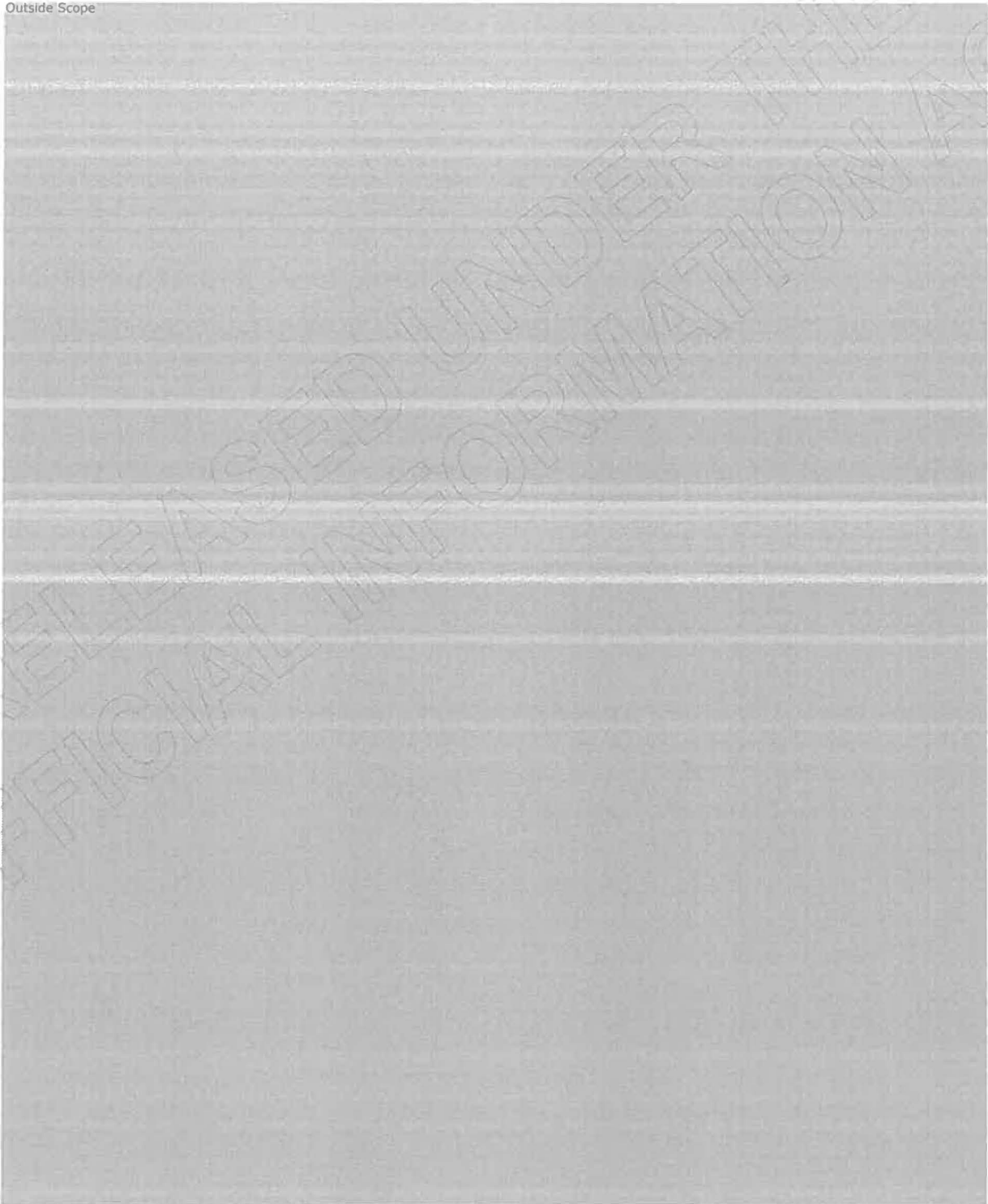
Table 6: \$700 million straw man package

		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	87.8	85.0	89.8
	Other demand	16.9	37.9	48.2	62.6
		96.4	125.7	133.2	152.4
Social Development		30.5	7.7	9.6	11.2
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	33.8	39.8	39.8	39.8
		308.8	314.8	314.8	314.8
<b>Total demand pressures funded</b>		<b>435.8</b>	<b>448.2</b>	<b>457.6</b>	<b>478.5</b>
<b>Wage pressures</b>					
Education		52.0	79.7	79.7	79.7
Health		21.2	21.2	21.2	21.2
Police		63.0	63.0	63.0	63.0
<b>Total wage pressures funded</b>		<b>136.2</b>	<b>163.9</b>	<b>163.9</b>	<b>163.9</b>
<b>Manifesto pressures</b>					
Children's Action Plan		9.9	8.1	7.1	7.1
Additional in class support		5.7	5.8	5.9	6.0
Additional partnership schools		0.3	0.3	0.3	0.3
Social housing reform programme		23.6	23.8	17.5	22.4
BPS 1 target		8.5	-	-	-
CYF modernisation		5.8	-	-	-
\$50 million over three years for electives		18.0	27.0	5.0	-
Expand hospice community palliative care services		13.0	13.0	13.0	13.0
Whanau Ora		19.6	19.6	-	-
<b>Total manifesto pressures funded</b>		<b>104.4</b>	<b>97.6</b>	<b>48.8</b>	<b>48.9</b>
<b>Policy pressures</b>					
Education payroll		15.9	12.4	12.4	12.4
Community Group Housing		7.0	7.4	7.7	8.1
<b>Total policy pressures funded</b>		<b>23.0</b>	<b>19.8</b>	<b>20.1</b>	<b>20.5</b>
<b>Total cost</b>		<b>699.3</b>	<b>729.5</b>	<b>690.5</b>	<b>711.7</b>
Under / (over) \$600 million		0.7	(29.5)	9.5	(11.7)

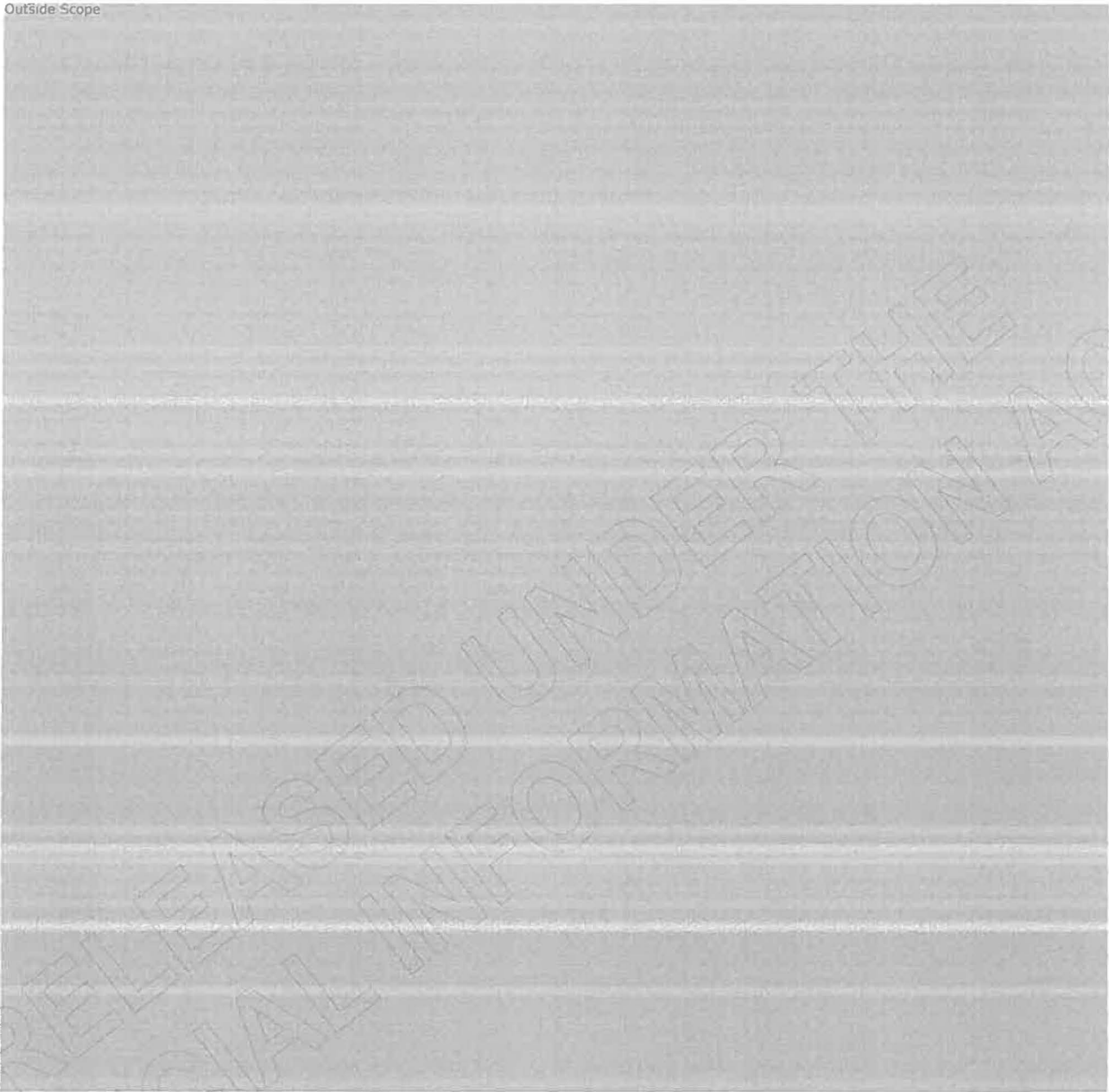
**Section 3. Comment and analysis**

All of these package would involve considerable challenges and difficult decisions for social sector agencies and their Ministers. The low hanging fruit has by now mostly been plucked. The section provides a summary of the key issues in each area.

Outside Scope



Outside Scope



**Social Development**

Key risks and tradeoffs from the perspective of the Ministry of Social Development are summarised in table 8.

**Table 8: Key issues and trade offs for Social Development**

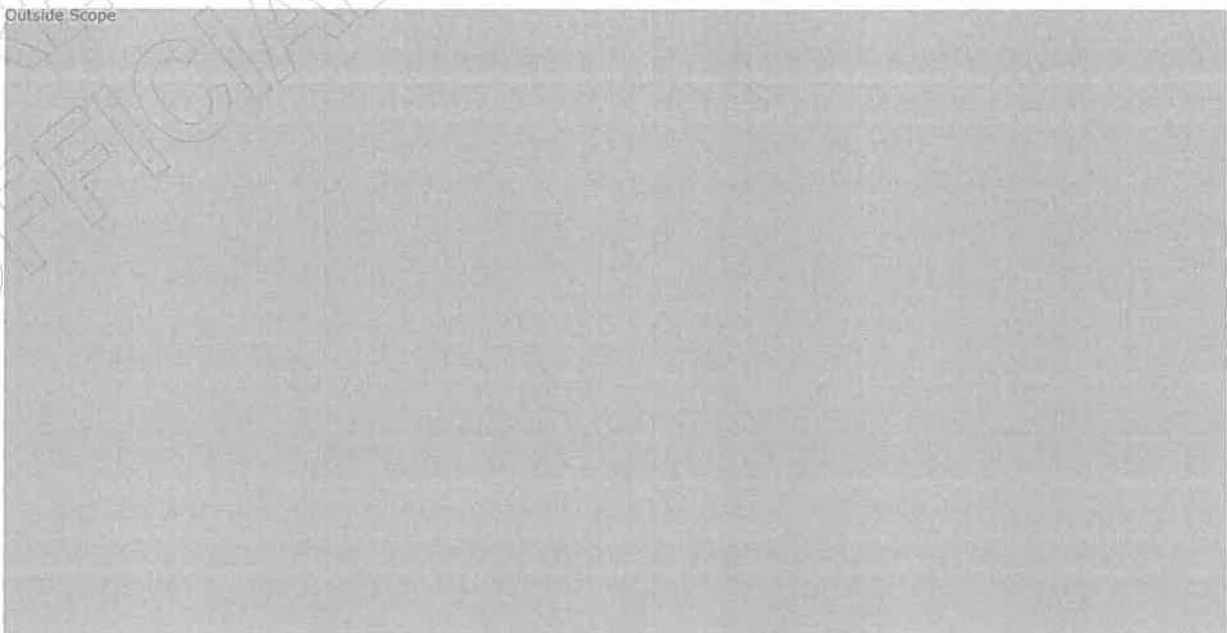
<b>\$550m package only</b>	Demand pressures for CYF are not funded under this package. This will affect CYF's ability to take additional children into out-of-home placements, increasing the churn of children through care and negatively affecting outcomes.  Additional (post-Ashburton) security costs are also not funded under this package (in the larger packages, costs are funded for 2015/16 only)
----------------------------	---

**BUDGET-SENSITIVE**

	despite there being an expectation that MSD will do more to enhance security arrangements
<b>\$550m &amp; \$600m packages</b>	<p>Time limited funding for 15 places for high-needs children runs out in 2014/15. Not continuing this funding will make CYF less able to provide services to this group. These children have a range of behavioural, sexual or aggression and/or mental health issues.</p> <p>There is also no funding for 100 very high need disabled school leavers, meaning services will have to be reorganised (potentially, 400 fewer places for those with lower support needs).</p> <p>Non-funding of OSCAR demand pressures will limit scope to support parents re-entering the workforce and to assess providers (in addition, funding for 2015/16 is based on current contract agreements and commitments).</p>
<b>All three packages</b>	All three packages exclude funding for the one-off cost of implementing the CYPF Act (\$3.3 million in 2015/16). This is a legislative requirement and the cost is not scalable. Without funding, CYF will be unable to implement legislative changes, creating legal risks. In addition, funding for BPS target 1 is significantly scaled back, with the risk that refreshed BPS targets and outcomes for customers may be impacted by reduced services.

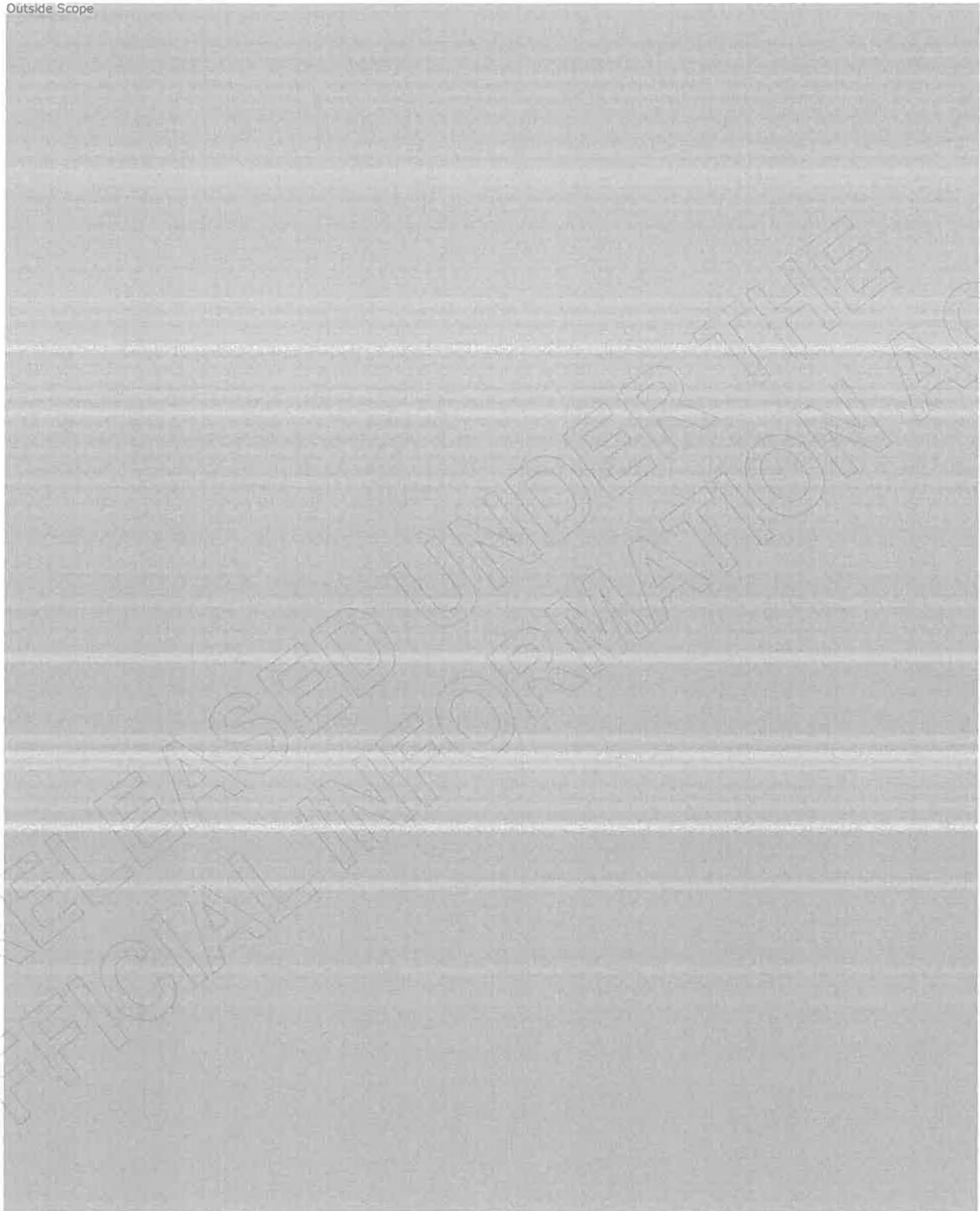
The following initiatives (not currently included in any of the packages) are highlighted by the Ministry as being of particular value. They could be alternative candidates for discretionary spending (including headroom created by net Crown savings from the Ministry's simplification programme are also provided.

Outside Scope



RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

Outside Scope



**Social housing**

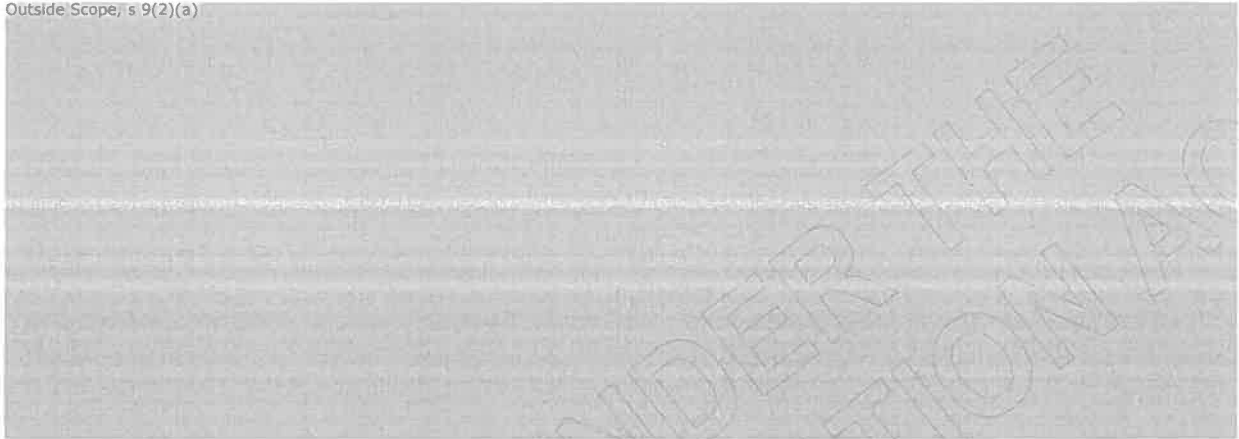
Funding for the social housing reform programme (manifesto commitment) has been scaled down in all the packages. There is a greater degree of scaling in the \$550 million



**BUDGET-SENSITIVE**

and \$600 million packages. This implies material change to the proposed reforms in 2015/16 and 2016/17, meaning that some key objectives and commitments will not be delivered.

Outside Scope, s 9(2)(a)



RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

**Social Sector Board  
Deputy Chief Executives Meeting**






Wednesday 27 January 2016  
2.30pm-4.00pm







Taupo Room, Level 3,  
Bowen State Building

**Meeting Overview and Agenda**

**Meeting Overview**

Time	Members	Other Attendees
2:30 - 4:00pm	<p><b>Social Sector Board (SSB)</b></p> <p>Nic Blakeley – MSD (Chair) Colin Lynch – Justice Christine Stevenson – Corrections Sarah Baddeley, – MBIE Karl Cummins – MoJ Glenn Dunbier – NZ Police Andrea Schollmann – Education Teresa Wall – MoH Cathy O’Malley – MoH Susan Howan – MoE Dave Trappitt – NZ Police Murray Edridge – MSD Sue Mackwell – CAP Carl Crafar – SST</p>	<p>§ 9(2)(a) Treasury § 9(2)(a) - DPMC § 9(2)(a) - SSC (Item 3) § 9(2)(a) SSICP (Item 3) § 9(2)(a) (for Katrina Casey) – MOE (Item 3) § 9(2)(a) (for Herewini Te Koha) –Gisborne business case § 9(2)(a) (item 3) § 9(2)(a) – SSICP (Item 5)</p> <p>Secretariat Dahlyani Rawlings Bridget Hesketh (for Audrey Bancroft)</p>
Apologies	Emma Speight, Viv Rickard, Greg Groufsky, Bridget White	

Agenda		
Time	Items	Owner
	 <b>Social Sector Board (SSB DCEs)</b>	
2:30 – 2:45	<p><b>DCE only time:</b></p> <p><b>1. Progress on upcoming social sector deliverables, including update on place based business cases</b></p> <p>Action: Discuss the upcoming social sector deliverables</p> <p>Attachment (1 document):</p>  <p>20160118 upcoming social sector deliveral</p> <p><b>2. SSB DCEs Strategy Session on the 3 February</b></p> <p>Action: Confirm the draft agenda for the 3 February Strategy Session</p> <p>Attachment (1 document):</p>  <p>2016 02 03 DCEs Agenda - Draft - stra</p>	Nic Blakeley
2.45 – 3.05	<p><b>3. Update on place based business cases</b></p> <p>Action: Note progress on the place based business cases</p> <p>There are no documents as this is an oral item.</p>	s 9(2)(a)
3.05 – 3.25	<p><b>4. Social Sector Trials: The Future of SST Report</b></p> <p>Actions: Agree to send the report to VCB 11 February meeting</p> <p>Attachments (2 documents):</p> <p><b>Late paper:</b></p>   <p>SSB DCEs covernote 20160115 Report to - SST futures.docx Min Tolley_Future of :</p>	Carl Crafar

<p>3.25 – 3.45</p>	<p><b>5. Budget 16 Summary of social investment bids</b></p> <p>Action: to discuss initiatives with a view to making collective comments to the Vulnerable Children's Board and the Social Sector Board.</p> <p><b>NB: Budget sensitive</b></p> <p>Attachments ( 2 documents):</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">         20160127 Budget        2016 Cover note.doc     </div> <div style="text-align: center;">         20160120 2016        Budget Initiatives.xls     </div> </div>	<p>s 9(2)(a)</p>
<p>3.45 – 3.55</p>	<p><b>6. Report back on CAP Budget 2016 Financing Plan</b></p> <p>Actions: Note report back on the CAP Budget 2016 Financing Plan and agreement between the CAP Directorate and MSD Community Investment.</p> <p><b>NB: Budget sensitive</b></p> <p>Attachment (1 document):</p> <div style="text-align: center;">         2016 01 27 SSB        DCEs - Report back o     </div>	<p>Sue Mackwell</p>
<p>3.55 – 4.00</p>	<p><b>7. SSB Minutes and Action List</b></p> <p>Action: Approve 9 December DCE and 16 December DCE OPs minutes</p> <p>Attachments: Minutes (2 documents)</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">         SSB DCE Minutes 9        December.docx     </div> <div style="text-align: center;">         SSB DCE        (Operations) - Minute     </div> </div>	<p>Nic Blakeley</p>
	<p><b>8. Forward Agenda</b></p> <p>Actions: Consider the forward agenda and raise any operational and strategic risks for discussion.</p> <p>Attachment: (1 document):</p> <div style="text-align: center;">         Forward Agenda for        SSB and DCEs 2016 -     </div>	<p>Nic Blakeley</p>

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

**1. Children's Team Update**

**Action:** Update on the Establishment of Counties Manukau Children's Team and the December 2015 Monthly Children's Team Report

**Attachments** (2 documents):



2016 01 27 SSB Appendix A - 2015  
DCEs Establishment o12 Children's Team R



**2. Children's Team Local Government Report Back on Lead Professional Resourcing**

**Action:** The Children's Team Local Government Report Back on Lead Professional Resourcing paper

**Attachment** (1 document):



2016 01 27 SSB  
DCEs Children's Team

**Next SSB DCEs meeting**

Wednesday 10 February 2:30pm – 4.00pm, Taupo Room, Level 3, Bowen State Building

RELEASED UNDER THE OFFICIAL INFORMATION ACT

## IN-CONFIDENCE

Date: 28 October 2016

SH-3-2-18-18-4-4-6

To: Social Sector Board Deputy Chief Executives  
Cc: Struan Little, Deputy Secretary, The Treasury

From: David Mackay, Director, Growth & Public Services, The Treasury  
Clare Ward, Chief Executive, Superu  
Nic Blakeley, Deputy Chief Executive, Social Policy, Ministry of Social Development

### **Government Outcomes Catalogue Tool**

#### **Purpose**

The purpose of this memorandum is to introduce the new Government Outcomes Catalogue Tool that the Treasury and Superu have developed. The Catalogue is a library of social sector outcomes and measures that aims to assist agencies in their work including to develop business cases and new work programmes.

We are also seeking your assistance to ensure the Catalogue content is up to date, and to promote its use with the relevant functions and staff in your agencies.

#### **Background to the Outcomes Catalogue Tool**

The Treasury and Superu have developed a Catalogue of outcomes for priority government programmes. We are going to publish it online to make it faster and easier for other agencies to access information about outcomes and measurement to support their work programmes. We believe it will provide value and save time for the sector across a range of functions including policy, programme and procurement.

The Catalogue was developed in March 2016, in the establishment phase of the Tamaki Social and Economic Regeneration (SER) Programme, within the Social Housing Reform Programme. The original stocktake of information was completed to assist the Treasury to clearly link the Tamaki Outcomes Framework to regional and national priorities. The stocktake was completed through desk-top research and collecting data directly from agencies. See Appendix one for a list of content and associated agency leads.

The resulting spreadsheet includes approximately 650 outcomes. It has now been re-purposed into a searchable excel tool called the Government Outcomes Catalogue Tool. The Catalogue includes government priorities, outcomes, and proposed or actual measures (where available). It also lists how the data is collected, when and by whom.

#### **How the Outcomes Catalogue Tool can help the sector**

The Catalogue can help programme and policy development, identify potential collaboration opportunities (e.g. develop a common agenda on a new programme or work), identify measurements and sources of data, and assist in outcomes-based contract creation.

Examples of how the Catalogue can help agencies include:

## IN-CONFIDENCE

- Avoiding duplication when an agency is seeking a view on what different initiatives in the social sector are trying to achieve (state of play of priority outcomes and measurements) and who to contact for more information about specific topics,
- Reducing the time required to create Outcomes and Evaluation Frameworks and Plans for a new initiative by making examples readily available,
- Enabling the sector to build on each other's data and assess/compare/contrast effectively by making it easier to align outcomes and measurements,
- Assisting with identifying outcomes for CBAX analysis to support budget bids, and
- Enabling the sector to assess the quality of outcomes and providing a basis for discussion about what we might do collectively to increase the quality of what we measure and how.

The Treasury recently hosted a small focus group of senior sector subject matter experts from different areas to view and provide feedback on the Catalogue. The group was very enthusiastic and identified a number of areas where it could easily help the sector in its day-to-day work.

While the Catalogue has many applications for agencies, one possible example of how it can work practically could be a new programme being developed by the Ministry of Health aimed at 0 to 5 year olds. The Programme lead could search the Catalogue to find other agencies to contact that are delivering Programmes that would contribute to the Outcomes of the new Programme. The Programme lead could also search against government priorities to identify what existing measures are applicable and could be used – providing comparison and contrast. They could then identify what data and information was already being collected to assist them to develop their Outcomes and Evaluation Framework. The Programme lead could also use the Catalogue to identify outcomes and measures that could be used as inputs to establishing outcomes-based contracts with suppliers.

### **Publishing the Outcomes Catalogue Tool online**

The Treasury is working with Superu to publish the Catalogue online at [www.superu.govt.nz](http://www.superu.govt.nz) in November.

Initially, the Catalogue will be accessed through a password issued by Superu. Agencies will have a period of three weeks to provide updates to the included data.

Superu intends to update the Catalogue with new data at least six-monthly. Currently the Catalogue contains mainly social outcomes but we anticipate the focus may grow to include other areas over time as it is updated.

### **Managing identified risks**

The identified risks associated with publishing the Catalogue, along with mitigating actions, are listed in the table below.

**IN-CONFIDENCE**

<b>Risk</b>	<b>Mitigation</b>
Not updating the Catalogue in time for public release, resulting in reduced confidence in its usefulness	<ul style="list-style-type: none"> <li>• Update the Catalogue during a first, limited release and then six-monthly</li> <li>• Include information on the web page about the limitations of data including asking for information that could address gaps or errors.</li> </ul>
Agency reluctance for information related to them to be released	<ul style="list-style-type: none"> <li>• Work with each agency to understand any concerns and address them.</li> <li>• Re-iterate to agencies that most information included is already public.</li> </ul>
People perceive that because not all of the outcomes have measures that there is a lack of progress or measurement in the sector	<ul style="list-style-type: none"> <li>• Develop messaging to explain why some outcome don't have associated measures.</li> </ul>
People expect the Catalogue can provide them with the specific answers and outcomes for their own Programme/work	<ul style="list-style-type: none"> <li>• Ensure messaging outlines the value and the limitations of the tool.</li> <li>• Develop a Q and A to reflect users' questions.</li> </ul>
Speedy technology advances mean the basic nature of the tool is perceived as out of date and with limited use	<ul style="list-style-type: none"> <li>• Clearly state the history, purpose and limitations of the tool in its web content.</li> <li>• Keep up to date the technology changes that can be applied.</li> </ul>

**Social service agencies' assistance**

As the tool was developed in March 2016 for the Tamaki Regeneration Programme, agencies will be required to assist with reviewing and updating the included information. We therefore ask each Deputy Chief Executive to provide a contact person for their agency. The designated contact person will be sent the relevant information and instructions.

Once the Catalogue is available, the Treasury and Superu will work with agencies to ensure that relevant staff receive communications. We will work with the nominated contact person and internal communications staff at each agency to achieve this.

**Timing and next steps**

Following your feedback and confirmation of each agency's contact person, we will publish the Catalogue on the Superu website [www.superu.govt.nz](http://www.superu.govt.nz) in early November. Agencies will be able to access the Catalogue using a password that will be issued by Superu.

Agencies will have three weeks to review the content and provide updates. Once the update is completed we will make the Catalogue openly available (i.e. without needing a password). Superu will then update the Catalogue every six months beginning in December 2016.



**IN-CONFIDENCE**

**Contact**

To confirm your agency contact person, and if you have any questions or concerns please contact <sup>s 9(2)(a)</sup> [redacted] by email <sup>s 9(2)(k)</sup> [redacted]

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

**Social Sector Board****SSB****To:** Social Sector Board**From:** 59(2)(a)**Date:** 9 March 2015**Prepared by:** Treasury**Security level:** BUDGET SENSITIVE**SOCIAL SECTOR STRAW MAN BUDGET PACKAGES**

This paper outlines three straw men packages for the social sector, at \$550 million, \$600 million and \$700 million. It has been prepared by the Treasury at the request of social sector DCEs as the basis for discussion and reflects feedback received from DCEs and agencies.

The paper does not represent a considered Treasury position as to preferred Budget packages, and should not be taken as an indication of Treasury support for any specific bids. To balance the smaller packages, we have had to assume some policy changes. We have also assumed that wage settlements in Education would be funded over successive Budgets.

The discussion is organised as follows. Section 1 provides a short overview of the social sector budget bids and the general approach we have taken in constructing the straw man packages. Section 2 provides a brief factual description of each of the packages. Section 3 provides some discussion of risks and tradeoffs, drawing together contributions from individual agencies.

**Section 1. Background and approach**

Background to the bids. A full list of social sector bids under consideration as part of this exercise is provided in the accompanying A3. Relevant bids are those marked “cost pressures”, “manifesto” and “data” (although none of the latter are included in the straw man packages). Other bids, including some cost pressure bids reclassified by us as discretionary policy choices, were not considered – although they are on the A3 as “other pressures” and “other investment opportunities”.

## BUDGET-SENSITIVE

Table 1 summarises all cost pressure bids, except wages. Together with the \$275 million already allocated to DHBs, these exceed \$550 million by 2016/17. This would leave nothing for wage settlements, manifesto commitments, or other discretionary spending.

**Table 1: Summary of cost pressure bids, excluding wages**

\$millions		2015/16	2016/17	2017/18	2018/19+
Demand	Education <sup>1</sup>	96.4	125.7	133.2	152.4
	Social Development <sup>2</sup>	13.7	7.7	9.6	11.2
	Health	33.8	39.8	39.8	39.8
		<b>144.0</b>	<b>173.2</b>	<b>182.6</b>	<b>203.5</b>
Prices	Education	20.7	32.7	32.8	32.8
	Health	15.4	13.5	13.5	13.5
		<b>36.1</b>	<b>46.2</b>	<b>46.3</b>	<b>46.2</b>
Policy	Education	20.8	12.4	12.4	12.4
	Social Development	20.1	18.7	15.9	13.8
	Health	22.3	24.4	24.4	20.7
	Justice and Courts	1.0	0.0	0.0	0.0
	Housing	7.0	7.4	7.7	8.1
		<b>78.2</b>	<b>62.9</b>	<b>60.4</b>	<b>55.0</b>
<b>Pressure total</b>		<b>258.2</b>	<b>282.3</b>	<b>289.3</b>	<b>304.7</b>
DHB allocation		275.0	275.0	275.0	275.0
<b>Total</b>		<b>533.2</b>	<b>557.3</b>	<b>564.3</b>	<b>579.7</b>

1. Education demand pressures include MBU 2014 and OBU 2014 insofar as they relate to 2015/16 onwards, but not MBU 2015. It is assumed that forecast changes related to 2014/15 will not count against the Budget 15 allocation.
2. Excludes post-Ashburton security costs (included as funded cost pressures for 2015/16 in some packages below).

General approach. In constructing the packages, we have assumed that cost pressure bids must be squeezed back to create some headroom within a base (\$550 million) package. To do this, we focus on demand pressures only, on the basis that these are: (i) generally the largest amounts; and (ii) the costs that agencies are least likely to be able to control in the short term (particularly the forecast changes for Education). A greater proportion of demand pressures, along with some policy pressures, are funded in the larger packages. Price pressures are not funded.

We have assumed that there is no flexibility to reduce the \$275 million allocated to DHBs. We have also assumed that each of the packages needs to make some provision for wage settlements, as well as allowing at least some headroom for manifesto spending.

Manifesto commitments. We have included a selection of "manifesto bids" in all packages. The list of funded commitments increases in the larger packages. There is no science to this, beyond trying to include some health and confidence and supply commitments within the specified envelopes. Costs for a number of bids have been

## BUDGET-SENSITIVE

scaled down on the basis of some preliminary Treasury analysis. Details are given in table 2.

**Table 2: Assumptions underpinning scaling of manifesto bids**

Children's Action Plan	Fund directorate, existing teams plus Hamilton and one other site, scaled workforce, and ViKI
Additional in class support	Continue extra support to existing 1500 students
Additional partnership schools	Role growth component only.
Social Housing reform	Various options under consideration. More scaling in \$550m and \$600m packages.
BPS 1 target	Scale back and fund for one year only.
CYF modernisation	Minor scaling to reflect a lower estimate of assurance costs.
Whanau Ora	In \$550m and \$600m packages, fiscally neutral transfer of services to Whanau Ora from other agencies. In \$700m package, also fund extension of Commissioning Agencies and Joint Ventures).

Savings and reprioritisation. All packages assume some level of savings and reprioritisation by agencies. It is not practical to bank and then reallocate these savings across the sector. This would be a circular exercise up to the point at which all pressures were fully funded. Therefore, for consistency, efficiencies and reprioritisations explicitly identified by the Ministries of Health and Education have not been netted off against those Ministries' cost pressure bids. The Ministry of Education's building rationalisation programme generates out year savings but has fiscal costs from 2015/16 to 2017/18 and is not included in the straw man packages.

The Ministry of Social Development's simplification programme generates both departmental and Crown savings. We assume that departmental savings are retained by the Ministry after paying back upfront Crown investment. Crown savings are shown in table 3. Our working assumption is that these savings are not automatically retained by the Ministry of Social Development, but may be available to finance initiatives across the social sector as a whole, some creating additional headroom in each of the packages. These savings are not yet incorporated into the packages.

**Table 3: MSD simplification: net Crown savings**

\$millions	2015/16	2016/17	2017/18	2018/19+
MSD simplification programme	(10.7)	(12.0)	(53.4)	(53.4)

Outside Scope

BUDGET-SENSITIVE

**Section 2. Description of the straw man packages**

**\$550 million package**

This package is very lean. It attempts to meet some basic demand and wage pressures, while also leaving some room for discretionary / manifesto spending. Price and policy pressures are not funded. Table 4 summaries the package. Commentary follows.

**Table 4: \$550 million straw man package**

\$millions		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	57.8	55.0	29.8
	Other demand	16.9	37.9	48.2	62.6
		96.4	95.7	103.2	92.4
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	16.9	19.9	19.9	19.9
		291.9	294.9	294.9	294.9
<b>Total demand pressures funded</b>		<b>388.4</b>	<b>390.6</b>	<b>398.1</b>	<b>387.3</b>
<b>Wage pressures</b>					
Education		52.0	52.0	52.0	52.0
Health		14.0	14.0	14.0	14.0
Police		63.0	63.0	63.0	63.0
<b>Total wage pressures funded</b>		<b>129.0</b>	<b>129.0</b>	<b>129.0</b>	<b>129.0</b>
<b>Manifesto pressures</b>					
	Children's Action Plan	9.9	8.1	7.1	7.1
	Additional in class support	5.7	5.8	5.9	6.0
	Additional partnership schools	0.3	0.3	0.3	0.3
	Social housing reform programme	13.6	13.8	17.5	22.4
	BPS 1 target	8.5			
	CYF modernisation	5.8			
<b>Total manifesto pressures funded</b>		<b>43.8</b>	<b>28.0</b>	<b>30.8</b>	<b>35.9</b>
<b>Total cost</b>		<b>561.2</b>	<b>547.7</b>	<b>558.0</b>	<b>552.2</b>
Under / (over) \$550 million		(11.2)	2.3	(8.0)	(2.2)

- **Demand pressures.** For Health, we have assumed that 50% of the non-DHB demand pressures are funded (about \$20 million in 2018/19 and out years). For Education, we have assumed that demand pressures outside the MBU/OBU forecasts will be fully funded. The forecast MBU/OBU cost increases (which are mainly ECE subsidies) are too large to fully fund within a \$550 million package while also retaining some headroom for manifesto / discretionary spending. So we have assumed that policy changes are made to reduce the size of these increases by \$30 million (about a third) in 2016/17 and 2017/18, and by \$60 million (about two thirds) in 2018/19 and out years. A two thirds reduction in the out year cost assumes a 4.4% to 5.9% reduction in the size of the population eligible for the ECE subsidy. Other agencies receive no funding for demand pressures.

## BUDGET-SENSITIVE

- **Wage pressures.** For Health, we have included \$14 million to fund the cost of the in-between travel settlement, agreed (and approved by Cabinet) last year. This assumes that other health sector wage pressures will be funded from baselines and the DHB allocation. For Police, there is \$63 million, which represents a CPI adjustment plus a one-year settlement amount. It is assumed that additional Police wage pressures, including those in out-years, will be funded from efficiencies and/or reductions in officer numbers. For Education, \$52 million has been allocated for wage pressures in 2015/16. This is a scaled number tabled by the Ministry, which we understand represents a 2% increase applied to a part year. The full-year cost of a 2% settlement would be about \$79.7 million (including Special Education staff), leaving \$27.7 million to be funded in Budget 16. Even then, this would only partially fund the Ministry's working assumption of 2% annual increases plus additional costs driven by specific claims. A negotiated settlement (or a series of settlements) which included further increases in subsequent years would require additional funding in Budget 16 and subsequent Budgets. The Ministry's current assumption implies additional costs of \$265 million by 2018/19, accounting for a reasonable chunk of future social sector Budget allocations.
- **Manifesto / discretionary spending.** We have included a provisional list of possible candidates, as discussed above.

### **\$600 million package**

This package is also pretty lean (table 5). For Education, we have assumed that Ministers will not wish to make any changes to ECE subsidy policy; and, for Health, that they will meet their manifesto commitment to provide \$50 million over three years for elective surgery. For Social Development, we have added funding for CYF demand pressures (\$8 million) and post-Ashburton security costs (\$16.8 million) for 2015/16 only (for convenience, these are both counted as a single item under demand pressures). For out years, either these costs will need to be mitigated through efficiencies, or additional funding will need to be provided in Budget 16.

Relevant changes are highlighted in green. Otherwise, this package is the same as the previous one.

Table 5: \$600 million straw man package

**BUDGET-SENSITIVE**

		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	87.8	85.0	89.8
	Other demand	16.9	37.9	48.2	62.6
		96.4	125.7	133.2	152.4
Social Development	CYF demand and security	24.8	-	-	-
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	16.9	19.9	19.9	19.9
		291.9	294.9	294.9	294.9
<b>Total demand pressures funded</b>		<b>413.1</b>	<b>420.6</b>	<b>428.1</b>	<b>447.3</b>
<b>Wage pressures</b>					
Education		52.0	52.0	52.0	52.0
Health		14.0	14.0	14.0	14.0
Police		63.0	63.0	63.0	63.0
<b>Total wage pressure funded</b>		<b>129.0</b>	<b>129.0</b>	<b>129.0</b>	<b>129.0</b>
<b>Manifesto pressures</b>					
Children's Action Plan		9.9	8.1	7.1	7.1
Additional in class support		5.7	5.8	5.9	6.0
Additional partnership schools		0.3	0.3	0.3	0.3
Social housing reform programme		13.6	13.8	17.5	22.4
BPS 1 target		8.5	-	-	-
CYF modernisation		5.8	-	-	-
\$50 million over three years for electives		18.0	27.0	5.0	
<b>Total manifesto pressures funded</b>		<b>61.8</b>	<b>55.0</b>	<b>35.8</b>	<b>35.9</b>
<b>Total cost</b>		<b>604.0</b>	<b>604.7</b>	<b>593.0</b>	<b>612.2</b>
Under / (over) \$600 million		(4.0)	(4.7)	7.0	(12.2)

**\$700 million package**

Table 6 refers. The package increases the level of funding for demand pressures and also provides funding for some policy pressures. There is a slight increase in the funds allocated to wage settlements. A broader range of manifesto commitments is funded. Changes from the \$600 million package are highlighted in green.

Outside Scope



BUDGET-SENSITIVE

Outside Scope

- **Manifesto commitments.** Scaling of Social Housing reform costs is now less drastic in 2015/16 and 2016/17. We have added full funding for Health's hospice services bid (\$13 million). We have also included (scaled) funding for Whanau Ora.

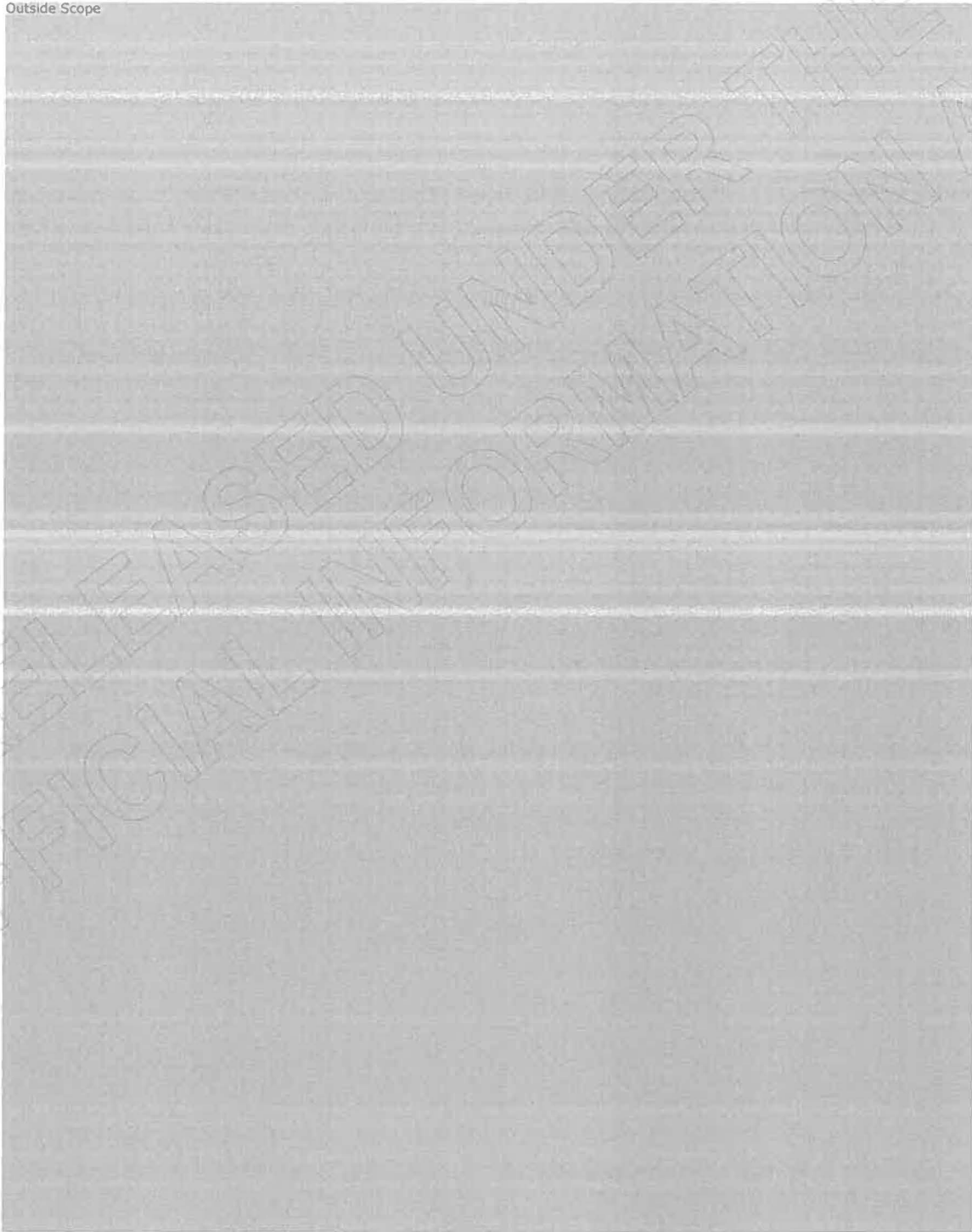
Table 6: \$700 million straw man package

		2015/16	2016/17	2017/18	2018/19+
<b>Demand pressures</b>					
Education	Forecast MBU / OBU changes	79.5	87.8	85.0	89.8
	Other demand	16.9	37.9	48.2	62.6
		96.4	125.7	133.2	152.4
Social Development		30.5	7.7	9.6	11.2
Health	DHBs	275.0	275.0	275.0	275.0
	Other demand pressures	33.8	39.8	39.8	39.8
		308.8	314.8	314.8	314.8
<b>Total demand pressures funded</b>		<b>435.8</b>	<b>448.2</b>	<b>457.6</b>	<b>478.5</b>
<b>Wage pressures</b>					
Education		52.0	79.7	79.7	79.7
Health		21.2	21.2	21.2	21.2
Police		63.0	63.0	63.0	63.0
<b>Total wage pressures funded</b>		<b>136.2</b>	<b>163.9</b>	<b>163.9</b>	<b>163.9</b>
<b>Manifesto pressures</b>					
Children's Action Plan		9.9	8.1	7.1	7.1
Additional in class support		5.7	5.8	5.9	6.0
Additional partnership schools		0.3	0.3	0.3	0.3
Social housing reform programme		23.6	23.8	17.5	22.4
BPS 1 target		8.5	-	-	-
CYF modernisation		5.8	-	-	-
\$50 million over three years for electives		18.0	27.0	5.0	-
Expand hospice community palliative care services		13.0	13.0	13.0	13.0
Whanau Ora		19.6	19.6	-	-
<b>Total manifesto pressures funded</b>		<b>104.4</b>	<b>97.6</b>	<b>48.8</b>	<b>48.9</b>
<b>Policy pressures</b>					
Education payroll		15.9	12.4	12.4	12.4
Community Group Housing		7.0	7.4	7.7	8.1
<b>Total policy pressures funded</b>		<b>23.0</b>	<b>19.8</b>	<b>20.1</b>	<b>20.5</b>
<b>Total cost</b>		<b>699.3</b>	<b>729.5</b>	<b>690.5</b>	<b>711.7</b>
Under / (over) \$600 million		0.7	(29.5)	9.5	(11.7)

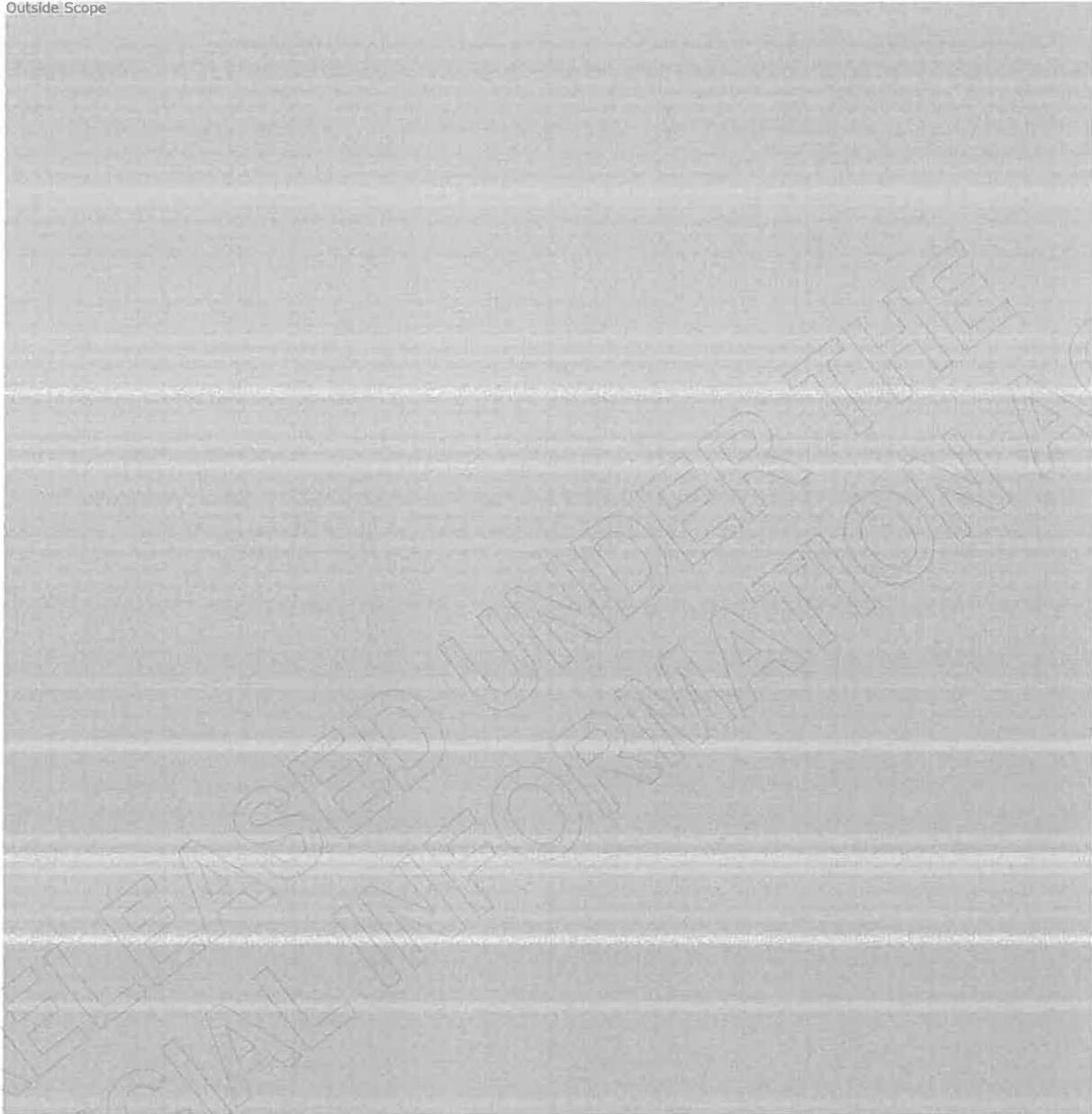
**Section 3. Comment and analysis**

All of these package would involve considerable challenges and difficult decisions for social sector agencies and their Ministers. The low hanging fruit has by now mostly been plucked. The section provides a summary of the key issues in each area.

Outside Scope



Outside Scope



**Social Development**

Key risks and tradeoffs from the perspective of the Ministry of Social Development are summarised in table 8.

**Table 8: Key issues and trade offs for Social Development**

<b>\$550m package only</b>	Demand pressures for CYF are not funded under this package. This will affect CYF's ability to take additional children into out-of-home placements, increasing the churn of children through care and negatively affecting outcomes.  Additional (post-Ashburton) security costs are also not funded under this package (in the larger packages, costs are funded for 2015/16 only)
----------------------------	---

**BUDGET-SENSITIVE**

	despite there being an expectation that MSD will do more to enhance security arrangements
<b>\$550m &amp; \$600m packages</b>	<p>Time limited funding for 15 places for high-needs children runs out in 2014/15. Not continuing this funding will make CYF less able to provide services to this group. These children have a range of behavioural, sexual or aggression and/or mental health issues.</p> <p>There is also no funding for 100 very high need disabled school leavers, meaning services will have to be reorganised (potentially, 400 fewer places for those with lower support needs).</p> <p>Non-funding of OSCAR demand pressures will limit scope to support parents re-entering the workforce and to assess providers (in addition, funding for 2015/16 is based on current contract agreements and commitments).</p>
<b>All three packages</b>	<u>All three packages</u> exclude funding for the one-off cost of implementing the CYPF Act (\$3.3 million in 2015/16). This is a legislative requirement and the cost is not scalable. Without funding, CYF will be unable to implement legislative changes, creating legal risks. In addition, funding for BPS target 1 is significantly scaled back, with the risk that refreshed BPS targets and outcomes for customers may be impacted by reduced services.

The following initiatives (not currently included in any of the packages) are highlighted by the Ministry as being of particular value. They could be alternative candidates for discretionary spending (including headroom created by net Crown savings from the Ministry's simplification programme are also provided.

- Expansion of Youth Services to young parents and at-risk 18-19 year olds without children. The Ministry would like to see this included in the \$700 million package. It is an important lever in the investment approach, which seeks to identify critical points at which intervention can make a difference to long term outcomes and lifetime benefit liability. Outcomes are promising for the current cohort of 14,000 young people. Scalable expansion options are available. The Ministry recommends reducing funding for Whanau Ora to \$10m and adding Youth Service at \$9.6m. (Note that, even with scaling, this would leave a funding shortfall in out-years, as the \$700 million package does not include any funding for Whanua Ora after 2016/17.)
- Limited Service Volunteers (\$6.3 million per annum). A scaled approach providing 800 places at two sites could be delivered for \$3.9 million per annum.

## BUDGET-SENSITIVE

- The Growing Up in NZ longitudinal study (a cross-sector programme) is currently processing data from the 4  $\frac{1}{2}$  year collection, which would be the last collection wave if agencies and Ministers do not agree to continue to study. A scaled option (\$4.6m) includes reducing the cohort size and not taking biological samples. This is a cross-sector programme that could possibly be funded through Crown savings from the Ministry's simplification programme.
- The Data Integration and Analytics Hub. This area has been identified as a priority to achieve the Ministry's strategic direction, support operational decision-making and enhance service effectiveness. A scaled option is available.

### Health

The Ministry of Health's view is that even the largest package (\$700 million) leaves Vote Health unable to cover cost pressures without changes to policy settings. There is an increased risk of material DHB deficits, given that the \$275 million allocated to them does not meet their cost pressures. For non-DHB health pressures, the \$700 million package provides \$24 million (rising to \$30 million) for demand pressures and \$21.2 million for wage pressures. With this funding (\$45.2 million), the Ministry would have to manage pressures of \$113.5 million on frontline services, as follows:

- \$69 million of pressure on services purchased by the Ministry driven by volume demand from population change (such as disability support services, midwives and ambulances) and by DHB multi-employer collective agreements in services that the Ministry purchases from DHBs.
- \$14 million for In Between Travel driven by prior Cabinet decisions in response to Court decisions.<sup>1</sup>
- \$3.4 million for continuation of the Bowel Cancer Screening Pilot (ending the pilot would make national rollout impossible, thereby pre-empting future Government decision).

---

<sup>1</sup> This item is fully funded in all three packages. It is included in the amount (\$24 million, rising to \$30 million) allocated for demand pressures. This leaves cost pressures of \$99.5 million to be managed from \$31.2 million.

## BUDGET-SENSITIVE

- \$1.5 million (rising to \$6 million in out years) for 12 additional high and complex needs DSS beds, driven by a statutory requirement under the IDCC&R Act.
- \$5.6 million for critical upgrades to maintain the National Immunisation Register and Breast Screening Information System.
- \$20 million for prior Government decisions to fund additional elective surgeries (\$12 million) and additional medical training places (\$8 million in outyears).

Without funding for these pressures there would significant implications for Vote Health. The alternative would be to attempt to reprioritise approximately \$70 million of Ministry-managed NDE. This would require a similar range of policy choices by Ministers regarding other frontline services. Having developed the Vote Health budget advice on the basis of an assumed allocation of over \$460 million, the Ministry considers that it is not feasible to make such significant changes over the next three months.

### Police

Police are implementing a significant change programme "Policing Excellence: The Future". This is expected to have some cost benefits (depending on Police number and property flexibility), but the savings are planned to be redirected to deal with increasing levels of general demand caused by population growth, family violence, mental health response, improving Maori outcomes, and national security (including cyber). Cumulative volume growth is predicted to be 15% over the 4 year period.

### Te Puni Kōkiri

The bid for the Māori Housing Unit (Te Whare Āhuru) is not included in any of the straw man packages. Te Puni Kōkiri is concerned that, if this ends up being excluded from the final Budget package, it may become responsible for administering housing grants (pending Minister's decision later this month) without having the necessary funding.

### Social housing

Funding for the social housing reform programme (manifesto commitment) has been scaled down in all the packages. There is a greater degree of scaling in the \$550 million

**BUDGET-SENSITIVE**

and \$600 million packages. This implies material change to the proposed reforms in 2015/16 and 2016/17, meaning that some key objectives and commitments will not be delivered.

Funding for HNZC's rent shortfall on Community Group Housing is included in the \$700 million package only. If this is not funded, there are two potential outcomes. One is that there is an offsetting dividend reduction. In that case, the OBEGAL impact would be the same as if the rent shortfall were funded directly, making the Budget process largely irrelevant. Alternatively, Ministers could make clear that they expect HNZC to manage the shortfall with no offsetting reduction in the dividend. That may involve policy tradeoffs, such as ending contracts with existing providers who support vulnerable people, with a flow on impact on increased demand for social housing.

RELEASED UNDER THE OFFICIAL INFORMATION ACT





BUDGET 2015 SOCIAL SECTOR INITIATIVES

(NOTE: Information taken from initial CPIS load.)

ID	Title	Description	Operating (\$ millions)					Capital (\$ millions)					INITIAL PROPOSED FOCUS GROUPS FOR SOCIAL SECTOR BUDGET PACKAGES																			
			2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19	Cost Pressures				Service Demand Delivery	Manifesto Promises	Children	Youth	At Risk Families	Housing	Data	BPS	RFI	Other						
													Committed to	Wages	CPI driven	Volume driven																
8499	Out of School Care and Recreational (OSCAR) Subsidy	Funding is sought to meet a forecast shortfall in funding driven by an increase in enrolments and for personnel and administration costs associated with additional approvals staff to process increased enrolments.	-	2,546	2,656	2,764	2,875	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8500	Participation and Inclusion for Disabled People	Additional funding to meet cost pressures for existing services that have built over a decade and due to a change in service to offer more individualised support, unfunded services for disabled people currently eligible and service costs for high-needs students leaving school and entering the scheme.	-	4,974	10,225	15,362	20,547	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8501	Increasing the Youth Service	This initiative seeks to extend the Youth Service to at risk 18-19 year old beneficiaries.	-	22,890	23,158	23,158	23,158	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	-	-	
8502	Data Integration and Analytics Hub	Investment in increased capability to maximise the value of the Ministry's information assets to drive better outcomes for the Ministry's clients.	-	4,866	5,397	5,359	5,359	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	Y	-	-	-	-	-	-	-	
8503	Security Response Programme	Operational and practical aspects of how we interact with clients in a secure working environment, including implementing the recommendations of the Independent Security Review.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	
8504	Implementing the Children, Young Person's and their Families Act	The Vulnerable Children Bill has introduced significant changes to the CYFP Act. This will have a series of measures to protect and improve the safety and wellbeing of vulnerable children.	-	3,571	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	Y	Y	-	-	-	-	-	-	-	-	-	-	
8505	Improving Outcomes for High Needs Group	Existing funding is time-limited, and further funding is sought for 15 specialist and therapeutic care placements (provided through NGOs) for high needs young people aged 10 to 17 years in Child, Youth and Family's care.	-	1,414	1,414	1,414	1,414	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8506	Elder abuse and neglect prevention (EANP) services	Increasing the capacity of 27 EANP services to meet the demands of an increasing older population and research to strengthen the evidence base on elder abuse.	-	0,794	0,594	0,594	0,684	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	-	-	
8507	Initiatives to address children living in material hardship	Placeholder	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8508	Families Commission: Growing Up in New Zealand Longitudinal Study (GUNZ)	GUNZ provides multi-disciplinary data on diverse populations of children and their families in NZ to help address policy challenges. Funding ends in June 2015 when the children are age 5. New funding is sought to track the development of these children in two data collection waves at ages 6 and 10.	-	5,500	6,500	6,500	6,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	-	-	-	
8510	Social Sector Trials: transition and extension	The proposal is to move five Social Sector Trials into a permanent model of service delivery, and extend 11 Trials to June 2017. Costs are based on the Cabinet paper, assuming an even split across three agencies. The Ministry of Social Development's share is estimated at \$6.909m over four years.	-	8,140	6,300	2,060	1,590	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
8511	Social Investment (Population Focus)	Social Investment (Population Focus)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	Y
8512	Children's Action Plan (CAP) operating model	This will provide funding for the continued operation of the 10 Children's Teams (CT) and the intended roll out of up to 10 more CTs from 2018, implementing legislative requirements and managing the CAP work programme through the National Children's Director and CAP Directorate.	-	10,373	8,785	13,225	15,598	-	-	-	-	-	-	-	-	-	-	-	-	Y	Y	-	-	-	-	-	-	-	-	-	-	
8513	Child, Youth and Family Modernisation	Modernisation is determining how Child, Youth and Family services are delivered in the future more effectively, efficiently and economically. Funding is sought for 2015/16 to develop and implement a new operating model for CYF.	-	5,914	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	Y	-	-	-	-	-	-	-	-	-	-	
8517	Implementation of a smart SuperGold Card (SGC)	This initiative is for the adoption of smart card technology for the SGC. The technology will create a range of opportunities for the SGC, including enabling it to be used by cardholders on public transport as an integrated ticketing device, enhancing the convenience and usefulness for cardholders.	-	3,800	1,500	1,400	1,700	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	











BUDGET 2015 SOCIAL SECTOR INITIATIVES

(NOTE: Informat on taken from initial CFIS load)

ID	Title	Description	Operating (\$ millions)					Capital (\$ millions)					INITIAL PROPOSED FOCUS GROUPS FOR SOCIAL SECTOR BUDGET PACKAGES														
			2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19	Committed to	Wages	CPI driven	Volume driven	Service Demand Delivery	Manifesto Promises	Children	Youth	At Risk Families	Housing	Data	BPS	RPI	Other	
8736	Investment Young Children with Conduct Problems	This initiative will develop and implement a continuum of primary/community level behavioural support and services to address conduct problems among young children.	-	10,000	15,000	20,000	30,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Y	Y
8737	Fetal Alcohol Spectrum Disorder Action Plan	Implementation of an action plan to reduce alcohol consumption in pregnancy and harm from Fetal Alcohol Spectrum Disorder.	-	1,900	1,700	1,400	0,400	-	-	-	-	-	-	-	-	-	-	-	-	Y	-	-	-	-	-	Y	-
<b>Total Initiatives</b>			-	538,835	562,289	561,667	555,835	0	14,000	4,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

TOTAL ACROSS ALL VOTES	Operating (\$ millions)					Capital (\$ millions)				
	2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19
	26,580	1,152,589	1,271,302	1,416,272	1,471,526	-	376,132	132,601	125,122	103,577

TOTALS OF INITIAL PROPOSED FOCUS GROUPS FOR SOCIAL SECTOR PACKAGE	Operating (\$ millions)					Capital (\$ millions)				
	2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19
Committed to	26,080	375,183	376,300	373,562	376,379	-	-	-	-	-
Wages	-	79,671	192,271	305,397	345,550	-	-	-	-	-
CPI driven	-	94,407	107,021	107,021	107,021	-	-	-	-	-
Volume driven	-	150,801	140,364	160,636	160,034	-	154,728	121,719	123,003	103,477
Total of Cost Pressures	26,080	700,062	616,036	946,616	1,010,984	-	154,728	121,719	123,003	103,477

TOTALS OF INITIAL PROPOSED FOCUS GROUPS FOR SOCIAL SECTOR PACKAGE	Operating (\$ millions)					Capital (\$ millions)				
	2014/15	2015/16	2016/17	2017/18	2018/19	2014/15	2015/16	2016/17	2017/18	2018/19
At Risk Families	-	117,572	133,625	185,425	185,079	-	200,000	-	-	-
BPS	-	64,120	91,945	78,970	78,970	-	-	-	-	-
Children	-	48,730	42,957	52,797	65,52	-	-	-	-	-
Data	-	26,787	33,523	37,649	33,140	-	7,304	6,782	2,013	-
Housing	0,500	82,145	50,476	42,845	45,563	-	200,000	-	-	-
Manifesto promises	-	142,359	152,879	126,196	124,052	-	-	-	-	-
Other	-	3,8	1,5	1,6	1,7	-	-	-	-	-
RPI	-	85,770	73,900	94,860	125,930	-	200,000	-	-	-
Service Demand Delivery	-	162,520	134,175	95,447	77,956	-	14,700	4,700	0,100	0,100
Youth	-	86,855	116,864	108,996	110,066	-	-	-	-	-

NOTE: Difference in totals between groups and total initiatives across all Votes is due to the fact that some initiatives are duplicated across groups.