

Strategy 2021–2023

We work on challenging social-sector problems to improve people's lives



We have refocused

Our foundations and strength to date have been in data and analysis across the social sector. We recognise that we need to refocus and redefine our work programme so that we achieve our vision and purpose.

Our goal is to be the lead Agency who advises on complex social issues.

To support our direction we will:

- Develop our policy / 'so what?' capability to support key shifts (within current budget)
- Refine our operating and commissioning model (work within our means)
- Shift gears to deliver what's needed, when it's needed
- Ensure our people capability aligns with our current and future needs
- Continue to include people's experience in our findings
- Enhance our communication to make the Agency more visible, focusing on simplifying our language to describe our vision, purpose and achievements
- Match our IT system with our IT needs
- Work across the Agency using multi-functional teams modelling our collaborative approach
- Celebrate our success

Toi Hau Tāngata Who are we?

Our reo Māori name, Toi Hau Tāngata signifies the valuable aspects of living life – manifesting in the wellbeing of the people. The individual words have many meanings, including:

Toi | peak

Hau | vital essence

Tāngata | humankind

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

Our reo Māori name aligns with our vision that 'People, whānau and communities live the life to which they aspire'. Our name is a taonga and one that holds us to high aspirations to achieve our vision.

To do this, we work on challenging social-sector problems to improve people's lives. We focus our efforts on where we can make the greatest impact to lead and shine a light on policy issues that affect the wellbeing of New Zealanders. We collaborate across the system advising on policy issues that fall between the gaps. Ultimately, we want our approaches to achieve sustainable improvements for the wellbeing of New Zealanders.

Toi Hau Tāngata | Social Wellbeing Agency

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Over the next three years we are focusing our approach to achieve our purpose and vision

THE KEY SHIFTS WE WANT TO MAKE ARE TO:

- 1 Lead and shine a light on cross-sector policy issues
- 2 Make the greatest impact through our focused work programme
- 3 Be the engine room for the Social Wellbeing Board, advising and collaborating on policy issues which fall between the gaps or have cross agency remits
- 4 Demonstrate we are the experts with our work visible and respected
- 5 Execute deliverables with a policy focus supported by advanced analytics

WE WILL ACHIEVE THIS THROUGH FOUR WORKSTREAMS:



Our high level workstreams are focused on where we can make the greatest impact, and what we need to do to support our success.

THIS WILL HELP US ACHIEVE OUR PURPOSE:



Our vision and mandated purpose reflects two main areas and was set by Cabinet in 2019.

AND ULTIMATELY OUR VISION:



OVER THE NEXT THREE YEARS WE WILL:

YEAR 1

- Align our work programme with Social Wellbeing Board/ Social Wellbeing Committee priorities
- Build our visibility
- Implement the work programme cycle
- Support agencies to improve their data capability

YEAR 2

- Deliver a Social Wellbeing Board-driven work programme focused on a few priority areas
- Lead advice across the sector
- Have a clear operating and commissioning model
- Build our policy capability

YEAR 3

- Lead/facilitate complex cross-social system advice commissioned by Social Wellbeing Board
- Leaders and work programme that are future focused
- Have strong collaboration with other agencies via partnerships and co-location
- Have a strong policy focus



TĀNGATA
We're about people



MANAWA MĀUI
We're a catalyst for change

OUR VALUES:



TAUNAKITANGA
We influence through evidence



PUARETANGA
We're transparent by nature

