

Families Commission

Statement of Performance Expectations 2016-17

Foreword

On behalf of the Board I am pleased to present this Statement of Performance Expectations (SPE) 2016–2017 for Superu.

Many of New Zealand’s citizens, families and whānau are doing well but too many are not. It is an important time to be part of the social sector as there is a real focus on making sustainable change that aims to improve outcomes for our most vulnerable citizens, families and whānau.

Our siloed responses often don’t meet the needs of our most vulnerable people and tend to put the agency, rather than the child or family, at the centre of decision-making. Māori, as Tangata Whenua¹ are disproportionately represented in the client base of services that target and aim to help those at risk of poor outcomes. Many of our approaches reinforce deficits and ignore the strengths and opportunities that exist within Māori communities to create change for themselves. We don’t use evidence about what works and what doesn’t to improve outcomes as much as we need to.

Social investment is the Government’s response to this environment. It represents significant change for the sector and the agencies within it. It requires a markedly increased use of evidence and evaluation by people throughout the system.

As an agency focused on improving outcomes through the use of evidence and insight, Superu has an important role to play in this change. Our focus is on ‘What Works’ to improve outcomes in the social sector, particularly for vulnerable children, families, and whānau.

Successfully improving social outcomes requires a focus on the person, family or population and knowing what to do and when to make a difference. It needs approaches that put the family or individual (rather than the agency) at the centre; understand where and how to intervene; and help us understand how our changing society will impact our policy and service delivery settings.

Superu’s unique location within government but not aligned to any one policy or operational area enables us to focus on the system as a whole; put the customer at the centre of our thinking; and work across the sector with decision-makers inside and outside government. Our expertise in research and evaluation, our connections within government and to iwi and communities means that we are well-placed to bring insights and knowledge into decisions about what works to improve outcomes.

Since 2014 we have undertaken a huge amount of change and have learnt a lot about the social services system and how we can help make the changes required. Now it is time for us to lift the pace and ensure these changes deliver impact. This Statement of Performance Expectations sets out how we will do this in 2016-17.

A handwritten signature in black ink, appearing to read "Len Cook".

Len Cook
Chair of the Superu Board and Families Commissioner

¹ Tangata Whenua – people of the land

Statement of responsibility

The Board and management of Superu accept responsibility for the preparation of the Statement of Performance Expectations, comprising forecast financial statements, including the assumptions on which the financial statements are based, and information on the reportable class of outputs Superu intends to supply in the financial year.

The forecast financial statements have been prepared in accordance with public benefit entity accounting standards based on International Public Sector Accounting Standards (IPSAS).

The forecast financial statements have been prepared for the purpose of presenting Superu's intentions in Parliament, and should not be relied upon by any other party for any alternative purpose. The Board and management are of the opinion that these financial statements fairly reflect the expected financial position and operations of Superu.

We have authorised the issue of the Statement of Performance Expectations on this day, 30 June 2016.

Signed on behalf of the Board:



Len Cook
Board Chair



James Prescott
Board Member

Who we are

Superu's² purpose is to increase the use of evidence by people working across the social sector so that they can make better decisions to improve the lives of individuals, families and whānau, and communities.

Our focus is on 'What Works' to improve outcomes in the social sector. While other agencies also have a focus on 'What Works' within their agency or sector, our focus is on understanding what works for vulnerable populations with multiple needs where solutions are cross-sector and cross-agency.

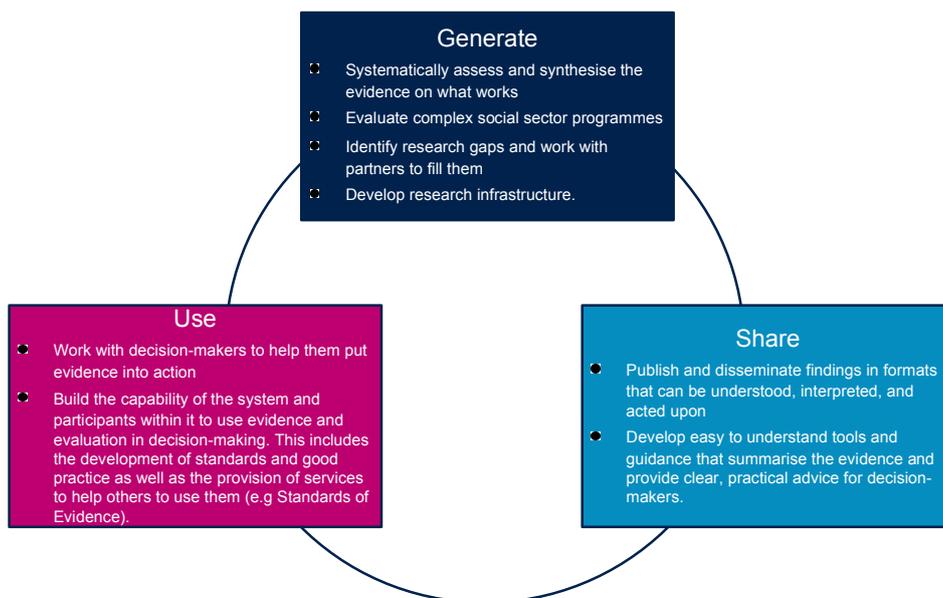
We work on the principle that good decision-making should be informed by the best available evidence, and that if evidence is not available, decision-makers should use high quality methods to find out what works.

We will provide decision-makers with the knowledge and capability they need to have confidence in the decisions they make.

To do this we **connect** people and ideas from different parts of the system and connect decision-makers in the social sector with the evidence they need by:

- **generating** evidence that helps decision-makers understand complex social issues and what works to address them. We also help others to generate evidence themselves
- **sharing** the best evidence of what works with the people who make decisions on social services. This includes policy makers, funders, and those delivering services
- helping decision-makers to **use** evidence to make better decisions to improve social outcomes.

We do this in a number of ways:



² We are an autonomous Crown entity established by the Families Commission Act 2003 (the Act) as amended in 2014. We operate as the Social Policy Evaluation and Research Unit or Superu for short. While the Families Commission remains our legal name, since December 2014 we have been known as Superu as it better describes what we do.

The environment we are operating in is rapidly changing as social investment develops, new functions are set up, and the analytical and evaluation capability of the core social sector departments develops. In this environment Superu will undertake work that complements that of others and leverages its position in the system. From our position in the system, we bring the following strengths and perspectives:

Strengths

- research and evaluation expertise that is focused on providing evidence that decision-makers can use
- the connections to bridge across policy, research, and practice and to link people from various parts of the system
- the ability to look ahead to the future needs of social policy and delivery in the social services sector
- the agility to use our research and evaluation expertise to add insight and to challenge received wisdom and to find new ways of making progress.

Perspectives

- a whole-of-system perspective rather than a view from any single element or agency of the social services system
- a particular focus on bringing the perspective of the customer (individual, family, whānau, or community) into decision-making
- we also focus on parties such as non-governmental organisations (NGOs) and iwi, building their capability to use evidence and demonstrate impact.

We know that Tangata Whenua have different demographic characteristics, are spread differently around New Zealand and have different family and community structures through whānau and hapū. They experience outcomes in health, education and employment that are outside the norm of those systems that deliver services. Past history has been to apply solutions that placed little importance on long term remedies relevant to the position of Tangata Whenua or their place in their determination and application. Past solutions have traditionally encompassed a mainstream individual approach that does not align with a whole-of-whānau approach. We use this knowledge in our work.

The evidence ecosystem

Over the last few years, the Government has established a number of initiatives aimed at increasing the use of evidence to support social investment and an evidence-informed approach. Superu is one of these initiatives. Our effectiveness reflects the quality of partnerships we have with others. Other initiatives include:

- the Integrated Data Infrastructure (IDI) housed at Statistics New Zealand. This linked longitudinal dataset includes economic, education, justice, health and safety, migration, tenancy and business data. The IDI allows for policy evaluation, research and analysis on transitions and outcomes for people in New Zealand
- the Analytics and Insights team within the Treasury that has been set up to analyse the IDI and other integrated data held by government. It plays a key role in providing information and analysis to support the social-investment approach
- the Prime Minister's Chief Science Advisor and the network of departmental science advisors

- the Data Futures Partnership, an independent group helping lead the development of the data-use system in New Zealand
- the Social Investment Unit which has been set up to lead the development and implementation of the social investment approach.

Our Strategic Framework

In 2016-17 we will continue to work within our existing Statement of Intent (2014-2018). This is described in more detail below and summarised in table 1.

The difference we want to make

Outcomes

The outcome we contribute to is 'New Zealand families, whānau and communities are strong and resilient'. For this to happen we need social policy that is current and social programmes and services that work.

Impacts

Superu contributes to the achievement of these outcomes by bringing social science evidence into the design, funding, and delivery of social policy, programmes and services.

As a result of our work we expect to see social sector funders, policy-makers and practitioners increasingly understanding and using evidence to inform their work as they will:

- have more of the information they need to create effective policy and practice
- be more capable of creating and using evidence, and
- see improvements in New Zealand's social research infrastructure.

How we do this

Priorities

Evidence-informed policy and practice requires evidence to exist and to be used. This doesn't always happen for a variety of reasons. Superu helps bridge the gap between evidence and decision-makers by making sure information that is needed is available and useable. We share this information with those best placed to use it in their work. For this reason our strategy is built around two strategic priorities:

- to **grow** the quality, relevance and quantity of the evidence base in priority areas for the social sector
- to **facilitate** the use of evidence and best practice in social sector decision-making.

Outputs

We carry out work in four output areas:

1. Social science system leadership
2. Research, monitoring and evaluation
3. Knowledge activation
4. Commissioned social science research for Government.

Table 1: Our strategic framework

Vision (SOI)	Strong and resilient citizens, families and whānau through social policy, social programmes, and social services that improve social outcomes in New Zealand			
Mission (SOI)	To increase the use of evidence by people across the social sector so they can make better decisions that improve the lives of New Zealanders, communities, family and whānau			
Impacts of our activity (SOI)	<ul style="list-style-type: none"> • Social sector participants have more of the information they need to create effective policy and practice • New Zealand's social research infrastructure is improved • Social sector funders, policy-makers and practitioners increasingly understand and use evidence to inform their work • New Zealand is increasingly engaging in informed debate on the key social issues facing New Zealand and matters relating to families and whānau • Social sector participants are more capable of creating and using evidence 			
Strategic priorities (SOI)	Grow the evidence base		Facilitate use of evidence – turn evidence into action	
Objectives (SOI)	<p>Our activities in this area help grow the evidence base (new knowledge) that social sector decision makers need to make decisions that improve social outcomes in New Zealand. To do this we have the following objectives:</p> <ul style="list-style-type: none"> • Influence the providers and funders of social science research and evaluation to do and fund research and evaluation that is useful to decision-makers • Influence the development of sustainable research assets and a common social research infrastructure (and their use) that will support good social science research and its availability • Commission or do good social science research and evaluation where there are critical gaps in the evidence base 		<p>Our activities in this area help social sector decision makers to access existing research and evidence and use it more effectively in their work. They also raise awareness and interest in social sector issues and the use of evidence. To do this we have the following objectives:</p> <ul style="list-style-type: none"> • Make social science research and evidence easier to access and understand • Actively support the use of evidence by decision-makers in the social sector • Stimulate awareness of evidence, its importance, and the big social issues for New Zealand and New Zealand families and whānau 	
Outputs	1. Social sector system leadership	2. Research, monitoring and evaluation	3. Knowledge activation	4. Commissioned social science research for Government
Key Activities	<ul style="list-style-type: none"> • Build the capability of the system and participants within it to use evidence and evaluation in decision-making and to understand the quality of evidence on which policy is based • Develop research infrastructure that enables good social science research 	<ul style="list-style-type: none"> • Systematically assess and synthesise the evidence on what works • Research and evaluation to fill priority gaps and meet the needs of decision makers • Understand and report on Family and Whānau wellbeing • Manage Board initiated research and evaluation projects 	<ul style="list-style-type: none"> • Publish and disseminate findings in formats that can be understood, interpreted, and acted upon • Develop easy to understand tools and guidance that summarise the evidence and provide clear, practical advice for decision-makers • Work with decision-makers to help them put evidence into action • Develop research infrastructure (to provide access to evidence) • Provide funding to White Ribbon • Enrich ideas and discussions 	<ul style="list-style-type: none"> • Commission work for Ministers through our Ministerial fund

Our Focus in 2016-17

Superu has undertaken a huge amount of change in recent years. Now it is time to lift the pace and ensure these changes deliver impact.

Overall the strategy in our SOI remains relevant, however, it provides for a very wide brief. The social investment approach, the recent review of the social services system by the Productivity Commission, and the recent review of Child Youth and Family all point to how we should narrow the focus of our work.

This section of our SPE covers **where** we will focus in 2016-17. It also outlines changes to **how** we will work to increase our effectiveness.

Where we will focus our work

Our remit covers the social sector which is very broad. We need to focus to have greatest impact. In 2016-17 our focus will be primarily on vulnerable children, families and whānau and supporting social investment.

Vulnerable children, families and whānau

Improving outcomes for New Zealand's vulnerable children and families is a key priority for New Zealand. As noted earlier, recent reviews of the social services system and the child, youth and family system have identified the need for change and for the greater use of evidence about what works to underpin these changes.

In response to this, in 2016-17 we will:

- focus our commissioned and Board-initiated work on increasing understanding of what works to improve outcomes for vulnerable children, families and whānau
- continue to support the government's work on family and sexual violence
- focus our family and whānau research programme on what works to improve wellbeing, particularly for vulnerable families and whānau
- use the Growing Up in New Zealand (GUINZ) longitudinal study to provide insights for funders and policy makers.

Supporting social investment

Social investment requires funders, service providers and policy makers to use evidence to inform their decision-making. It requires them to:

- understand what the need is, specify the outcomes sought and how these will be measured, and understand what works, for whom and under what circumstances
- decide whether to invest or not, and if so on what basis
- demonstrate impact and make change based on what we learn and share this with others.

Superu provides products and services in each of these areas. Table 2 (page 10) outlines how we will support social investment in 2016-17, as well as showing what we have done in 2015-16.

In 2016-17 our particular focus will be on the development and implementation of standards

and best practice so decision-makers can have greater confidence that the decisions they make are informed by evidence. This includes evaluation and evidence standards, good practice, capability development, peer review, and quality assurance. We plan to move from solely developing good practice standards and tools to facilitating their use within the sector. Some standards and tools may justify being mandated by an appropriate authority. We will build the capability of providers so they use evidence to support better outcomes for their clients. We will have a particular focus on community and Māori providers.

How we will work

In addition to where we work, we will continue to refine **how** we work in three areas:

Focusing on key customers and stakeholders

We have a strong focus on our customers and stakeholders. We work with those making policy, funding services, and delivering services both inside and outside government. To have impact we need to prioritise our effort. In 2016-17 we will focus our efforts on:

- stakeholders within government who are leading key programmes of work, for example vulnerable children and families, and social investment. Our work with vulnerable children and families will support and complement the development of the new Vulnerable Children Agency
- iwi and community organisations to help them build their capability to use evidence to support their members and clients and work within a social investment approach.

Increasing advice and insight

We will have a focus on ensuring that our work provides advice and insight so that it is useful to decision-makers, not only in the design and operation of social services programmes, but also in the design of the social services system as a whole.

In particular we will shift our evidence synthesis work so that it systematically assesses and synthesises the evidence on what works using our standard of evidence. We will develop easy-to-understand tools and guidance that summarise the evidence and provide clear, practical advice for decision-makers.

Working with and through others

To be successful we need to work with and through others. This will be an area of focus for us in 2016-17. We will:

- work closely with our customers and stakeholders as we work with them and as we develop our good practice standards to ensure our work meets their needs
- work with other system-level agencies such as the Social Investment Unit, the Treasury, and Statistics New Zealand to create and support the social investment approach by generating evidence to fill gaps; by developing standards and associated good practice tools (including those that respect cultural values); and supporting their use through capability development
- develop partnerships and alliances with a range of organisations as we collaborate to take our good practice work out to those who can use it to make a difference for families and whānau e.g. NGOs, Whānau Ora providers, iwi
- develop research partnerships with other government agencies and with academics.

Table 2 How we support social investment

Decision-makers need to understand what the need is, specify the outcomes sought and how these will be measured, and what works, for whom and under what circumstances		
Our primary focus in this area is on helping decision-makers understand our populations and complex social outcomes as well as a strong focus on specifying and measuring outcomes. We also have a focus on what works		
How we contribute	What we did in 2015-16	What we will do in 2016-17
Help decision-makers understand our different populations and their needs as well as complex social issues	<ul style="list-style-type: none"> Commissioned work for Ministers through our Ministerial fund. Analysis of GUiNZ data on drinking in pregnancy – used by Health Promotion Agency and Ministry of Health. Our family and whānau wellbeing work which measures how families and whānau are faring, and what works to improve this. Three In Focus products – Families with complex needs: International approaches; Family Resilience; and Standards of Evidence. 	<ul style="list-style-type: none"> Commission work for Ministers through our Ministerial fund. Focus our family and whānau wellbeing research programme on what works to improve wellbeing among vulnerable families and whānau. Use the GUiNZ research fund to stimulate policy-relevant research using this resource.
Strong focus on specifying and measuring outcomes	<ul style="list-style-type: none"> Developed outcomes frameworks and logics for key government programmes, for example Children’s Action Plan, the Tamaki Regeneration Programme. Our whānau wellbeing work informed the Whānau Ora outcomes framework. Developed a searchable outcomes catalogue for the Treasury. This catalogue, will contribute to more consistency in measures used by central government for social sector initiatives. 	<ul style="list-style-type: none"> Work in high-priority areas to help develop outcomes frameworks and logics to support policy and programmes. Support others to develop outcomes frameworks and logics.
Provide insight through synthesising evidence about what works for whom and under what circumstances	<ul style="list-style-type: none"> Three What Works products – with a particular focus on service delivery models, for example Integrated social services for vulnerable people; digital technology; and improving outcomes for children. 	<ul style="list-style-type: none"> Up to 10 synthesis products on topics identified in high-priority topic areas such as vulnerable children and families.
Decision-makers need to decide whether to invest or not and, if so, under what circumstances		
Our primary focus in this area is the development of tools and guidance along with the provision of services that help funders make good investment decisions as well as helping funders and providers specify and do good evaluation		
How we contribute	What we did in 2015-16	What we will do in 2016-17
Help decision-makers to compare investments	<ul style="list-style-type: none"> Produced an In Focus on Standards of Evidence. Initial development of a Standard of Evidence for use in social investment. Participated in the Social Investment Panel. 	<ul style="list-style-type: none"> Complete the Standard of Evidence project and work with the Social Investment Unit (SIU) to embed its use within social investment. Apply the Standards of Evidence in our What Works products in high-priority areas of provision, in particular what works to improve outcomes for vulnerable children and families, and for whānau.
Help funders to assess the quality of a proposal and the evidence within it	<ul style="list-style-type: none"> Produced good practice guidance on developing and assessing evidence-informed funding proposals, and critically appraising evidence. 	<ul style="list-style-type: none"> As appropriate, work with the SIU and others (such as Treasury) to embed the use of these tools in their decision-making processes and within social investment. Potential to provide peer review/quality assurance.
Help funders and providers to plan and do evaluation	<ul style="list-style-type: none"> Developed tools to operationalise the Evaluation Standards developed with Aotearoa New Zealand Evaluation Association (ANZEA). These tools (evaluation guide for funders on how to work with providers to develop useful evaluation, and evaluation planning for funding applicants) support good evaluation practices and processes. Worked with Community Investment in the Ministry of Social Development to embed good evaluation practice within the funding teams. 	<ul style="list-style-type: none"> Develop additional tools that funders and providers identify that they need. Deliver services that help the sector use these tools and build confidence in using evidence, doing good evaluation, and determining what works. Work with the SIU and others (such as Treasury and Community Investment) to embed use of the tools in their decision-making processes and within social investment.
Decision-makers need to demonstrate impact and make change based on what is learnt and sharing this with others		
Our primary focus in this area is helping to build and facilitate a culture of learning within the sector		
How we contribute	What we did in 2015-16	What we will do in 2016-17
Grow the evidence base about what works in key areas	<ul style="list-style-type: none"> Completed the evaluation of the Prime Minister’s Youth Mental Health Project. Commissioned evaluations for three NGOs of specific programme or services, to find out what works in delivering improved outcomes for priority groups. 	<ul style="list-style-type: none"> Evaluate the Integrated Safety Response (family violence). Commission other complex, cross-system evaluations as required.
Make research easier to find and understand so that decision-makers can access and use it	<ul style="list-style-type: none"> Continued to populate The Hub with research from 51 agencies across government. Over 5,000 publications are now loaded on The Hub. Published and promulgated a Publishing Protocol for government agencies doing social research and evaluation. Funded the New Zealand Family Violence Clearinghouse that brings together information on this important topic. Held seminars and conferences focused on key social sector topics and research. Produced five What Works and three In Focus products. 	<ul style="list-style-type: none"> Continue to fund the New Zealand Family Violence Clearinghouse. Continue to populate The Hub and improve its search functionality. Hold seminars and conferences. Enhance how we engage with stakeholders to help get evidence into action. Produce up to 10 synthesis products on topics identified in high-priority topic areas such as vulnerable children and families.

Organisation Health and Capability

Superu started out as an information intermediary/knowledge translator. In this role it has been enabling access to information from multiple sources as well as helping people to make sense of and apply information. In the next year we will build on these foundations to be much more focused on improving evidence use in decision-making as well as informing and influencing system level change and innovation.

In 2016-17 we need to continue to extend our capability to influence and have impact. Areas of focus include:

- ensuring that we give advice and provide practical insight and not just compile resources
- being much more effective at stakeholder engagement so that we keep connected, know what is going on, produce relevant work, and can influence change
- increasing our visibility and that of our work
- fully developing our services to support the move from developing tools to supporting their use and building capability in the sector
- developing a model of working with and through others
- further enhancing our effectiveness working with Māori.

A scheduled one-off independent review is due for completion by June 2016. The recommendations from the review will be considered and will be incorporated into the 2016-17 work programme. Early findings from the review have been integrated into this Statement of Performance Expectations.

How we will measure our performance

The impact of Superu on the lives of New Zealanders is indirect, through the way in which other organisations responsible for policy advice, social programmes, investment decisions, and delivering services perform better than they might otherwise have done. Our work is focused on increasing the use of evidence by these organisations in their work.

The outcomes we are seeking occur as a result of evidence and/or our outputs being used by social sector decision-makers. While we can influence this use, we cannot guarantee it. For this reason, measuring our impact is complex. We increase the likelihood of evidence being used by ensuring that our products and services meet the needs of our customers/social sector decision-makers, and building their capability to use evidence. Our performance measures focus on these dimensions.

As a result of our work we expect to see the following impacts which are set out in our SOI:

- social sector funders, policy-makers and practitioners increasingly understand and use evidence to inform their work
- New Zealand is increasingly engaging in informed debate on the key social issues facing New Zealand and matters relating to families and whānau
- social sector participants have more of the information they need to create effective policy and practice
- social sector participants are more capable of creating and using evidence
- New Zealand's social research infrastructure is improved.

We use a number of approaches to gather quantitative and qualitative information about our performance. These are:

- an annual customer/stakeholder satisfaction survey capturing feedback from a broad range of stakeholders and customers including Tangata Whenua.
- direct feedback from key stakeholders/customers with whom we have worked. Key stakeholders are those who are working on priority areas for Government and can include Ministers, Chief Executives of agencies and some NGOs and Tangata Whenua.
- the use of our products and services as well as their relevance, quality, accessibility, usability, and clarity.
- an external review of Superu by a relevant expert or experts that provides an independent view of the impact we've had and the quality of our work³.

Most of our SOI impact measures relate to our outputs. In the sections that follow we identify specific output measures and also the impact measures we will use to demonstrate achievement of each output.

³ The first external review was completed in June 2016. In the future external reviews will be completed periodically every three to five years.

Our outputs

Superu's activities are primarily funded by the Crown through Vote Social Development, non-departmental output expense – Families Commission. Minor funding is received from interest earned on investments and recovery of costs related to rental subleases. On occasion, one-off funding is received from other agencies for specific projects. Deficits have been funded through prior year surpluses.

Since 2015-16 we have been delivering outputs purchased by the Minister for Social Development through four outputs which reflect key aspects of our role in the social sector. These are:

1. Social science system leadership
2. Research, monitoring and evaluation
3. Knowledge activation
4. Commissioned social science research for Government.

The table below indicates how each output contributes to the impacts we intend to make. The bold ticks are used to represent primary linkages, while the others are secondary.

Outputs	Impacts (in our SOI)				
	Social sector funders, policy-makers and practitioners increasingly understand and use evidence to inform their work	New Zealand is increasingly engaging in informed debate on the key social issues facing New Zealand and matters relating to families and whānau	Social sector participants have more of the information they need to create effective policy and practice	Social sector participants are more capable of creating and using evidence	New Zealand's social research infrastructure is improved
1. Social science system leadership	✓		✓	✓	✓
2. Research monitoring and evaluation	✓		✓		
3. Knowledge activation	✓	✓	✓	✓	
4. Commissioned social science research for Government	✓		✓		

In the following section we provide detailed information on each of our outputs in the following format:

- a summary description of each output
- key activities under each output
- how each output will be measured.

Output One: Social science system leadership

Description

We play a part in influencing/leading the social science system to work better by:

- influencing the providers and funders of social science research and evaluation to do and fund research and evaluation that is useful to policy-makers and programme developers
- building sustainable research assets and a common social research infrastructure that will support good social science research and its availability.

Key activities in 2016-17

Build the capability of the system and participants within it to use evidence and evaluation in decision-making

- Develop, deliver and drive the use of good practice tools, guidance and services that support use of evidence.
- Enable NGOs and iwi to demonstrate impact.
- Work in high-priority areas to help develop intervention logics and outcomes frameworks.

Develop research infrastructure that enables good social science research

- Manage the Growing up in New Zealand (GUiNZ) contract so that data is collected efficiently and is available for use by researchers. We plan to oversee the next scheduled data collection wave which covers children as they turn 8 years old⁴.

⁴ The data wave collection will start in September 2016 and is scheduled to be completed in July 2018.

How we will measure this output

Output measures

Performance standard	2016-17 target
Growing up in New Zealand (GUiNZ) <ul style="list-style-type: none"> Implement revised hosting arrangements for GUiNZ research datasets 	By 31 December 2016
Building the capability of the system and participants within it to use evidence and evaluation in decision-making <ul style="list-style-type: none"> Standard of Evidence is published Number of training seminars on evaluation and evidence standards by 30 June 2017 The training seminars will reach all NGO peak bodies 	By 31 March 2017 At least 4 seminars By 30 June 2017

SOI impact measures that will be used to measure output performance

Performance standard	2016-17 target
Customer/stakeholder satisfaction (general) <ul style="list-style-type: none"> The proportion of customers who agree or strongly agree that Superu products are: <ul style="list-style-type: none"> relevant to their work used to inform their work are trustworthy 	80% ⁵ 75% 85%
Key customer/stakeholder satisfaction (specific)⁶ <ul style="list-style-type: none"> Key customers/stakeholders are satisfied or better with <ul style="list-style-type: none"> Superu's interactions with them the products and/or services Superu has provided to them Key customers/stakeholders who agree that research and evidence provided by Superu has informed their development and implementation of social policies, programmes and services 	New measure targets to be determined 70%

⁵ 2016-17 targets are based on an increase from 2015-16 results

⁶ Key stakeholders are those who are working on priority areas for Government and can include Ministers, Chief Executives of agencies and some NGOs and Tangata Whenua.

Output two: Research, monitoring and evaluation

Description

We commission or conduct high quality social science research and evaluation where there are critical gaps in the evidence base that are not being filled elsewhere. We also develop research partnerships with other organisations to fill gaps in the evidence base. This output includes two categories of work: that we are commissioned to do⁷; and a programme of work initiated by the Board in response to its legislated mandate and its priorities.

Key activities in 2016-17

Research and evaluation to fill priority gaps and meet the needs of decision makers

- Provide **social science research and evaluation** into key social issues, programmes and interventions across the social sector that will support achievement of the Government's priorities in the social sector. We will focus on high priority topics and stakeholders. This means that in 2016-17 we will have a focus on supporting changes related to vulnerable children, families and whānau and supporting social investment. The exact projects we do will be determined by our stakeholders during the course of the year.

Understand and report on Family and whānau wellbeing

- Focus our **family and whānau** wellbeing research programme on what works to improve wellbeing among vulnerable families and whānau.
- Produce the fifth annual Families and Whānau Status Report.

Develop research infrastructure that enables good social science research

- Commission policy-relevant research using GUINZ data through the **GUINZ Contestable Research Fund**. This is the first year the fund will run and we will encourage greater use of the GUINZ data by researchers.

Managing legislated and board-initiated research programmes

- Further analysis of the survey of young people done as part of the Prime Minister's **Youth Mental Health Project** evaluation.
- Initial exploration on the use of scientific models (such as life course models) to help us understand and respond to complex social issues.

⁷ We commission research for social sector Ministers from our Ministerial Fund (output 4).

How we will measure this output

Output measures

Performance standard	2016-17 target
2017 Families and Whānau Status Report is published	By 30 June 2017
Delivery of quality research or evaluation on high priority topics for the social sector	3 research or evaluation reports produced by 30 June 2017 100% of published reports or research summaries formally peer reviewed ⁸
Research partnership(s) developed by 30 June 2017	At least 1 partnership
Launch the GUiNZ Contestable Research Fund (CRF)	By 31 December 2016

SOI impact measures that will be used to measure output performance

Performance standard	2016-17 target
Customer/stakeholder satisfaction (general) <ul style="list-style-type: none"> • The proportion of customers who agree or strongly agree that Superu products are: <ul style="list-style-type: none"> - relevant to their work - used to inform their work - are trustworthy 	80% ⁹ 75% 85%
Key customer/stakeholder satisfaction (specific) <ul style="list-style-type: none"> • Key customers/stakeholders are satisfied or better with <ul style="list-style-type: none"> - Superu's interactions with them - the products and/or services Superu has provided to them • Key customers/stakeholders who agree that research and evidence provided by Superu has informed their development and implementation of social policies, programmes and services 	New measure targets to be determined 70%

⁸ Peer review will be by at least one external expert and one internal expert in the field of study and comments incorporated into the final report where appropriate.

⁹ 2016-17 targets are based on an increase from 2015-16 results.

Output three: Knowledge activation

Description

We activate knowledge by:

- making social science research and evidence easier to access and understand
- stimulating awareness of evidence, its importance, and the big social issues for New Zealand and New Zealand families and whānau
- actively supporting the use of evidence by decision-makers in the social sector.

Key activities in 2016-17

Systematically assess and synthesise the evidence on what works

- Produce up to **10 synthesis products** on topics identified in high-priority topic areas such as vulnerable children, families and whānau.
- Apply the Superu Standard of Evidence in our **What Works products** in high-priority areas of provision.

Research infrastructure that provides access to evidence

- Promote the **GUINZ** study and its findings.
- Manage the contract for the **New Zealand Family Violence Clearinghouse**, the national centre for collating and disseminating information about domestic and family violence in New Zealand.
- Continue to manage, populate and improve the functionality of the government social science research hub, **The Hub**.
- Drive adoption of the **Publishing Protocol**.

Supporting evidence use and evaluation good practice in the social sector

- Publish and **disseminate findings** in formats that can be understood, interpreted, and acted upon.
- Develop easy to understand **tools and guidance** that summarise the evidence and provide clear, practical advice for decision-makers.
- Work with decision-makers to help them put evidence into action.
- Leverage off our work to **provide insight**, increase understanding, promote discussion, through thought leadership, providing commentary, and running events such as seminars and conferences.
- Develop Superu's **digital capability** and delivery in order to help audiences find out about social issues and evidence, engage with and understand the social issues and evidence, and share their knowledge of social issues and evidence.

We will also meet the Minister's expectations in providing funding and support to the **White Ribbon Trust** for the delivery of the White Ribbon Campaign, involving activities to reduce violence towards women.

How we will measure this output

Output measures

Performance standard	2016-17 target
Superu's evidence has an impact in high-priority areas (for example. social investment, vulnerable children, families and whānau) ¹⁰	At least 3 examples
Evidence from the family and whānau programme influences social policy	At least 1 example
Evidence from Growing Up in New Zealand is used in social policy	At least 1 example
Evidence synthesis products produced	Up to 10 synthesis products by 30 June 2017 100% of evidence synthesis products, with the exception of At a glance publications, formally peer reviewed ¹¹
White Ribbon campaign	100% of payments made to the White Ribbon Trust as per the contracted deliverables

SOI impact measures that will be used to measure output performance

Performance standard	2016-17 target
Customer/stakeholder satisfaction (general) <ul style="list-style-type: none"> The proportion of customers who agree or strongly agree that Superu products are: <ul style="list-style-type: none"> easily accessible relevant to their work used to inform their work are trustworthy have built their capability to use evidence 	75% ¹² 80% 75% 85% 50%
Key customer/stakeholder satisfaction (specific) <ul style="list-style-type: none"> Key customers/stakeholders are satisfied or better with <ul style="list-style-type: none"> Superu's interactions with them the products and/or services Superu has provided to them Key customers/stakeholders who agree that research and evidence provided by Superu has informed their development and implementation of social policies, programmes and services 	New measure targets to be determined 70%
Standard and protocol adoption levels <ul style="list-style-type: none"> Number of government agencies that have adopted Superu's Publishing Protocol 	At least 3 agencies

¹⁰ As it can take some time for evidence to be considered and used to inform decisions making there may be a lag between evidence being produced and making an impact. For this reason the impact Superu makes may be from evidence published previously.

¹¹ Peer review will be by at least one external expert and one internal expert in the field of study and comments incorporated into the final report where appropriate.

¹² 2016-17 targets are based on an increase from 2015-16 results.

Output four: Commissioned social science research for Government

Description

Under this output, Superu will commission external social sector research in response to questions asked by Ministers to inform their decision-making in relation to effective social sector policy, practice and investment. This is part of our legislated requirement “to commission social science research in the social sector on behalf of the Government and others” (Families Commission Act 2003, s8A(1)(b)).

Superu will commission external research in a timely way and with timely report-backs in accordance with the Principles of Government Procurement and the Government Rules of Sourcing. Research will be commissioned by Superu using a Request for Proposal (RfP) followed by a contestable process that identifies the optimal external provider of advice on each question from Ministers. Providers of advice will include academics, consultants, consulting firms, or analytics firms, but will not include Government departments (other than in an advisory capacity).

Within the framework provided by Ministers, Superu will design and manage the process for refining and finalising questions from Ministers. Ministers may or may not seek Superu’s support in the framing of the research questions to be commissioned. Ministers will retain final sign off of the research questions to be commissioned and of the RfPs issued. Superu will ensure sign-off from Ministers of their research questions, the RfP, and then delivery to Ministers of the brief as completed by the commissioned organisation. Superu will advise Ministers of the research provider selected. Superu will provide support through this process as required by Ministers and facilitate liaison between the research provider and the requesting Minister if required.

How we will measure this output

Performance standard	2016-17 target
Subject to Superu receiving sufficient questions from Ministers, at least six Ministers’ questions will be commissioned by Superu in 2016-17	6 questions
Delivery of reports to Ministers within agreed timeframes	4 reports
Ministers satisfied or better with: <ul style="list-style-type: none"> • Superu’s commissioning process • Superu’s interactions with them through the commissioning process 	Target to be determined Target to be determined
Ministers agree or strongly agree that the evidence provided responded to their brief	New measure target to be determined

Forecast revenue and expenditure for 2016-17

Outlined in the table below is forecast revenue and expenditure in relation to the four outputs Superu will provide in 2016-17. The table also outlines anticipated results for 2015-16 financial year.

	2015/16	2016/17
	Estimated Actual \$000	Forecast \$000
Output Class: Families Commission		
Output 1: Social science system leadership		
Revenue	6,728	6,495
Expenditure	6,991	7,109
Output 1 surplus/(deficit)	(263)	(614)
Output 2: Research, monitoring and evaluation		
Revenue	2,853	4,782
Expenditure	2,213	4,122
Output 2 surplus/(deficit)	640	660
Output 3: Knowledge activation		
Revenue	2,884	1,785
Expenditure	2,457	2,027
Output 3 surplus/(deficit)	427	(242)
Output 4: Commissioned social science research for Government		
Revenue	621	1,373
Expenditure	668	2,545
Output 4 surplus/(deficit)	(47)	(1,172)
Total surplus/(deficit) (Note: deficits funded by retained equity)	757	(1,368)

Commentary on forecast revenue and expenditure

During the 2015-16 financial year Superu encountered an underspend in two major projects (namely the Ministerial Fund and the Growing Up in New Zealand Contestable Research Fund) totaling \$0.954 million. This funding is being rolled over to the 2016-17 year. In addition the Board has made the decision to support a number of initiatives during 2016-17 that would bring the base level of equity into the \$0.500 - \$0.600 million range.

Forecast financial statements

Statement of forecast comprehensive income and expense for the year ending 30 June 2017

2014/15 Actual \$000	2015/16 Est. Actual \$000		2016/17 Forecast \$000
		Income	
9,869	12,331	Revenue from Crown	14,092
174	139	Interest income	73
1,311	617	Other income	271
11,354	13,087	Total income	14,436
		Expenditure	
112	125	Commissioners' fees	126
4,754	4,605	Personnel expense	4,917
6,828	7,573	Other expenses	10,735
50	27	Depreciation and amortisation expense	26
11,744	12,330	Total expenditure	15,804
(390)	757	Net Surplus/(Deficit) for the year	(1,368)
0	0	Other Comprehensive Income	0
(390)	757	Total Comprehensive Income and Expense	(1,368)

Forecast statement of financial position for the year ending 30 June 2017

2014/15 Actual \$000	2015/16 Est. Actual \$000		2016/17 Forecast \$000
		Assets	
		Current assets	
3,200	4,073	Cash and cash equivalents	2,648
426	404	Debtors and other receivables	225
18	10	Prepayments	10
3,644	4,487	Total current assets	2,883
		Non-current assets	
98	75	Property, plant and equipment	46
1	0	Intangible assets	0
99	75	Total non-current assets	46
3,743	4,562	Total assets	2,929
		Liabilities	
		Current Liabilities	
2,081	2,241	Creditors and other payables	2,074
181	191	Employee entitlements	191
95	82	Lease inducements	69
180	85	Income Received in Advance	0
2,537	2,599	Total current liabilities	2,334
1,206	1,963	Net Assets	595
		Equity	
1,206	1,963	General funds	595
1,206	1,963	Total equity	595

Forecast statement of changes in equity for the year ending 30 June 2016

2014/15 Actual \$000	2015/16 Est. Actual \$000		2016/17 Forecast \$000
1,596	1,206	Balance at 1 July	1,963
(390)	757	Total comprehensive income for the year	(1,368)
1,206	1,963	Balance at 30 June	595

Forecast statement of cash flows for the year ending 30 June 2016

2014/15 Actual \$000	2015/16 Est. Actual \$000		2016/17 Forecast \$000
Cash flows from operating activities			
9,869	12,331	Receipts from Crown revenue	14,092
179	129	Interest received	71
1,357	564	Receipts from other revenue	458
(7,160)	(7,500)	Payments to suppliers	(10,973)
(4,882)	(4,705)	Payments to employees	(4,875)
(205)	54	Good and services tax (net)	(198)
(842)	873	<i>Net cash from operating activities</i>	(1,425)
Cash flows from investing activities			
(50)	0	Purchase of property, plant and equipment	0
0	0	Purchase of intangible assets	0
(50)	0	<i>Net cash from investing activities</i>	0
(892)	873	Net (decrease)/increase in cash & cash equivalents	(1,425)
4,092	3,200	Cash & cash equivalents at the beginning of the year	4,073
3,200	4,073	Cash and cash equivalents at the end of the year	2,648

Notes to the financial statements

Note 1: Statement of accounting policies for the year ending 30 June 2017

Reporting entity

The Families Commission / Social Policy and Evaluation Research Unit ('Superu') is a Crown entity as defined by the Crown Entities Act 2004 and domiciled in New Zealand. As such, Superu's ultimate parent is the New Zealand Crown.

Superu was established as a Crown entity on 1 July 2004 by the Families Commission Act 2003. Its primary purpose is to provide public services to the New Zealand public under this Act, rather than making a financial return.

Accordingly, Superu has designated itself as a public benefit entity for the purposes of International Public Sector Accounting Standards ('IPSAS').

The forecast financial statements for Superu are for the year ended 30 June 2017, and were approved by the Board on 23 June 2016.

Basis of preparation

Statement of compliance

The forecast financial statements of Superu have been prepared in accordance with the requirements of the Crown Entities Act 2004, which includes the requirement to comply with generally accepted accounting practice. These forecast financial statements comply with public benefit entity (PBE) financial reporting standard (FRS) 42 – *Prospective Financial Statements*. They have been prepared in accordance with Tier 2 PBE Accounting Standards. We are required to prepare a Statement of Performance Expectations including prospective financial statements at or before the start of each financial year to promote public accountability by providing a base against which its actual performance can later be assessed. The forecast financial statements may not be appropriate for any other purposes.

Measurement base

The forecast financial statements have been prepared on a historical costs basis.

Functional and presentation currency

The forecast financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of Superu is New Zealand dollars.

Bases for assumptions, risks and uncertainties

In preparing these forecast financial statements Superu has made estimates and assumptions concerning the future.

Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The forecast financial statements have been prepared on a going concern basis. The estimates and assumptions used are consistent with the strategic direction outlined in the business plan Superu has prepared for the 2016-17 year. They also reflect Crown Estimates and existing contractual obligations.

Subsequent actual results achieved for the period may vary from the information presented, and variances may be material.

Significant accounting policies

The following accounting policies, which materially affect the measurement of comprehensive income and expense and financial position, have been applied consistently.

Revenue

Revenue is received from exchange transactions and is measured at the fair value of consideration received or receivable.

Revenue from the Crown

Superu is primarily funded through revenue from the Crown, which is restricted in its use for the purpose of Superu meeting its objectives as specified in its accountability documents. Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates.

Interest

Interest income is recognised using the effective interest method. Interest income on an impaired financial asset is recognised using the original effective interest rate.

Rental income

Lease receipts under an operating sub-lease are recognised as revenue on a straight-line basis over the lease term.

Provision of services

Revenue derived through the provision of services to third parties is recognised in proportion to the stage of completion at the balance sheet date. The stage of completion is assessed by reference to surveys of work performed.

Leases

Finance leases

Superu does not enter finance leases.

Operating leases

Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to Superu are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the statement of comprehensive income and expense. Lease incentives received are recognised in the statement of comprehensive income over the lease term as an integral part of the total lease expense.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks both domestic and international, and other short-term, highly liquid investments, with original maturities of three months or less.

Debtors and other receivables

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Investments

At each balance sheet date Superu assesses whether there is objective evidence that an investment is impaired.

Bank deposits

Investments in bank deposits are initially measured at fair value plus transaction costs. After initial recognition investments in bank deposits are measured at amortised cost using the effective interest method less any provision for impairments. For bank deposits, impairment is established when there is objective evidence that Superu will not be able to collect amounts due according to the original terms of the deposit.

Equity investments

Superu does not enter into equity investments.

Property, Plant and Equipment

Property, plant and equipment asset classes consist of leasehold improvements, furniture and fittings and office equipment. Property, plant and equipment are shown at historical cost, less accumulated depreciation and any accumulated impairment losses.

Individual assets, or groups of assets, are capitalised if their costs are greater than \$2,000 (excluding GST). The value of an individual asset that is less than \$2,000 (excluding GST) and is part of a group of similar assets is capitalised.

Initial cost includes the purchase price and any costs directly attributable to bringing the asset to the location and condition required for its intended use.

Fixed assets are written down immediately if any impairment in the value of the asset causes its recoverable amount to fall below its carrying value.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that the future economic benefits or service potential associated with the item will flow to Superu and the cost of the item can be measured reliably. Where an asset is acquired at no cost, or for a nominal cost it is recognised at fair value when control over the asset is obtained.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are included in the statement of comprehensive income and expense. Superu does not hold assets which are revaluable in nature.

Subsequent costs

Costs incurred subsequent to the initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Superu and the cost of the item can be measured reliably. The costs of day-to-day servicing of property, plant and equipment is recognised in the statement of comprehensive income and expense as they are incurred.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

	Useful life	Depreciation rate
Leasehold improvements	8 years	12.5%
Furniture	5 years	20%
Office equipment	5 years	20%

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is more appropriate.

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at the end of each financial year-end.

Intangible assets

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. Software is capitalised if its cost is greater than \$2,000 (excluding GST).

Costs that are directly associated with the development of software for internal use by Superu, are recognised as an intangible asset. Direct costs include the software development, employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of Superu's website are recognised as an expense when incurred.

Amortisation

The carrying value of an asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the statement of comprehensive income and expense.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

	Useful life	Amortisation rate
Acquired computer software	3 years	33.3%
Developed computer software	4 years	25%

Impairment of non-financial assets

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its net recoverable proceeds.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the statement of comprehensive income and expense.

Creditors and other payables

Creditors and other payables are initially measured at fair value and subsequently measured at amortised cost using effective interest method.

Employee entitlements

Short-term employee entitlements

Employee entitlements that Superu expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned, but not yet taken at balance date, and sick leave.

Superu recognises a liability for sick leave to the extent that compensated absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date; to the extent Superu anticipates it will be used by staff to cover future absences.

Superu recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Superannuation schemes

Defined contribution schemes

Obligations for contributions to Kiwisaver and the State Sector Retirement Savings Scheme are accounted for as defined contribution superannuation scheme and are recognised as an expense in the statement of comprehensive income as incurred.

Provisions

Superu recognises a provision for future expenditure of uncertain amounts or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligations.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as a finance cost.

Restructuring

A provision for restructuring is recognised when Superu has approved a detailed formal plan for the restructuring which has either been announced publicly to those affected, or for which implementation has already commenced.

Goods and services tax (GST)

All items in the financial statements are presented exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department ('IRD') is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

Superu is a public authority and consequently is exempt from payment of income tax. Accordingly, no charge for income tax has been provided for.

Budget figures

The budget figures are derived from the Statement of Performance Expectations as approved by the Board for the beginning of the financial year. The budget figures have been prepared in accordance with PBE accounting standards, using accounting policies that are consistent with those adopted by Superu for the preparation of the financial statements.

Note 2: Statement of significant underlying assumptions

These forecast financial statements have been prepared on the basis of the following significant assumptions:

- (i) Crown revenue (GST exclusive) is \$14.092 million for the 2016-17 financial year. This is based on the amount of \$15.618 million provided for in the Estimates of Appropriations for the year ended 30 June 2017, which will be reduced by \$1.526 million in the 2016/17 Supplementary Estimates.
- (ii) The activities of Superu are as detailed in the earlier sections in this document.



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