

FAMILIES COMMISSION

STATEMENT OF PERFORMANCE EXPECTATIONS 2015-2016



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Presented to the House of Representatives pursuant to section 149 of the Crown Entities Act 2004

Statement of responsibility

The Families Commission / Social Policy Evaluation and Research Unit (Superu¹) is an autonomous Crown entity operating pursuant to the Crown Entities Act 2004, the Families Commission Act 2003, and the Families Commission Amendment Act 2014. It has responsibilities to:

- advocate for the interests of families and whānau generally
- monitor and evaluate social sector programmes and interventions, and provide social science research into key issues, programmes and interventions across the social sector.

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, 25 June 2015.

Signed on behalf of the Board:

Jo-anne Wilkinson
Interim Board Chair

James Prescott
Board Member

¹ NB While the Families Commission remains the legal entity, from 1 December 2014 the organisation began operating under the Superu brand.

Information on Superu's reportable class of outputs

This section provides information on the class of outputs Superu proposes to supply in 2015-16.

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 a specific project. Deficits have been funded through prior year surpluses.

The outputs we deliver need to be viewed within the context of our Statement of Intent (SOI) for 2014-2018, which sets out our strategic intentions for the four-year period 1 July 2014 to 30 June 2018. These strategic intentions, which include our purpose, the longer-term outcomes we are seeking, the impacts we aim to make, and our strategic priorities, objectives and key outputs (set within the context of the Government's broader objectives), are outlined in the diagram on page eight).

Superu works across two broad, related contexts which relate to the organisation's two key legislated functions which are to:

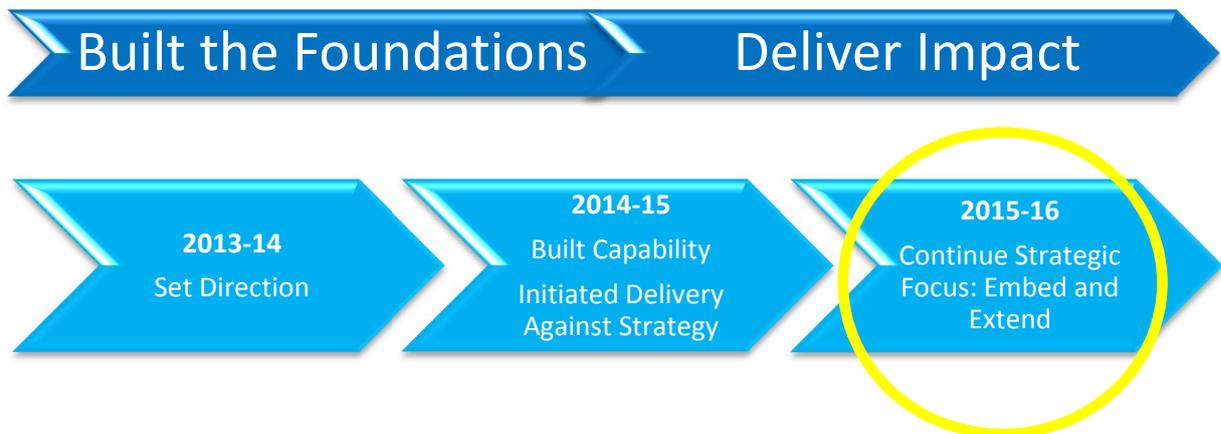
1. **Act as an advocate for the interests of families generally** by:
 - encouraging and facilitating informed debate on matters relating to the interests of families
 - increasing public awareness and promoting better understanding of matters relating to the interests of families
 - encouraging and facilitating the development and provision of policies designed to promote or serve the interests of families
 - stimulating and promoting research into any matter relating to the interests of families
 - preparing and publishing an annual Families Status Report that measures and monitors the wellbeing of New Zealand families.
2. **Monitor and evaluate programmes and interventions in the social sector, and provide social science research into key issues, programmes, and interventions across that sector** by:
 - identifying evidence and research that will assist in determining or achieving the Government's policies and priorities in the social sector

- commissioning or managing contracts for social science research in the social sector on behalf of the Government and others
- setting standards and specifying best practice for monitoring and evaluating programmes and interventions in the social sector
- establishing and maintaining a database of social science research undertaken by or on behalf of the Government.

Whether applying our families and whānau ‘lens’, or working to our wider social sector brief, our aim is to influence the social sector to use evidence in its decision-making so that decision-makers make better decisions about social interventions in order to contribute to better outcomes for New Zealanders, New Zealand communities, families and whānau.

This Statement of Performance Expectations (SPE) sets out what we will do in year two of our four-year strategy.

Our strategy journey to-date – as highlighted below – has involved setting a new direction (2013-14), and, in 2014-15, building capability and initiating delivery against our four-year strategy. Looking forward to 2015-16, our focus will be on embedding and extending our strategy, and strengthening the impact we want to make in the social sector.



More detail on the progress we have made to-date against our strategy (i.e. key things we delivered in 2014-15) and next steps (i.e. our planned focus for 2015-16) is set out in the table over the page.

Superu's progress against its strategy 2014-2018: what we delivered in 2014-15 and what we have planned for 2015-16

Output			What we delivered in 2014-15	What we have planned for 2015-16
Social Leadership	Science	System	<p>Some progress in connecting research producers and users</p> <p>Knowledge Exchange Forum (bringing together experts from academia and policy) on family violence interventions</p> <p>Appointments to the Social Science Experts Panel finalised</p> <p>Progress developing research and evaluation infrastructure</p> <p>Growing Up in New Zealand (GUINZ) business case and cabinet paper, negotiations initiated with the University of Auckland over the parameters for a new contract, published research reports and policy briefs produced by the Study</p> <p>Evaluation Standards completed (in conjunction with the Aotearoa New Zealand Evaluation Association) and promoted at Superu's Evidence to Action Conference</p> <p>A protocol for the release of government research developed (publishing protocol)</p> <p>Engagement with social sector agencies to develop research priorities for the social sector</p> <p>The Community Investment NGO Evaluation Fund (formerly ISO Evaluation Fund) established</p>	<p>Strengthening connections with research producers and users</p> <p>Building relationships with academics</p> <p>Making use of the Social Science Experts Panel for advice and peer review of research reports</p> <p>Continuing to influence improvements in social sector research and evaluation infrastructure</p> <p>Further promotion of evaluation standards and publishing protocol</p> <p>Social sector research priorities finalised and engagement undertaken, aimed at fostering use of the priorities among stakeholders</p> <p>Facilitating the development of a sector-wide research and evaluation strategy for family violence</p> <p>New contract in place for the ongoing delivery of the GUINZ Study, further publication of research reports and policy briefs produced by the Study</p> <p>Continued implementation of the pilot Community Investment NGO Evaluation Fund (involving funding evaluations of NGO programmes assessed in 2014-15 as being feasible for evaluation, partnering with selected NGOs to help build an evaluation culture within their organisations)</p>
Research, Evaluation	Monitoring	and	<p>Good progress on a number of research and evaluation projects</p> <p>Prime Minister's Youth Mental Health Project – formative report and summary, a literature synthesis and summary</p> <p><i>2015 Families and Whānau Status Report</i> published</p> <p><i>Services and Support for Families and Whānau in Christchurch</i> research report published</p> <p>Suite of products published on current trends for teenage births in New Zealand, and perceptions of income adequacy by low income families</p>	<p>Embedding an ongoing programme of R&E projects that supports Government priorities for the social sector and meet Superu's legislated requirements to act for families generally</p> <p>Completing the strategic evaluation of the Youth Mental Health Project</p> <p>Developing a monitoring and evaluation framework and plan for the Tamaki Regeneration Initiative</p> <p>Developing an evaluation strategy for the Children's Action Plan</p> <p>Continuing a programme of family and whānau wellbeing research, including publication of the 2016 Families and Whānau Status Report</p> <p>Commissioning research / evidence to support social sector Ministers in their decision-making</p>

Output	July 2014 – June 2015 Delivered	July 2015 – June 2016 Planned
Knowledge Activation	<p>Progress in making social science easier to access and understand</p> <p>The Hub (thehub.superu.govt.nz) launched, providing a one-stop-shop of government social science research</p> <p>Continued contract management for the delivery of the New Zealand Family Violence Clearinghouse and the White Ribbon Campaign</p> <p>Some focus on raising awareness of big issues</p> <p><i>In Focus</i> series initiated, designed to inform and stimulate debate on specific social issues (e.g. Paid Parental Leave)</p> <p>Suite of products published on the wider economic and social costs of obesity to New Zealand</p> <p>Actively supporting the use of evidence by priority customers</p> <p><i>What Works</i> series initiated, synthesising what we do and don't know about specific social sector topics (e.g. on Effective Parenting Programmes, Parenting Programmes Effective with Whanau, Reducing the Impact of Alcohol on Family Violence)</p> <p>2015 Evidence to Action Conference; delivery of Superu's 2015 seminar series</p>	<p>Extending work to make social science easier to access and understand</p> <p>Promotion of the Hub to government agencies, uploading of additional government agency research onto the Hub</p> <p>Continued contract management for the delivery of the New Zealand Family Violence Clearinghouse and the White Ribbon Campaign</p> <p>Developing Superu's digital channels and interactive online applications</p> <p>Embedding a rolling programme of evidence synthesis products and events aimed at supporting the use of evidence by priority customers</p> <p>Extending Superu's <i>In Focus</i> and <i>What Works</i> series through further publication of products on topical social issues</p> <p>Continuing Superu's programme of events to support the use of evidence, including delivery of the 2015 Evidence to Action Conference, a GUINZ Conference and a 2015 seminar series on topical social issues</p>
Commissioned social science research for Government	<i>New output</i>	Implementing a Ministerial Fund for social sector research
Organisational Health and Capability	<p>Successfully restructured the organisation and rebranded as Superu</p> <p>High-level new business model developed and starting to be implemented (e.g. introduction of an account management approach with key customers)</p> <p>Networks broadened and strengthened (e.g. with key government agencies, NGOs, and some academics)</p> <p>People Strategy developed and being progressively implemented</p> <p>Responsiveness with Māori Strategy 2015-2020 ("Hikoi Ngātahi") developed, outlining how Superu will build its capability to deliver effectively with and for Māori</p> <p>Independent assessment of the Youth Mental Health Project completed</p>	<p>Strengthening our external relationships and people capability, and embedding our new business model</p> <p>Continuing to build relationships (e.g. with Māori stakeholders, and funders of research and social programmes)</p> <p>Hikoi Ngātahi starting to be implemented</p> <p>Continuing implementation of Superu's People Strategy, focused on building the organisation's culture, capability and leadership</p> <p>Continuing to implement Superu's new business model</p> <p>Strengthening our performance monitoring and customer intelligence gathering processes</p> <p>Commissioning the three-year external review of Superu signalled in Superu's 2014-2018 Statement of Intent, which will provide an independent view of the impact the organisation has had and the quality of its work</p> <p>Systematically collecting performance information and customer insights to meet Superu's reporting requirements and to inform ongoing improvements to the products and services Superu delivers</p> <p>Continuing to improve our systems and tools</p> <p>Implementing a Knowledge Management Strategy, involving the redesign of the organisation's intranet and introduction of a Customer Relationship Management System</p>

THE DIFFERENCE WE WILL MAKE AND HOW WE WILL MAKE IT

Government objectives

GOVERNMENT OBJECTIVES (DELIVERING BETTER PUBLIC SERVICES)				
Reducing long-term welfare dependency	Boosting skills and employment	Supporting vulnerable children	Reducing crime	Improving interaction with government



Why we exist

PURPOSE
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 New Zealanders, New Zealand's communities, families and whānau



The difference we will make

SOCIETAL OUTCOME
The people of New Zealand, New Zealand families, whānau, and communities, are strong and resilient



SOCIAL SECTOR OUTCOMES	
Social policy is current	Social programmes and services are effective



WIDE RANGE OF GOVERNMENT AND NON-GOVERNMENT ACTIVITY
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OUR IMPACTS				
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

How we will make a difference



STRATEGIC PRIORITIES	
Priority 1: Grow the evidence base	Priority 2: Facilitate the use of evidence
OBJECTIVES	
1. To influence 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 2. To influence the development and use of sustainable research assets and a common social research infrastructure that will support good social science research and its availability 3. To deliver quality social science research and evaluation where there are critical gaps in the evidence base that are not being filled elsewhere	4. To make social science research and evidence easier to access and understand 5. To stimulate awareness of evidence, its importance, and the key social issues facing New Zealand and matters relating to families and whānau 6. To actively support the use of evidence by decision-makers in the social sector
Priority 3 / Objective 7: Being a customer-focused, influential organisation with sustainable capabilities	
OUR OUTPUTS	
Output 1: Social science system leadership	Output 2: Research, monitoring and evaluation
Output 3: Knowledge activation	Output 4: Commissioned social science research for Government
Organisational health and capability initiatives	

Forecast revenue and expenditure for 2015-16

Outlined in the table below is forecast revenue and expenditure in relation to the four outputs Superu will provide in 2015-16:

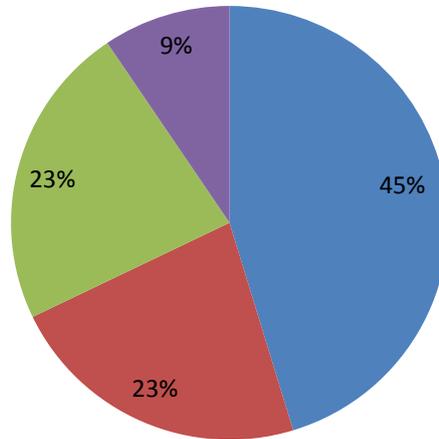
1. Social science system leadership.
2. Research, monitoring and evaluation.
3. Knowledge activation
4. Commissioned social science research for Government.

The table also outlines anticipated results for 2014-15 financial year. Actuals for the 2013-14 year have not been included as in that year outputs were split into only two categories.

	2014/15	2015/16
	Estimated Actual \$000	Forecast \$000
Output Class: Families Commission		
Output 1: Social science system leadership		
Revenue	4,689	5,596
Expenditure	4,602	5,257
Output 1 surplus/(deficit)	87	339
Output 2: Research, monitoring and evaluation		
Revenue	3,449	2,569
Expenditure	3,184	2,619
Output 2 surplus/(deficit)	265	(50)
Output 3: Knowledge activation		
Revenue	3,209	2,372
Expenditure	3,930	2,633
Output 3 surplus/(deficit)	(721)	(261)
Output 4: Commissioned social science research for Government		
Revenue	-	245
Expenditure	-	1,099
Output 4 surplus/(deficit)	-	(854)
Total surplus/(deficit) (Note: deficits funded by retained equity)	(369)	(826)

Percentage of Total Expenditure by Output

- Social Science System Leadership
- Research, Monitoring & Evaluation
- Knowledge Activation
- Commissioned Social Science for Government



Commentary on forecast revenue and expenditure

In the financial years to 30 June 2014 Superu built up accumulated equity of \$1.596 million and the Board made the decision to support a number of initiatives during 2014-15 and 2015-16 that would bring the base level of equity into the \$0.400 - \$0.500 million range. The deficit forecast in the 2015-16 completes this exercise.

Our Outputs and Measuring our Impact

Since the beginning of the 2014-15 financial year we have been delivering outputs purchased by the Minister for Social Development through three outputs which reflect key aspects of our role in the social sector: 1) social science system leadership, 2) research, monitoring and evaluation and 3) knowledge activation. For 2015-16 we have introduced a fourth output “commissioned social science research for Government”.

In this section, we provide detailed information on each of our outputs which follows the following format:

- a summary description of each output
- how each output will contribute to the impacts we intend to make
- key deliverables and performance standards in relation to each output, set out in a table.

In 2015-16, we plan to establish baseline measures that will be used as a basis for setting future performance targets in relation to all of our impact measures. Key reasons why to-date we have yet to establish performance targets for most of our impact measures are set out below.

Standards and Protocol Adoption Levels

In relation to the evaluation standards and publishing protocol areas of work, it is too early to set targets as promotion of these products is not anticipated to be completed until 31 March 2016. In 2015-16, we will be developing systems that will be used to track standards and protocol adoption levels once this primary promotional work is complete. Through this work we will also develop baseline measures as a basis for setting annual targets in 2016-17 and beyond.

Stakeholder and Customer Perception, Customer Satisfaction

In 2014-15 we collected information from our customers and stakeholders through our stakeholder survey and feedback from people attending our events. In 2015-16, we will continue to develop the range of systems in place to collect stakeholder feedback and customer intelligence that extends beyond our annual stakeholder survey². We will use this information to meet both our reporting requirements and to inform ongoing improvements to the products and services we deliver. We will use the stakeholder and customer data we collect in 2015-16 to establish baseline measures that will be used as a basis for setting

² Superu's annual stakeholder survey was first conducted in 2013-14 and expanded in 2014-15 to include a wider set of stakeholders related to the Commission's new social policy research, monitoring and evaluation function.

future targets. Regardless of any changes we introduce to our stakeholder and customer data collection methods; we will still be able to make comparisons between data collected in 2015-16 through Superu's annual stakeholder survey, with historical stakeholder survey data collected in 2013-14 and 2014-15.

Independent Review of Superu

In 2015-16, we will be commissioning the scheduled one-off independent review of Superu signalled in our 2014-2018 Statement of Intent (SOI). This review will have two components:

1. An annual review of one of Superu's top five projects (in 2013-14, this was an evaluation of Superu's Effective Parenting Programmes Review; in 2014-15, this was a review of Superu's evaluation of the Youth Mental Health Project).
2. An assessment of Superu's performance against a number of factors.³

In this Statement of Performance Expectations, we have set a performance target that the results of this external review will indicate that Superu's overall performance against the performance dimensions identified in its 2014-2018 SOI is good or better.

³ See page 12 of Superu's 2014-2018 Statement of Intent for more detail.

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
- influencing the development of sustainable research assets and a common social research infrastructure that will support good social science research and its availability (and influencing their use).

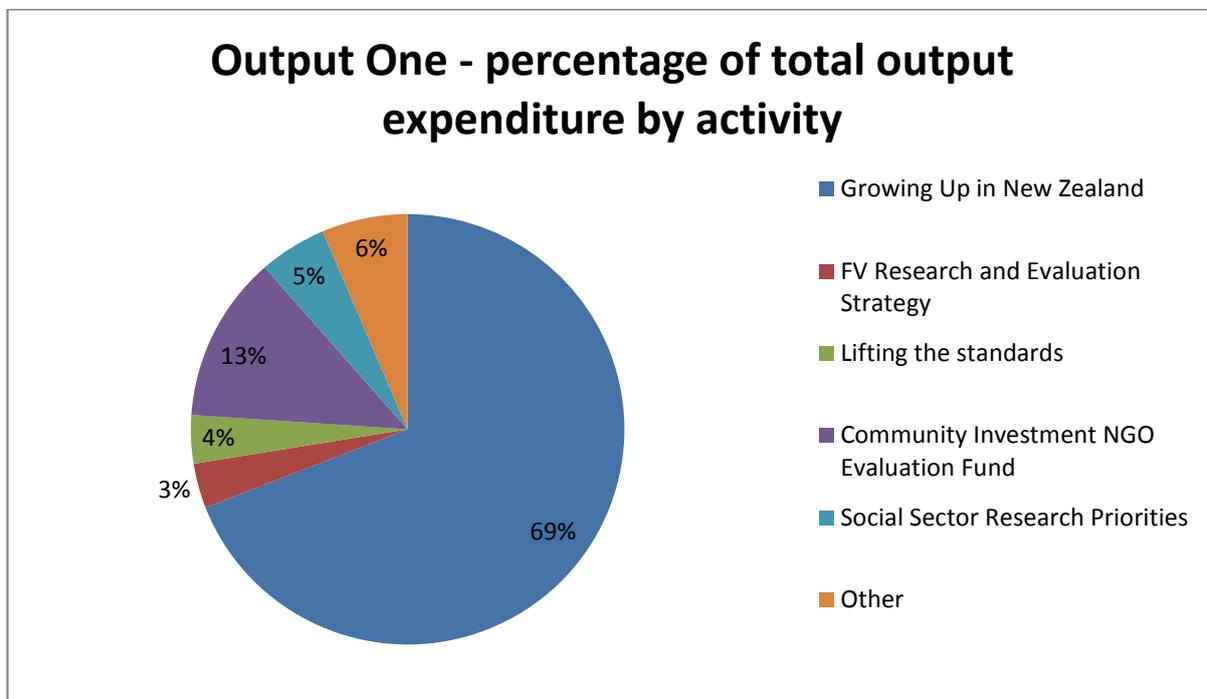
Through this output we will:

- a) lead work on identifying research priorities (to include family violence research priorities) across the social sector and influence the sector to progressively fill identified evidence gaps. This will give visibility to the key research priorities, determine gaps and identify where Superu undertakes new research.
- b) continue to manage the contract for the Growing Up in New Zealand (GUiNZ) study (a longitudinal study which is following 7,000 children from West Auckland, South Auckland, and Waikato) and to promote awareness, access to and use of the GUiNZ study data and research outputs by social sector decision makers
- c) continue to implement the pilot Community Investment NGO Evaluation Fund (previously known as the ISO Evaluation Fund) involving:
 - funding evaluations of NGO programmes assessed in 2014-15 as being feasible for evaluation
 - partnering with selected NGO organisations to help build an evaluation culture within their organisations through the delivery of evaluation expertise and advice
- d) influence the sector to do quality research and evaluation (e.g. through leading the development of research and evaluation standards and protocols for the sector to use, and promoting their adoption).

How this output will contribute to the impacts we intend to make

The impacts we intend to make over the longer term through delivery of our social science system leadership output activities, and how these impacts will be measured, are set out in the table over the page (noting that this output contributes to several impacts).

Output		
Social Science System Leadership		
Impacts		
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		
Impact Measures		
Results of 2015-16 independent review		
<p>Percentage of key stakeholders and customers who state that Superu's products are:</p> <ul style="list-style-type: none"> ➤ relevant to their work ➤ used to inform their work ➤ are trustworthy 	<p>Customers satisfied or better with the quality of Superu's interactions with them, and the products/services Superu has provided to them</p>	<p>Number of professional bodies and government agencies that have adopted the evaluation standards and publishing protocol</p>



Output one: Social science system leadership

Key areas of work, associated deliverables and performance standards in relation to the social science system leadership output Superu will provide in 2015-16 are set out in the table below.

Work areas	Key deliverables / performance standards for 2015-16
Social sector research priorities	<ul style="list-style-type: none"> • testing of the social sector research priorities with NGOs and Iwi completed by 31 October 2015 • social sector research priorities finalised by 31 December 2015 • family violence research and evaluation strategy agreed with key social sector government agencies, NGOs and key academics by 30 June 2016
Growing up In New Zealand (GUiNZ)	<ul style="list-style-type: none"> • GUiNZ contract negotiated with the University of Auckland by 31 October 2015 • 100% of payments made to the University of Auckland on completion of contracted deliverables • GUiNZ engagement and strategic communications plan for the new contract period developed by 31 March 2016, and implemented in line with the agreed plan
Community Investment NGO Evaluation Fund	<ul style="list-style-type: none"> • contract evaluations with selected suppliers in place by 30 September 2015 (target: 2) • evaluation expertise and advice provided to NGOs (target: 2)
Evaluation standards	<ul style="list-style-type: none"> • 'how-to' guide on how to apply the evaluation standards developed by 31 December 2015 • evaluation standards promoted to selected government agencies by 31 March 2016

Work areas	Key deliverables / performance standards for 2015-16
Publishing protocol	<ul style="list-style-type: none"> <li data-bbox="778 331 1358 405">• a plan for promoting the publishing protocol implemented by 31 March 2016
Cost	\$5.257 million

Output two: Research, monitoring and evaluation

Description

We commission (or sometimes undertake ourselves) good social science research and evaluation where there are critical gaps in the evidence base that are not being filled elsewhere.

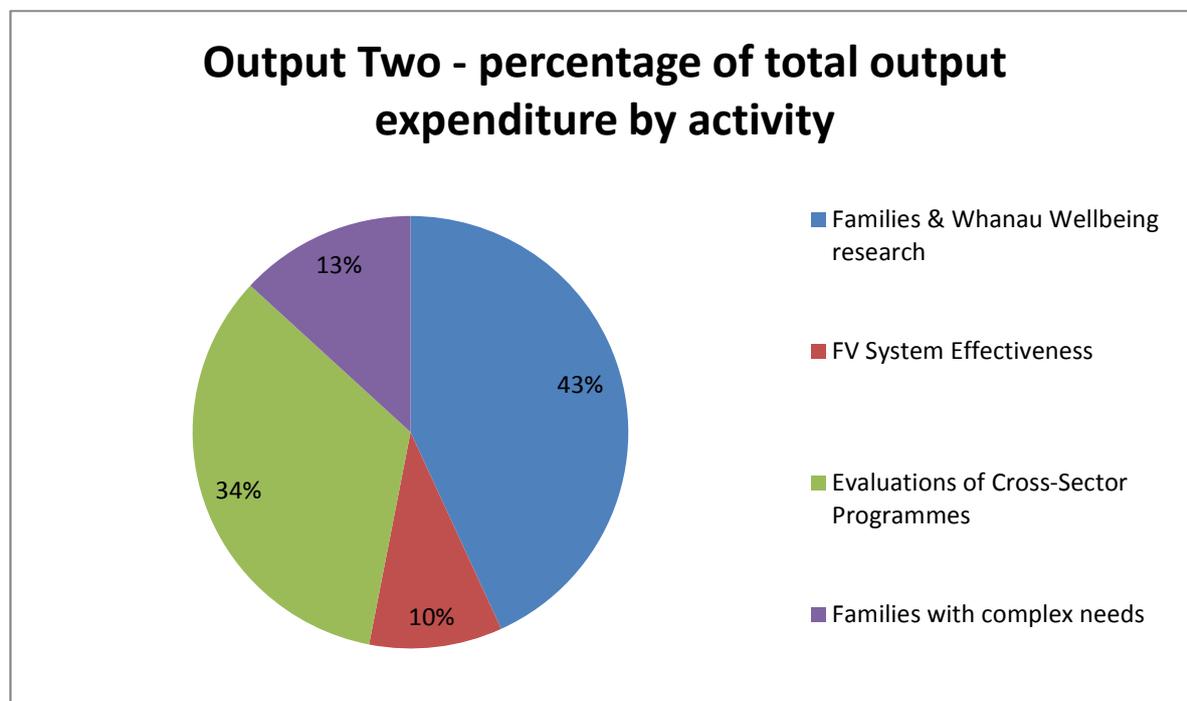
Through this output we will:

- a) 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 (e.g. on supporting families with complex needs). This includes commissioning and/or undertaking evaluations for significant government cross-sector programmes, such as the Prime Minister's Youth Mental Health Project (which comprises 26 cross-sector initiatives aimed at improving the mental health and resilience of young people aged 12-19 years, and improving access to specialised treatment); and the Tamaki Regeneration initiative, which aims to lead a programme of urban regeneration in the Tamaki (Auckland) area.
- b) prepare and publish an annual Families and Whānau Status Report, which measures and monitors the wellbeing of New Zealand families and whānau, and stimulate research on family and whānau-related issues.

How this output will contribute to the impacts we intend to make

The impacts we intend to make over the longer term through delivery of our research, monitoring and evaluation output activities, and how these impacts will be measured, are set out in the table below.

Output	
Research, Monitoring and Evaluation	
Impact	
Social sector participants have more of the information they need to create effective policy and practice	
Impact Measures	
Results of 2015-16 independent review Results of the annual project review	
Percentage of key stakeholders and customers who state that Superu’s products are: <ul style="list-style-type: none"> ➤ relevant to their work ➤ used to inform their work ➤ are trustworthy 	Customers satisfied or better with the quality of Superu’s interactions with them, and the products/services Superu has provided to them



Output two: Research, monitoring and evaluation

Key areas of work, associated deliverables and performance standards in relation to the research, monitoring and evaluation output Superu will provide in 2015-16 are set out in the table below.

Work areas	Key deliverables / performance standards for 2015-16
<p>Superu research, monitoring and evaluation work programme for 2015-16</p>	<p>Research and evaluation reports</p> <ul style="list-style-type: none"> • 3 research or evaluation reports produced by 30 June 2016 (to include completion of a final report on the Youth Mental Health Project) • 100% of published reports or research summaries formally peer reviewed (by at least one external expert and one internal expert in the field of study and comments incorporated into the final report where appropriate) <p>Tamaki Regeneration Initiative</p> <ul style="list-style-type: none"> • monitoring and evaluation framework and plan completed by 31 March 2016
<p>Family and Whānau Wellbeing</p>	<ul style="list-style-type: none"> • 2016 Families and Whānau Status Report published by 30 June 2016
<p>Cost</p>	<p>\$2.619 million</p>

Output three: Knowledge activation

Description

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

Through this output we will:

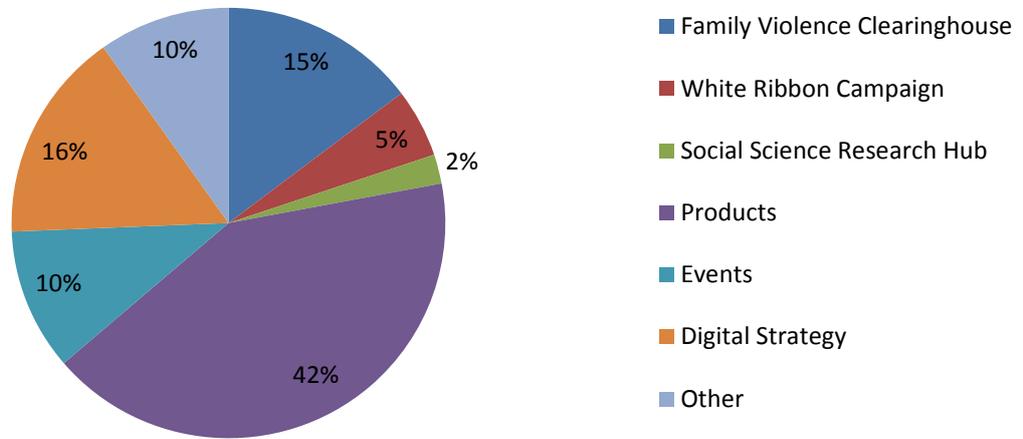
- a) manage a government social science research hub that brings together government social science research in one place to allow easier access by researchers, NGOs and the general public to the information
- b) develop Superu's digital channels and interactive online applications in order to make Superu's products easily accessible
- c) promote informed debate on issues relating to the interests of families and whānau
- d) deliver a range of products that synthesise what is and isn't known on key social issues and topics of priority to Government
- e) deliver a programme of topic-based events (to include a mix of seminars, conferences and workshops) aimed at supporting the use of research and evaluation evidence in decision making. These events will encourage understanding and use of evidence by policy makers, NGOs and other interested parties.
- f) manage the contract with the White Ribbon Trust for the delivery of the White Ribbon Campaign, involving activities to reduce violence towards women
- g) 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.

How this output will contribute to the impacts we intend to make

The impacts we intend to make over the longer term through delivery of our knowledge activation output activities, and how these impacts will be measured, are set out in the table below (noting that this output contributes to several impacts).

Output	
Knowledge Activation	
Impacts	
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 is increasingly engaging in informed debate on the key social issues facing New Zealand and matters relating to families and whānau	
Social sector funders, policy-makers and practitioners increasingly understand and use evidence to inform their work	
Impact Measures	
Results of 2015-16 independent review	
Percentage of key stakeholders and customers who state that Superu's 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 	Customers satisfied or better with the quality of Superu's interactions with them, and the products/services Superu has provided to them

Output Three - percentage of total output expenditure by activity



Output three: Knowledge activation

Key areas of work, associated deliverables and performance standards in relation to the knowledge activation output Superu will provide in 2015-16 are set out in the table below.

Work areas	Key deliverables / performance standards for 2015-16
Government social science research hub	<ul style="list-style-type: none"> • the social science research of 5 further central government agencies added to the hub by 30 June 2016 • feedback from users demonstrates satisfaction or better with the relevance of the research uploaded to the hub
Digital Strategy	<ul style="list-style-type: none"> • 20% increase in the number of unique visitors to Superu's website by 30 June 2016 • 20% increase in the number of research and publication downloads from www.superu.govt.nz by 30 June 2016
Promoting informed debate on issues important to families and whānau	<ul style="list-style-type: none"> • 2 publications delivered by 30 June 2016
Synthesis products	Deliver by 30 June 2016: <ul style="list-style-type: none"> • 3 'what works' briefs • 3 'at a glance' fact sheets • 2 issues papers • 2 other synthesis products
Events programme	<ul style="list-style-type: none"> • at least 8 events completed by 30 June 2016 (to include an Evidence to Action conference and a seminar series) • feedback from participants demonstrates satisfaction or better with the relevance and quality of Superu events
White Ribbon Campaign Contract	<ul style="list-style-type: none"> • 100% of payments made to the White Ribbon Trust on completion of contracted deliverables
New Zealand Family Violence Clearinghouse Contract	<ul style="list-style-type: none"> • 100% of payments made to the University of Auckland on completion of contracted deliverables
Cost	\$2.633 million

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, as part of its 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, 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. Superu will facilitate liaison between the research provider and the requesting Minister if required.

How this output will contribute to the impacts we intend to make

As a result of this work, Ministers will be informed on the questions they ask by research commissioned by Superu.

This contributes to achievement of Superu’s impact that ‘Social sector participants have more of the information they need to create effective policy and practice’.

Output four: Commissioned social science research for Government

Key areas of work, associated deliverables and performance standards in relation to this output Superu will provide in 2015-16 are set out in the table below.

Work areas	Key deliverables / performance standards for 2015-16
Commissioned social science research in the social sector on behalf of the Government	Quantity <ul style="list-style-type: none">• Subject to Superu receiving sufficient questions from Ministers, at least six Ministers' questions will be commissioned by Superu in 2015-16• Delivery of four final reports to Ministers within agreed timeframes. Quality <ul style="list-style-type: none">• Ministers satisfied or better with:<ul style="list-style-type: none">○ Superu's commissioning process○ Superu's interactions with them through the commissioning process
Cost	\$1.099 million ⁴

⁴ Fund of \$0.900m plus operating costs

Additional information

To successfully deliver our strategy, we have a strategic priority around being a customer-focused, influential organisation with sustainable capabilities. This will provide us with the critical foundations for delivering on our strategic direction and will set us up for the way we want to work in the future.

As part of continuing our journey towards realising this priority, the focus of our organisational health and capability work programme during 2015-16 will be to:

- commission the three-year external review of the organisation signalled in Superu's 2014-2018 Statement of Intent, which will provide an independent view of the impact we've had and the quality of our work
- strengthen engagement and visibility with and for Māori
- continue to foster internal capability and our culture of high performance and engagement
- embed key components of our new business model (such as developing and implementing a segment plan and external engagement approach targeting key customers)
- implement a knowledge management strategy, involving the redesign of Superu's intranet and implementation of a Customer Relationship Management (CRM) system
- promote the Superu brand (e.g. through our website and seminars).

Organisational Health and Capability Work Programme for 2015-16

Key areas of work, associated deliverables and performance standards in relation to the organisational health and capability work programme Superu will undertake in 2015-16 in support of this strategic priority are set out in the table below.

Work areas	Key deliverables / performance standards for 2015-16
External review of Superu	<ul style="list-style-type: none"> • external review of Superu completed by 30 June 2016 • results of external review indicate Superu’s overall performance against the performance dimensions identified in its 2014-2018 Statement of Intent is good or better
Responsiveness with Māori strategy	<ul style="list-style-type: none"> • relationships established with 3 key Māori stakeholders • internal cultural training programme (“Akoranga”) completed by 30 June 2016
People strategy	<ul style="list-style-type: none"> • staff development programme completed by 30 June 2016 • leadership development programme completed by 30 June 2016
Knowledge management strategy	<ul style="list-style-type: none"> • new Superu intranet built by 31 December 2015 • CRM system built by 31 March 2016

Forecast financial statements

Statement of forecast comprehensive income and expense for the year ending 30 June 2016

2013/14 Actual \$000	2014/15 Est. Actual \$000		2015/16 Forecast \$000
		Income	
10,305	9,869	Revenue from Crown	10,135
158	175	Interest income	74
1,478	1,303	Other income	573
11,941	11,347	Total income	10,782
		Expenditure	
142	115	Board fees	170
4,841	4,787	Personnel expense	4,582
6,459	6,765	Other expenses	6,826
100	49	Depreciation and amortisation expense	30
11,542	11,716	Total expenditure	11,608
399	(369)	Net Surplus/(Deficit) for the year	(826)
0	0	Other Comprehensive Income	0
399	(369)	Total Comprehensive Income and Expense	(826)

Forecast statement of financial position for the year ending 30 June 2016

2013/14 Actual 0	2014/15 Est. Actual 0		2015/16 Forecast 0
		Assets	
		Current assets	
4,092	2,466	Cash and cash equivalents	877
235	521	Debtors and other receivables	51
23	2	Prepayments	0
4,350	2,989	Total current assets	928
		Non-current assets	
55	117	Property, plant and equipment	97
3	1	Intangible assets	0
58	118	Total non-current assets	97
4,408	3,107	Total assets	1,025
		Liabilities	
		Current Liabilities	
1,959	1,593	Creditors and other payables	414
600	0	Provision for restructuring	0
153	122	Employee entitlements	128
	95	Lease inducements	82
100	70	Income Received in Advance	0
2,812	1,880	Total current liabilities	624
1,596	1,227	Net Assets	401
		Equity	
1,596	1,227	General funds	401
1,596	1,227	Total equity	401

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

2013/14 Actual 0	2014/15 Est. Actual 0		2015/16 Forecast 0
1,197	1,596	Balance at 1 July	1,227
399	(369)	Total comprehensive income for the year	(826)
1,596	1,227	Balance at 30 June	401

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

2013/14 Actual 0	2014/15 Est. Actual 0		2015/16 Forecast 0
		Cash flows from operating activities	
10,305	9,869	Receipts from Crown revenue	10,135
143	160	Interest received	72
1,472	1,380	Receipts from other revenue	484
(5,485)	(7,632)	Payments to suppliers	(7,926)
(4,097)	(5,183)	Payments to employees	(4,543)
(28)	(151)	Good and services tax (net)	198
2,310	(1,557)	<i>Net cash from operating activities</i>	(1,580)
		Cash flows from investing activities	
0	(69)	Purchase of property, plant and equipment	(9)
0	0	Purchase of intangible assets	0
0	(69)	<i>Net cash from investing activities</i>	(9)
2,310	(1,626)	Net (decrease)/increase in cash & cash equivalents	(1,589)
1,782	4,092	Cash & cash equivalents at the beginning of the year	2,466
4,092	2,466	Cash and cash equivalents at the end of the year	877

Notes to the financial statements

Note 1: Statement of accounting policies for the year ending 30 June 2016

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 2016, and were approved by the Board on 25 June 2015.

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.

These forecast financial statements are the first set of prospective financial statements presented in accordance with PBE accounting standards with reduced disclosure requirements, as appropriate for public benefit entities of the size of Superu.

The adoption of these PBE accounting standards has not materially affected financial disclosures in the prospective financial statements or the comparative financial information provided. We have not needed to restate any comparative information in order to comply with PBE standards, in accordance with PBE FRS 46 – *First-time Adoption of PBE Standards by Entities Previously Applying NZ IFRSs*.

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 2015/16 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 \$10.135 million for the 2015-16 financial year based on the amount provided for in the Estimates of Appropriations for the year ended 30 June 2016. Amounts approved by Cabinet in Contingency have not been included.
- (ii) The activities of Superu are as detailed in the earlier sections in this document.



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