



New Zealand Government

Position	Secretary for Social Investment and Chief Executive
Agency	Social Investment Agency Toi Hau Tāngata
This position is a member of the Public Service Leadership Team	

Position purpose

The Social Investment Agency (SIA) is a central agency which leads the development of social investment across Government, driving change to achieve better outcomes from social service expenditure.

The Secretary for Social Investment and Chief Executive, Social Investment Agency (Secretary for Social Investment) is responsible for delivering social investment - providing leadership across the public service to embed the approach, driving change in the delivery of social services, and exerting influence to ensure better results for New Zealand's most vulnerable. The Secretary is expected to drive results in a complex environment and identify approaches that allow divestment from existing programmes in order to better deploy Government funding.

Social investment is a systematic way of using data, evidence and modern analytics to invest in earlier and better interventions that can effectively break cycles of dependence, inter-generational poverty and disadvantage. It provides a framework for how the Government understands who it needs to invest in and what works for those people, as well as how progress can be measured to ensure that what is being done is working. It involves:

- Understanding people's needs using data and evidence
- Setting clear, measurable goals and focusing on what works
- Improving services by systematically measuring and comparing their effectiveness and feeding this information back to decision-making
- Enabling local providers to deliver services tailored to the needs of their communities.

SIA is a central agency which provides leadership to embed the social investment approach across the public service with the ultimate goal of delivering better results from social service spending. SIA has an ongoing review role with respect to existing government spending in the social sector and provides advice to Ministers about areas where spending could be improved.

SIA develops the tools needed to deliver social investment programmes, it provides leadership on impact and value measurement, as well as whole of life return analysis on social sector spending. SIA is expected to build tools that can be easily adopted by other departments and non-government agencies. Its work includes driving contracting for outcomes, and using research, evidence and lessons learned to set and promulgate standards required for efficient, effective and compatible social investment practices across government and government providers.

SIA also facilitates and advises on the data and evidence infrastructure required for the social investment approach (including important and relevant international evidence).

SIA will develop and manage the Social Investment Fund to directly commission outcomes for vulnerable New Zealanders and to work with community, non-government-organisations (NGOs) and iwi providers.

SIA employs approximately 50 FTE and is responsible for an annual appropriation of \$6.252 million (2024/25).

Accountabilities

System

As a Public Service chief executive, the Secretary for Social Investment has responsibilities, functions and duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the Public Service Leadership Team, the Secretary is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Secretary for Social Investment will:

- preserve, protect and nurture the spirit of service to the community that public service employees bring to their work
- demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020
- uphold the Public Service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency also does so
- promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective Public Service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society
- uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees
- support the Crown in its relationships with Māori under te Tiriti o Waitangi | Treaty of Waitangi by developing and maintaining the capability of the agency and the wider Public Service to engage with Māori and to understand Māori perspectives.

Agency

The Secretary for Social Investment is accountable for:

- Setting the standards for social investment practice to ensure there is consistency across government agencies and contracted providers
 - Advising on and facilitating the creation of the necessary data and evidence infrastructure for social investment
 - Leading across the public service to apply the social investment approach, including by creating tools that can be easily adopted by others
 - Leading an ongoing review of social sector spending to measure outcomes and providing advice to Ministers on where existing spend can be redeployed for better results
 - Providing cross-social system advice and supporting the social sector with cross-system work
 - Supporting the design, implementation and operation of the social investment fund
 - Creating insights, tools and practices that improve cross-social system decision making for improving wellbeing.
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Critical Success Priorities	<p>The Secretary for Social Investment is expected to direct their effort and achieve success in the following areas:</p> <ul style="list-style-type: none"> Working with the Minister for Social Investment to provide leadership that establishes a common understanding of what social investment is, and what it is not. Driving change to embed social investment across the public service by exerting influence as a central agency leader and having hard conversations where needed to redeploy funding for better results. Using vision and imagination to break existing boundaries and challenge the status quo. Building the SIA's influence, credibility, and value-add as a central agency Continuing to build a fit for purpose organisational culture to attract, develop and retain talented people.
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Leader profile

The Secretary for Social Investment must demonstrate applied experience across a number of the dimensions set out below:

Leadership Roadmap				
Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
System Leadership	Organisational Leadership	Context Management	Sector Experience	Delivery
Experience driving change and leading across the Public Service system.	Experience building high performing organisations with specialist capability.	Experience working effectively with Ministers and providing advice on complex issues.	Credibility with social sector stakeholders at Chief Executive level.	Experience designing and delivering investments that have been proven to have improved measurable outcomes for the people being targeted
Experience developing high quality policy advice together with other agencies on complex social issues.	Ability to shape an organisation and position it for strategic impact.	An understanding of the Crown's relationship with Māori.	A deep understanding on how to use of data, insights and evidence to support policy design.	
Strong ability to influence across the system, with a focus on driving results.	Experience leading an organisation to deliver high quality advice to Government, with a focus on delivering results.	Experience building relationships with a broad range of stakeholders across the public sector and social sector, including holding credibility and mana with grass-roots organisations.	An understanding of public policy, machinery of government and legislative process.	

Key relationships

Government	<ul style="list-style-type: none">• Minister for Social Investment• Social Investment Board• Social Investment Ministers (Regulation, Housing, Health, Education, Justice, Social Development, Employment, Corrections, Police, Whanau Ora, Mental Health, Children, Prevention of Family and Sexual Violence, Statistics)• Minister of Finance• Minister for the Public Service
Public Sector	<ul style="list-style-type: none">• Members of the Public Service Leadership Team• Public Service Commissioner• Secretary to the Treasury• Secretary of the Department of the Prime Minister and Cabinet• Secretary for Regulation• Secretaries and Chief Executives of agencies that operate in the social sector or play an enabling role in the social investment approach• The Privacy Commissioner
Local Government	<ul style="list-style-type: none">• Local government (e.g. regional councils, district and city councils, unitary authorities)
Iwi and wider communities	<ul style="list-style-type: none">• Treaty partners• Non-governmental organisations and iwi providers• Iwi, Pacific and other communities

Te taumata o te
āheitanga | Security
Clearance

Appointment will be subject to a New Zealand Government **Secret** security clearance.