



Report Title:	Secretary for Social Investment and Chief Executive, Social Investment Agency: Position Description and Appointment Process		
Report No:	2024-0187		
Date:	4 July 2024		
To:	Hon Nicola Willis, Minister for Social Investment, Minister for the Public Service		
Action Sought:	Provide feedback on matters to be taken into account for the Secretary for Social Investment and Chief Executive, Social Investment Agency, via the position	Due Date	17 July 2024
	Lodge the attached APH paper and position description once you your priorities are appropriately reflected.	Due Date	18 July 2024
Contact Person:	Thor Gudjonsson, Deputy Commissioner System and Agency Performance		
Contact No:	9(2)(a) privacy		
Encl:	Yes	Priority:	Medium
Security Level:	IN CONFIDENCE		

Executive Summary

1. Deputy Public Service Commissioner Ms Rebecca Kitteridge recently appointed Dr Craig Jones as the Acting Chief Executive of the newly established Social Investment Agency for a five-month term, until 30 November 2024.
2. Ms Kitteridge now intends to commence a recruitment process to appoint a substantive Secretary for Social Investment and Chief Executive, Social Investment Agency. In the attached report we outline the appointment process, provide a tentative timeline, and note your involvement in the process which includes consultation on the enclosed position description.

Appointment Process

3. The process for appointing Public Service chief executives is set out in schedule 7 of the Public Service Act 2020 (the Act). The Act provides for input by the Government but provides statutory independence for the Public Service Commissioner or Deputy Public Service Commissioner in the selection of the person for the job.
4. The Act provides for input by the Government at three points in the appointment process:
 - a. invitation to the Minister for the Public Service and appropriate Minister to identify any matters that should be considered throughout the appointment process (this report);
 - b. consultation with the appropriate Minister on persons to be appointed by the Public Service Commissioner or Deputy Public Service Commissioner as interview panellists; and

- c. consultation with the Prime Minister and Minister for the Public Service before finalising terms and conditions of employment.
5. The Public Service Commissioner or Deputy Public Service Commissioner updates the Minister for the Public Service and the appropriate Minister at key points throughout the process, including at shortlisting and after interviews.
 6. Following the recruitment and interview process, a recommendation for appointment is made by the Public Service Commissioner or Deputy Public Service Commissioner as chairperson to the Minister for the Public Service, who refers it to the Appointment and Honours Committee (APH) and Cabinet, and then on to the Governor-General in Council.

Position Description

7. The position description is the formal document against which an appointment is made and is made publicly available during the recruitment process. The position description is also publicly released by Te Kawa Mataaho Public Service Commission following the appointment as part of a standard proactive release process.
8. Please confirm that your priorities are incorporated in the refreshed position description or let us know whether you have any feedback.

Panel

9. Under the Act, the interview panel will be comprised of:
 - 1.1 the Public Service Commissioner or Deputy Public Service Commissioner as chairperson; and
 - 1.2 the Deputy Commissioner or an employee of the Commissioner; and
 - 1.3 one or more persons to be appointed by the Public Service Commissioner as panellists (after consultation with the appropriate Minister).
10. The Public Service Commissioner will consult you, via your Office, on the proposed panel composition shortly.

Indicative timeline

11. An indicative timeline is proposed below:

Action	Proposed Dates
Ministerial consultation	4-17 July
APH & Cabinet (vacancy paper)	23 July 29 July
Commence advertising	August
Applications close	Late August
Longlisting, shortlisting & assessment	Late August- early September
Panel interviews	Late September

Probity & initiate clearance	Late September- early October
APH, Cabinet & Governor-General (recommendation for appointment)	15 October 21 October
Announcement	23 October

Recommended Action

We recommend that you:

- a **note** the report and appointment process
Noted.
- b **confirm** the ministerial priorities (through the draft position description) for the Secretary for Social Investment and Chief Executive, Social Investment Agency role
Feedback provided / feedback not necessary.
- c **lodge** the attached Cabinet paper and position description once your priorities are appropriately reflected
Lodged/not lodged.

Hon Nicola Willis
Minister for the Public Service
Minister for Social Investment



Title:	Vacancy Papers: out of scope Secretary for Social Investment and Chief Executive, Social Investment Agency		
Report No:	2024-0207		
Date:	19 July 2024	Security Level:	IN CONFIDENCE
Minister and Portfolio:	Hon Nicola Willis, Minister for the Public Service		

Purpose This aide memoire provides you with talking points for APH on 23 July 2024 and Cabinet on 29 July 2024, in support of your vacancy papers out of scope Secretary for Social Investment positions.

Date of meeting APH on Tuesday 23 July, and Cabinet on Monday 29 July 2024.

Proposal Your papers ask Ministers to note the impending vacancies for:

- out of scope
- the Secretary for Social Investment and Chief Executive, Social Investment Agency

You are also asking Ministers to confirm the related position descriptions as the basis for selecting a suitable candidate for appointment to each position.

Key points out of scope

Social Investment Agency

- The Social Investment Agency was established on 1 July creating the new position of Secretary for Social Investment and Chief Executive.
- Dr Craig Jones was appointed as the Acting Secretary for Social Investment while an appointment process of a substantive Secretary is undertaken.

Consultation on the position description

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- As the Minister for Social Investment and as the Minister for the Public Service I have advised the Public Service Commissioner on matters to be taken into account in making an appointment to this position, via the position description submitted to APH and Cabinet.
 - The position description has been updated to reflect the outcome of this consultation.

Commencing the appointment process

- Advertising will commence following Cabinet approval of the position description.
- The Public Service Commissioner will keep me updated throughout the appointment process.

Author Lily Gilchrist, Principal Advisor, System and Agency Performance

Manager Emma Shaw, Director, System and Agency Performance

Office of the Minister for the Public Service

Chair
Cabinet Appointments and Honours Committee

Vacancy: Secretary for Social Investment and Chief Executive, Social Investment Agency

Proposal

- 1 The Social Investment Agency was established as a central agency on 1 July 2024, creating the position of Secretary for Social Investment and Chief Executive, Social Investment Agency.
- 2 The Public Service Commissioner (or Deputy Public Service Commissioner, when delegated by the Commissioner) is responsible for making this appointment while consulting with myself as the Minister for the Public Service and the Minister for Social Investment at key stages of the process as prescribed in the Public Service Act 2020.
- 3 As Minister for Social Investment and Minister for the Public Service, I have advised the Public Service Commissioner on matters to be taken into account in making an appointment to this position (as required under schedule 7, s3(2)(b) of the Public Service Act 2020).
- 4 I now submit to the Cabinet Appointments and Honours Committee for its consideration the attached position description. After a contestable process, Cabinet will be asked to refer the Commissioner's recommendation for appointment to the Governor-General.

Recommendations

- 5 I recommend that the Cabinet Appointments and Honours Committee:
 - 5.1 **note** the impending vacancy in the position of Secretary for Social Investment and Chief Executive, Social Investment Agency; and
 - 5.2 **confirm** the attached position description as a basis for selecting a suitable candidate for appointment.

Authorised for lodgement

Hon Nicola Willis
Minister for the Public Service
Date:



Report Title:	Appointment: Secretary for Social Investment and Chief Executive, Social Investment Agency		
Report No:	2024-0297		
Date:	18 September 2024		
To:	Hon Nicola Willis, Minister for the Public Service		
Action Sought:	Sign and lodge the attached Cabinet papers regarding the appointment of a Secretary for Social Investment and Chief Executive, Social Investment Agency.	Due Date	Thursday 19 September 2025
Contact Person:	Emma Shaw, Manager Leadership, Development and Recruitment		
Contact No:	9(2)(a) privacy		
Encl:	Yes	Priority:	High
Security Level:	SENSITIVE-STAFF		

Executive Summary

- 1 The Public Service Commissioner intends to appoint Mr Andrew Coster as Secretary for Social Investment and Chief Executive, Social Investment Agency.
- 2 As the Minister for Social Investment (responsible portfolio Minister) you have been consulted on the proposal to appoint Mr Coster to this role.
- 3 In accordance with schedule 7 clause 7 of the Public Service Act 2020, the Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Coster. Your office will receive a letter that details the relevant terms and conditions for Mr Coster.

Recommended Action

- 4 We recommend that you:
 - a **sign and lodge** the attached Cabinet paper regarding the appointment of Mr Andrew Coster as Secretary for Social Investment and Chief Executive, Social Investment Agency, for consideration by Cabinet on 23 September 2024.

Hon Nicola Willis
Minister for the Public Service

SENSITIVE-STAFF



Title:	Talking points for Executive Council: Appointment of the Secretary for Social Investment and Chief Executive, Social Investment Agency		
Report No:	2024-0300		
Date:	19 September 2024	Security Level:	SENSITIVE-STAFF
Minister and Portfolio:	Hon Simon Watts (taking the paper on behalf of the Minister for the Public Service)		

Purpose This aide memoire provides you with information to support the item at Executive Council on Monday 23 September 2024, regarding the appointment of the Secretary for Social Investment and Chief Executive, Social Investment Agency which you are taking on behalf of the Minister for the Public Service.

Date of meetings Monday 23 September 2024

Talking points

Appointment Process

- The position description for this role was considered by APH on 23 July 2024 and confirmed as the basis for selecting a candidate.
- The vacancy was advertised online from 31 July 2024 to 12 August 2024.
- 14 candidates applied for the role and four were shortlisted for assessments and panel interviews.
- Shortlisted candidates were interviewed on 13 September 2024, by a panel comprised of:
 - Ms Heather Baggott, Acting Public Service Commissioner (Chair)
 - Ms Rebecca Kitteridge, Deputy Public Service Commissioner
 - Mr Steve Haami, Kaihautū;
 - Ms Amohaere Houkamau, External Panel Member; and
 - Mr Murray Edridge, External Panel Member

Recommended Appointee

- The Acting Public Service Commissioner is recommending Mr Andrew Coster be appointed to the Secretary for Social Investment role for a five-year term.
- Hon Nicola Willis, the Minister for Social Investment and Minister for the Public Service has been consulted by the Commissioner about this appointment.

Experience

- Mr Coster is currently the Commissioner of Police, a role he has held since 2020, prior to this he was Acting Deputy Commissioner, Strategy and Partnerships from 2018 to 2020 at the New Zealand Police.
- From 2016 to 2018 Mr Coster was Deputy Chief Executive, Ministry of Justice.

System leadership

- Mr Coster demonstrated to the panel that he has the ability to drive change and has experience delivering a broad range of policy and operational initiatives across the Public Service system.
- The work of Police intersects a number of sectors (justice, social, emergency and national security) and Mr Coster has built wide networks and trusted relationships.

-
- The panel were confident his established relationships and his natural systems thinking would set Mr Coster up well to drive change and embed social investment.

Organisational Leadership

- Mr Coster currently leads of a workforce of more than 15,500 staff. He is experienced at building high performing teams with specialist capability and has the skills and leadership experience required to build, shape and position the Social Investment Agency for strategic impact and enduring delivery as a central agency.

Context management

- Mr Coster is experienced in providing advice to Ministers on a broad range of complex and fast-moving issues.
- He has established ways of working in partnership with community providers to address complex social challenges.
- Mr Coster demonstrated to the panel that he has the intellectual rigor, leadership tools and stakeholder engagement skills to develop social investment initiatives with grass roots organisations and non-governmental organisation as co-investors.

Delivery

- Mr Coster has delivered numerous targeted initiatives at the New Zealand Police which have seen improved outcomes for communities. He has a pragmatic, realistic and delivery-focused strategy to achieve change.

Communications and consultation

- Subject to the Governor-General's acceptance of the recommendation, the Acting Public Service Commissioner intends to publicly announce the appointment on 24 September 2024.
- Mr Coster intends to resign from his role as Police Commissioner to take up this appointment. The Minister of Police has been advised, and as per usual practice, the Public Service Commissioner will support the recruitment process for a new Police Commissioner.
- The Commission will publicly release associated documents, including this paper, on their website, as is the standard practice for Public Service chief executive appointments.

Author Lily Gilchrist, Principal Advisor, Leadership Development and Recruitment

Manager Emma Shaw, Manager, Leadership Development and Recruitment

Office of the Minister for the Public Service

Chair
Cabinet

Appointment: Secretary for Social Investment and Chief Executive, Social Investment Agency

- 1 The Public Service Commissioner (the Commissioner) has forwarded to me, as the Minister for the Public Service, a recommendation for the appointment of Andrew David Coster to the position of Secretary for Social Investment and Chief Executive, Social Investment Agency, under schedule 7 clause 3(10) of the Public Service Act 2020 (the Act).
- 2 I now submit the Commissioner's recommendation, attached under this coversheet, to Cabinet for consideration and referral to the Governor-General in Council.
- 3 As the Minister for Social Investment and Minister for the Public Service, I have been consulted by the Commissioner about this appointment.
- 4 The Commissioner will consult the Prime Minister and me before finalising conditions of employment for Andrew David Coster, including their term of appointment, as required under schedule 7 clause 7(1) of the Act.

Recommendations

- 5 I recommend that Cabinet:
 - 1 **accept** the recommendation of the Commissioner to appoint Andrew David Coster to the position of Secretary for Social Investment and Chief Executive, Social Investment Agency;
 - 2 **refer** the recommendation and the attached curriculum vitae to the Governor-General in Council;
 - 3 **note** that the Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Andrew David Coster;
 - 4 **note** that under the Act, the Commissioner is required to publicly announce appointments; and
 - 5 **note** that, subject to the Governor-General's acceptance of the Commissioner's recommendation, the Commissioner intends to:
 - 5.1 publicly announce the appointment of Andrew David Coster in the New Zealand Gazette; and
 - 5.2 proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Authorised for Lodgement

Hon Nicola Willis

Minister for the Public Service

18 / 9 / 24

Hon Nicola Willis
Minister for the Public Service

Appointment: Secretary for Social Investment and Chief Executive, Social Investment Agency

Proposal

- 1 I recommend that Andrew David Coster be appointed to the position of Secretary for Social Investment and Chief Executive, Social Investment Agency (Secretary for Social Investment) for a five-year term.
- 2 I consider that Mr Coster has the necessary skills and experience to successfully lead the Social Investment Agency. Mr Coster is currently the Commissioner of Police, a role he has held since April 2020. He was previously the Acting Deputy Commissioner, Strategy and Partnerships from 2018 to 2020 at the New Zealand Police. From 2016 to 2018 Mr Coster was Deputy Chief Executive, Ministry of Justice. A copy of his summarised curriculum vitae is attached.
- 3 I propose that you refer my recommendation to the Governor-General in Council. A warrant for execution by the Governor-General is attached.

Background

- 4 On 1 July 2024, a vacancy was created in the position of Secretary for Social Investment and Chief Executive when the Social Investment Agency was established. An Acting Secretary for Social Investment was appointed until the conclusion of a substantive Secretary appointment process.
- 5 The position description for the Secretary for Social Investment role was confirmed as the basis for selection to the role by the Cabinet Appointments and Honours Committee on 23 July 2024 [APH-24-MIN-0141].
- 6 The vacancy was advertised online from 31 July to 12 August 2024. A total of 14 applications were received, with four candidates being shortlisted for assessment and panel interview.

Requirements of the Position

- 7 The Social Investment Agency is a central agency leading the development of social investment across Government. The 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 outcomes from social service expenditure, and better results for New Zealand's most vulnerable.
- 8 The Social Investment Agency provides leadership to embed the social investment approach across the public service. This includes developing tools for delivering social

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investment that can be easily adopted by other departments and non-governmental agencies. It provides leadership and supports decision making by assessing impact, measuring value and completing whole of life return analysis on social sector spending and holding agencies to account for the effectiveness of this spending.

- 9 The agency will drive the contracting for outcomes approach. In doing so, it will use research, evidence and lessons learned to set and promulgate standards required for efficient, effective and compatible social investment practices across government and government providers.
- 10 The Secretary for Social Investment is expected to their efforts and achieve success in the following areas:
 - 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 Social Investment Agency'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.

Selection Process

- 11 I have undertaken a comprehensive recruitment and assessment process for the Secretary for Social Investment, including the engagement of external assessment consultants.
- 12 Shortlisted candidates were interviewed on Friday, 13 September 2024 by a panel comprised of:
 - Ms Heather Baggott, Acting Public Service Commissioner, Chair of the interview panel;
 - Ms Rebecca Kitteridge, Deputy Public Service Commissioner;
 - Mr Steve Haami, Kaihautū;
 - Ms Amohaere Houkamau, External Panel Member; and
 - Mr Murray Edridge, External Panel Member.

Recommended Appointee

- 13 Mr Coster is an impressive senior Public Service leader with considerable experience delivering initiatives to address complex social issues. There is a very high alignment between Mr Coster's experience, capability and motivation for the role, and what is required of the Secretary for Social Investment.
- 14 Mr Coster is a collaborative systems thinker and is committed to improving outcomes for vulnerable people in New Zealand. The panel were impressed with Mr Coster's aspirations for the social sector, and his pragmatic, realistic and delivery-focused strategy to achieve change. Mr Coster understands the challenges ahead and the complex solutions needed, and will take a strategic approach to delivering outcomes.

System Leadership

- 15 Mr Coster demonstrated to the panel that he has the ability to drive change and has experience delivering a broad range of policy and operational initiatives across the Public Service system. The work of Police intersects a number of sectors (justice, social, emergency and national security) and Mr Coster has built wide networks and trusted relationships. This is particularly the case with his colleagues on the previous Social Wellbeing Board.
- 16 As the Commissioner of Police, Mr Coster works collaboratively to achieve collective outcomes. Mr Coster works closely with the Ministry for Justice and Department of Corrections and demonstrates his ability to listen deeply to understand the perspectives and competing priorities across the system. The panel were confident his established relationships and his natural systems thinking would set Mr Coster up well to drive change and embed social investment.

Organisational Leadership

- 17 Mr Coster has significant organisational leadership experience. As the Commissioner of Police, he leads of a workforce of more than 15,500 staff. Mr Coster is also experienced at building high performing teams with specialist capability. He has been responsive to the changing nature of crimes in New Zealand and has built specialist capability within New Zealand Police to target the growing influence of organised, cyber and international crime. Mr Coster has the skills and leadership experience required to build, shape and position the Social Investment Agency for strategic impact and enduring delivery as a central agency.

Context Management

- 18 As the Commissioner of Police, Mr Coster provides advice to Ministers on a broad range of complex and fast-moving issues. He is genuine, forthright and calm in his communication style and works to build trust and confidence. Mr Coster is committed to supporting the Crown's relationship with Māori. He has built strong and credible relationships with iwi and Māori including with the Iwi Chairs Forum. As a Deputy Chief Executive at the Ministry of Justice, Mr Coster oversaw the development of the Ministry's Māori strategy.
- 19 Mr Coster has established ways of working in partnership with community providers to address complex social challenges. He listens, is responsive and looks for pragmatic solutions. Mr Coster demonstrated to the panel that he has the intellectual rigor,

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leadership tools and stakeholder engagement skills to develop social investment initiatives with grass roots organisations and non-governmental organisation as co-investors.

Sector Experience

- 20 Mr Coster brings with him credibility across social sector chief executives and a deep understanding of the complex and intersecting nature of their portfolios and the shared goal to improve outcomes for vulnerable New Zealanders. He has collaborated closely with a number of social sector agencies on critical initiatives and interventions such as youth justice, the Interdepartmental Executive Board for the Elimination of Family and Sexual Violence as well as methamphetamine harm reduction.
- 21 As an experienced public service leader, Mr Coster understands machinery of government and has supported policy initiatives through the legislative process. He has also worked closely with Ministers and the Treasury on Budget processes. He is well versed in public policy and the development of high-quality advice based on data and evidence.

Delivery

- 22 Mr Coster has delivered numerous targeted initiatives at the New Zealand Police which have seen improved outcomes for communities. One such initiative is *Resilience to Organised Crime in Communities (ROCC)* which aims to reduce organised crime and methamphetamine within a particular regional community. In his capacity as Deputy Commissioner, Strategy and Partnerships, Mr Coster proposed a cross-agency, holistic approach with Police and social sector agencies working together on the ground. ROCC delivers locally designed initiatives to create employment and health interventions to reduce the demand for drugs. ROCC has now been rolled out across New Zealand communities and uses a range of data sources to understand the performance and impact of its interventions.

Other Supporting Material

- 23 Mr Coster demonstrated to the panel he is well-prepared to lead the Social Investment Agency and is closely connected with the organisation's purpose. He strives to achieve high performance and is dedicated to meeting the standards expected of the Public Service.
- 24 Mr Coster was subjected to a comprehensive vetting and reference check process. Reference checks were undertaken with referees that Mr Coster provided, as well as referees not provided by Mr Coster. References included direct reports, line managers, and peers from the Public Service. All referees agreed Mr Coster is ready for the role and would make an excellent Secretary for Social Investment and Chief Executive, Social Investment Agency for New Zealand.
- 25 Referees spoke of Mr Coster's intelligence, drive and ability to translate strategy into action. Referees noted that Mr Coster is calm under pressure, listens and takes advice when he is not the subject matter expert. Referees also agreed that Mr Coster is a collaborative leader and they were confident that he could bring the system together to deliver social investment.

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- 26 Mr Coster holds a Bachelor of Law with Honours from the Auckland University, and Master of Public Management from Victoria University of Wellington.
- 27 In summary, I am of the view that Mr Coster meets the requirements outlined in the attached position description.

Conditions of Employment

- 28 I have consulted with the Minister for Social Investment about the proposed appointment and she is supportive of the proposal.
- 29 In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, I will consult with the Minister for the Public Service and the Prime Minister before finalising the terms and conditions of employment for Mr Coster, including the proposed five-year term of appointment.
- 30 The Chief Executive must be able to obtain and maintain a Secret security clearance. Mr Coster has 9(2)(a) privacy clearance.
- 31 Mr Coster intends to resign from his role as Police Commissioner to take up this appointment. The Minister for Police has been advised, and as per usual practice, I will support the Minister with the recruitment process for a new Police Commissioner.

Publicity

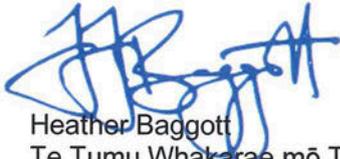
- 32 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Mr Coster on 24 September 2024.
- 33 It is also my intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is our standard practice for Chief Executive appointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

Recommendations

- 34 I recommend that you:
- 1 **forward** my recommendation to appoint Andrew David Coster to the position of Secretary for Social Investment and Chief Executive, Social Investment Agency, to Cabinet for referral to the Governor-General in Council;
 - 2 **note** that a warrant for appointment is attached for execution by the Governor-General in due course;
 - 3 **note** that I will consult with the Prime Minister and you, as Minister for the Public Service, before finalising terms and conditions of employment for Mr Coster, including their term of appointment;
 - 4 **note** that Mr Coster's employment is subject to them 9(2)(a) privacy a Secret security clearance;
 - 5 **note** that, subject to the Governor-General's acceptance of my recommendation, I intend to:

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- 5.1 publicly announce the appointment of Mr Coster on Tuesday, 24 September 2024; and
- 5.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.



Heather Baggott
Te Tumu Whakarae mō Te Kawa Mataaho
Acting Public Service Commissioner

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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.



Employment History

	New Zealand Police
2020 - present	Commissioner of Police
July 2018 - 2020	Deputy Commissioner, Strategy and Partnerships (Acting)
March – June 2018	Deputy Commissioner, Resource Management (Acting)
	Ministry of Justice
2016 - 2018	Deputy Chief Executive
	New Zealand Police
2015 – 2016	Assistant Commissioner, Strategy and Transformation
2013 – 2015	District Commander, Southern Police District
2011 – 2013	Armed Offenders Squad Commander, Auckland
2009 - 2013	Area Commander, Auckland City Central
2006 – 2008	District Deployment Manager, Counties Manukau
2005 – 2006	Response Manager / Section Supervisor, Counties Manukau West
2004	Meredith Connell, Auckland
	Solicitor
	New Zealand Police
1997 – 2003	Various frontline and investigative roles, Counties Manukau and Auckland Metro Crime
1996	Police recruit, Royal New Zealand Police College (graduated April 1997)

Academic Qualifications and Professional Memberships

2003	Bachelor of Laws with Honours, Auckland University
2005	Master of Public Management, Victoria University of Wellington

Management and Leadership Training

Member, Institute of Directors



Cabinet

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Chief Executive: Appointment

Portfolio Public Service

On 23 September 2024, Cabinet:

- 1 **noted** the recommendation of the Acting Public Service Commissioner (the Commissioner) to appoint Andrew David COSTER to the position of Secretary for Social Investment and Chief Executive, Social Investment Agency;
- 2 **authorised** the submission of the recommendation and curriculum vitae attached under CAB-24-SUB-0364 to the Governor-General in Council;
- 3 **noted** the position description attached under CAB-24-SUB-0364, which sets out the role requirements for the position of Secretary for Social Investment and Chief Executive, Social Investment Agency;
- 4 **noted** that the Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Andrew David Coster;
- 5 **noted** that under the Public Service Act 2020, the Commissioner is required to publicly announce appointments;
- 6 **noted** that, subject to the Governor-General's acceptance of the Commissioner's recommendation, the Commissioner intends to:
 - 6.1 publicly announce the appointment of Andrew David Coster in the *New Zealand Gazette*;
 - 6.2 proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Diana Hawker
for Secretary of the Cabinet



Cabinet Appointments and Honours Committee

Minute of Decision

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Vacancy: Secretary for Social Investment and Chief Executive, Social Investment Agency

Portfolio **Public Service**

On 23 July 2024, the Cabinet Appointments and Honours Committee:

- 1 **noted** the impending vacancy in the position of Secretary for Social Investment and Chief Executive, Social Investment Agency;
- 2 **confirmed** the attached position description as a basis for selecting a suitable candidate for appointment.

Rachel Clarke
Committee Secretary

Present:

Rt Hon Christopher Luxon (Chair)
Rt Hon Winston Peters
Hon David Seymour
Hon Nicola Willis
Hon Brooke van Velden
Hon Dr Shane Reti
Hon Paul Goldsmith
Hon Louise Upston
Hon Tama Potaka
Hon Melissa Lee
Hon Chris Penk
Hon Nicola Grigg
Hon Andrew Bayly
Hon Karen Chhour

Officials present from:



In Executive Council

Her Excellency the Governor-General is recommended to

Accept the recommendation of the Public Service Commissioner that

Andrew David Coster

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,
as the Secretary for Social Investment and Chief Executive, Social Investment
Agency

A handwritten signature in blue ink, appearing to read 'Nicola Willis'.

Hon Nicola Willis
Minister for the Public Service

Approved in Council

A handwritten signature in blue ink, appearing to read 'Cecily Kunihi'.

A handwritten signature in blue ink, appearing to read 'Cecily Kunihi'.

for Clerk of the Executive Council

Date: 23 September 2024