



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

# **Family Violence Network Guidelines**

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# 1. About the Guidelines

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## Introduction

These guidelines ('the guidelines') are for the provider that the Ministry of Social Development ('MSD') contracts with to provide these services. The guidelines form part of the Outcome Agreement.

Outcome Agreements with providers for these services require that they are delivered in accordance with the guidelines. The guidelines are a living document and may be varied at the discretion of MSD. MSD will inform the provider of any variation to be made to the guidelines.

## Purpose of the guidelines

The guidelines have been developed to assist Family Violence Network stakeholders by providing:

- detailed information about service delivery and practice in a more easy-to-read format than is possible to include in an Outcome Agreement
- a resource tool to help providers deliver services consistently and in line with the national goals
- a way for MSD to improve its responsiveness to feedback regarding changes to the service delivery component of the Outcome Agreement.

## Using the guidelines

The guidelines should be seen as setting the minimum standard from which the provider can develop a service that reflects their organisation's philosophical base, incorporating local need and the culture within which the provider works. The provider should use the guidelines to assist them to competently deliver the service.

## Guideline reviews

The guidelines are reviewed on a regular basis. The review process ensures that the:

- guidelines reflect the most current decisions of the Government that affect the service and the activities being funded

- reporting measures are up-to-date, relevant and collecting the most useful information on service delivery and effectiveness.

The provider is invited to participate in the review of the guidelines. Feedback on these can be sent at any time using the feedback form in Appendix 1. In addition, providers will be contacted prior to the review and invited to engage on the reporting measures and usability of the document.

## **2. Working Together**

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### **Relationship principles**

Both parties shall collaborate to ensure the services are effective and accessible. In so doing they recognise that the service is a joint endeavour, in which both parties have a shared goal to achieve positive benefits for the target group.

The following principles guide all our dealings under the Outcome Agreement. Both parties agree to:

- act honestly and in good faith
- communicate openly and in a timely manner
- work in a collaborative and constructive manner
- recognise each other's responsibilities
- encourage quality and innovation to achieve positive outcomes.

Both parties shall appoint contract managers who will be responsible for effectively managing the contract relationship between us, by providing assistance and support as required. Details of the contract managers nominated by both parties are set out in the Outcome Agreement.

### **Cultural responsiveness**

Both parties recognise the needs of all people, including Māori, Pacific, ethnic communities and all other communities, to have services provided in a way that is consistent with their social, economic, political, cultural and spiritual values.

### **Good practice approach**

Both parties support the development of good practice in the delivery of the service.

This includes:

- basing the service on current good practice approaches, taking into account the local context and community and the knowledge and skills relevant to the purpose and focus of this service
- being client focused – including:
  - involving clients appropriately in decisions about the delivery of the support they receive
  - recognising the importance of cultural responsiveness in service delivery
  - designing services and physical facilities in a way that supports accessibility to services for clients.
- using a collaborative approach across services and agencies where possible
- undertaking regular review, reflection and monitoring of the effectiveness of the service, including client, staff and external feedback, and changing and modifying practice in response
- ensuring that formal feedback processes are used for reporting purposes and that clients participating in them are aware of how the information they provide will be used
- undertaking relevant professional development and (where appropriate) supervision
- engaging with a 'community of practice' to share ideas, information and build professional practice knowledge.

## **Family Services Directory**

Through the term of the Outcome Agreement with MSD, Providers must ensure that their organisation is listed on the Family Services Directory (<http://www.familyservices.govt.nz/directory>), and that necessary information is updated when required.

### 3. Results-based accountability

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MSD has adopted a Results-Based Accountability approach to contract reporting and monitoring. This approach uses a simple framework to help the MSD and providers focus on achieving positive outcomes / results. This approach means MSD can work better with the provider to ensure that programmes are effective and achieving the right outcomes for individuals, families and communities.

RBA identifies two types of accountability that are interconnected:

- **population accountability:** which is focused on high-level outcomes for a particular population (e.g. a specific demographic or geographic community)
- **performance accountability:** which is focused at the service delivery and client outcome level which contributes to population outcomes. Performance accountability has a dual emphasis on ensuring that agencies deliver the type and volume of services they are contracted to deliver and that these services are achieving the expected results.

MSD's Outcome Agreements mainly require reporting information on performance accountability, and will ask the provider to report on three types of measures:

- **accountability measures:** how much did we do? How well did we do it?
- **outcome / result measures:** was anyone better off?
- **audience measures:** measures that MSD are required to report on for a specific reason (e.g. it is a government requirement, or the information is being collected for a specific purpose).

The first two types of measures are developed through the RBA process, while audience measures are reporting requirements MSD has as a government agency with responsibility for public funds.

The data is backed up by a narrative report which forms part of the Outcome Agreement. A guide to writing the narrative report is found in the list of reporting measures contained in these guidelines as well as in the Outcome Agreement.

More information on RBA can be found at:

- <http://www.business.govt.nz/procurement/for-agencies/buying-social-services/results-based-accountabilitytm-rba/>
- <http://www.msd.govt.nz/what-we-can-do/providers/results-based-accountability/index.html>

Your Contract Manager, as identified in your Outcome Agreement, will also be able to assist and provide further information on RBA.



## 4. Service Overview

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### Service summary

#### Target group definition

The target groups for Family Violence Network are families and whānau who have experienced or are at risk of experiencing family violence, local communities, and government and community organisations and other groups who have an interest in preventing family violence.

#### Outcomes / results MSD expect to achieve

Family Violence Network is intended to help families, whānau and communities become safe places to be, and also achieve the following:

- People affected by family violence get the help they need from services, friends, family, whānau and communities and contribute to building safe families
- An increasing shift towards a whole-of-system approach to family violence supported by regional infrastructure where government and communities collaborate to build community capacity for protective and preventative actions
- That the multiple family services are increasingly joined-up and aligned, there is a supportive environment for service and system improvements
- There is greater local community leadership, mandate and action for family violence prevention and response
- There is greater clarity, delivery and impact of collaborative initiatives in order to inform future activities and investment.

### Services

Family Violence Network includes a wide range of activities and may include:

- building membership of the network and developing an action plan
- developing processes and tools for local effective joined-up responses to family violence
- sharing knowledge and resources to improve local responses by providing training and good practice workshops

- undertaking activities to increase the understanding of family violence and where to get help
- mobilising communities to change attitudes and behaviours through media, campaigns and prevention work.

#### Social Sector Accreditation Standards

- Providers delivering Family Violence Network services are required to meet Level Four, Ministry of Social Development specific accreditation standards. Providers are required to maintain their Accreditation Level according to MSD's relevant Social Sector Accreditation Standards.

### **Background**

The Family Violence Network aims to foster family and whānau wellbeing/ mauri ora in New Zealand communities, by enabling providers and provider collectives to respond holistically and in an innovative and flexible way to prevent and respond to family violence.

In 2016/17 funding was made available to support co-ordination services. The purpose of this is to support the continuing development of local Family Violence Networks to provide effective, quality and collaborative family violence prevention work in local communities.

Our intention is to contract with providers who will co-ordinate the network on behalf of local community and government organisations and manage the distribution of funds to assist the Family Violence Network(s) to achieve the goal of preventing family violence in their community.

### **Purpose of Family Violence Network**

From the family and whānau perspective, their safety, needs and aspirations are at the centre of the services provided and the community response to family violence. Services and network activities help people to draw on the strengths within their family, whānau and community and chart their own course for a healthy and violence-free future.

Family Violence Network is also about community and government organisations working together to focus on effective, innovative and joined-up ways of meeting community needs around addressing and preventing family violence.

## **Outcomes / Results**

The Family Violence Network is intended to help families, whānau and communities become safe places to be.

The funding seeks to achieve the following results:

- the needs of those who have experienced family violence are met through wrap-around support and joined-up responses which are effective, holistic, culturally appropriate and bring about safety and wellbeing/mauri ora
- government and community organisations share resources, work together to reduce service fragmentation and improve their capability to provide quality effective family violence services
- a range of community members are mobilised to respond to family violence early, in ways that are safe and accountable
- there is increased community understanding, ownership and leadership of family violence prevention, with improved efforts to change the attitudes and behaviours that perpetuate family violence.

## 5. Providing reports

Reports are necessary to ensure accountability to Government for the funding provided in the terms of the Outcome Agreement. MSD has agreed on the quantity and nature of the services that government funding supports and we are required to report to Government that this has been achieved.

During the term of this Outcome Agreement you will need to send the following reports about the provision of the services to the contract manager on the due dates set out in the funding Outcome Agreement:

- Provider Return Report including statistical and/or narrative report (refer to funding Outcome Agreement for reporting frequency).

Reports may be made available electronically where we have established such reporting facilities. Alternatively, reports may be provided in the format specified in the Outcome Agreement.

### Reporting measures

The reporting measures for this service are listed below.

Type of measure		Measures
Output Measure	Quantity How much?	<ul style="list-style-type: none"> <li>• Number of agencies worked with or supported</li> <li>• Number of collaborative network meetings held</li> <li>• Number of training / good practice sessions provided</li> </ul>
	Quality How well?	<p>Of the network members that provided formal feedback, the number who indicated the 'value-add' of network services through</p> <ul style="list-style-type: none"> <li>• number of increased collaborative activities</li> <li>• number of improved community response to family violence</li> <li>• number of increase of family violence prevention activities</li> </ul>
Outcome / Result Measure	Effectiveness Is anyone better off?	

## **Narrative Report**

Please provide examples in each response to questions 1-6.

1. Describe how you support workforce capability to provide safe, culturally appropriate practice, e.g. training, workshops, other activities?

- 

2. Describe the ways in which you have helped build local leadership for the primary prevention of family violence. Primary prevention refers to actions to stop violence in the first place.

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3. In what ways have you contributed to a 'joined-up' approach to respond to family violence?

- 

4. Describe how you have helped mobilise the wider community to respond to family violence? For instance, around family violence not reported to police and/or actions such as information sharing, resources sharing, relationship brokering, referrals etc.

- 

5. Provide an explanation of the variances (if any) between volumes contracted and volumes delivered.

- 

6. Please append a list of collaborative activities undertaken and copies of annual or regular reports to the Family Violence Network/ Governance group

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## **6. Service Delivery**

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### **What activities do Family Violence Networks focus on?**

In order to achieve the aims of this programme, it is important that you as the provider and all the other parties associated with the Family Violence Network get involved and carry out a number of actions and functions related to preventing family violence.

### **What are the core principles underpinning Family Violence Networks?**

Good practice around the Family Violence Network co-ordination is underpinned by the following key principles:

- working with the whole family and whānau, as well as the wider community, to create safety, while at the same time recognising the needs of individuals who are experiencing or perpetrating family violence
- families, whānau and communities are at the centre of the service delivery and are, at all times, to be supported, encouraged and empowered to actively take ownership of and engage in planning and working towards their own safety and wellbeing/ mauri ora
- government and community organisations proactively take steps and seize opportunities to work together in an integrated and collaborative way to respond to and prevent family violence within their own communities.

### **Setting up Family Violence Networks**

We expect you to approach government and community organisations involved in family violence prevention in order to join or form a collaborative network of family violence prevention agencies ('the Family Violence Network').

You will need to draft a memorandum of understanding that includes points such as:

- the purpose, aims and structure of the network
- the responsibilities of members, how they will work together and how decisions are made
- guidelines for the use of co-ordination funds.

It is important that the memorandum of understanding is signed with each member agency of the Family Violence Network.

## **Developing and implementing an action plan**

It is important that you consult with the agencies of the Family Violence Network to ensure that an appropriate action plan is developed to guide their activities.

We recommend your action plan includes the following:

- a statement about the goals or desired outcomes of the network
- a plan for achieving the desired outcomes of the network. Networks should choose activities that are evidence-informed, that have the potential to move networks towards a more integrated, accountable local system and meet local needs. These may include:
  - building local leadership for supporting families and whānau that are safe, respectful and free from violence mobilising communities to change attitudes and behaviours through media, campaigns and prevention work
  - identifying local service mix, needs, gaps, and resources
  - working with service users to develop new solutions
  - helping develop local good practice and minimum standards
  - building partnerships and shared vision across sectors to reduce conflict and competition
  - building a workforce focus on safe culturally responsive practice e.g through training and communities of practice
  - developing new integrated services and practice
  - improving safe information sharing, referrals and communication
  - supporting continuous improvement and learning culture to build evidence of what works
- The action plan should also include
  - a budget
  - a plan for the use of network funds.

The on-going activities of the network and the co-ordinator(s) need to align with achieving the goals of the strategic plan.

## **Managing collaborative networks**

It is important that you support the activities of the network by either employing a co-ordinator or engaging an agency of the network to provide project management and/or relationship brokering services.

It is important that the action plan is developed and implemented by the network or a representative group of members (e.g. a management or strategic group). You are responsible for ensuring that the network meets the goals of the strategic plan.

You agree to establish and maintain positive working relationships with local iwi, Māori, Pacific, migrant community organisations and groups.

You will need to foster and support the network, including actively encouraging the involvement of diverse organisations so that the results outlined above are achieved.

## **Managing network funding**

The Family Violence Network budget should be set, managed and reviewed by the network or a representative group of members (e.g. a management or strategic group).

You are required to distribute the funding to members of the network or to other providers to perform the actions as specified within the action plan, and as set out in the section above "Managing Collaborative Networks".

All the funds must be spent within the term of the Outcome Agreement.



## **7.About the People Involved**

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### **Families and whānau**

Individuals, families and whānau actively engage in identifying their own needs, and in planning and actioning ways to address these and work towards their own safety and wellbeing/mauri ora.

### **Members of the Family Violence Network**

Government and community agencies and others who have an interest in preventing family violence (e.g. council staff, business leaders, sports club managers, church leaders) actively participate in the network and undertake the activities identified in the strategic plan.

### **The wider community**

The network engages with the wider community to encourage them to support families and whānau, provide a supportive environment for positive change, build on community strengths and contribute to preventing family violence.

# Appendix 1 – Provider Feedback Form

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Provider Feedback Form		
Please email to your Purchasing Agency's Contract Manager		
<b>Name of service</b>		
<b>Summary of, and reasons for, suggested change</b>		
Topic	Reference (section/page)	Suggested change/description
Contact name:		Position:
Provider name:		
Provider email:		
Provider phone:		Date submitted: