



**MINISTRY OF SOCIAL
DEVELOPMENT**

TE MANATŪ WHAKAHIATO ORA

Heartland Services Centre Service Guidelines

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1. About the Guidelines

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 Heartland Services Centre stakeholders by providing:

- o detailed information about service delivery and practice in a more easy-to-read format than is possible to include in an Outcome Agreement
- o a resource tool to help providers deliver services consistently and in line with the national goals
- o 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:

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

- o 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 One. 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

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.
- o using a collaborative approach across services and agencies where possible
 - o under taking regular review, reflection and monitoring of the effectiveness of the service, including client, staff and external feedback, and changing and modifying practice in response
 - o 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
 - o under taking relevant professional development and (where appropriate) supervision
 - o engaging with a 'community of practice' to share ideas, information and build professional practice knowledge.

Results based accountability (RBA)

MSD has adopted a Results-Based Accountability approach to contract reporting and monitoring. This approach uses a simple framework to help MSD and providers focus on achieving positive outcomes/results. This approach means the MSD can in the future work better with the provider to ensure that programmes are effective and achieve 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:** this 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 we 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.

3. Service Overview

Service summary

Target group definition:

- People in rural, provincial and isolated communities.
- Outcomes / results we expect to achieve
- People in rural, provincial and isolated communities will have access to the Services of a range of government and non- government agencies.

Services

Providing ready access to a wide range of integrated government and non-government agencies by:

- acting as a focal point for government and non-government agency information, advice and support services within communities
- providing a meeting place for people and agencies to develop and deliver local solutions for family and community needs
- maintaining a link between government, local councils and communities to strengthen the co-ordination of local support services.

Social Sector Accreditation Standards

Providers delivering Heartlands Services Centres are required to meet Level Four, Ministry of Social Development specific accreditation standards. Providers are required to maintain their Approval Level according to MSD's relevant Approval and Accreditation Standards.

Background

The Service was established in 2001 by Government in order to improve delivery of government services in rural areas. The Service is designed to improve face-to-face access to government services and provide an outreach service in areas where services might otherwise not be accessible.

Purpose of Heartland Services Centres

The purpose of Heartlands is to provide people in rural, provincial and isolated communities with direct access to the services of a range of government and non-government agencies.

Outcomes / results

Heartland Services Centres provide ready access to a wide range of integrated government and non-government agency services.

Heartland Services Centres act as a focal point for government and non-government agency information, advice, and support services within communities.

Heartland Services Centres provide a meeting place for people and agencies to develop and deliver local solutions for family and community needs.

A link is maintained between Government, local councils, and communities to strengthen the co-ordination of local support services.

Reporting measures

The reporting measures for this service are listed below. Provider Return Report templates are contained in the Outcome Agreement.

Type of measure		Measures
Output Measure	Quantity How much?	Number of projects under taken
	Quality How well?	Number of monthly database / statistical reports returned
Outcome / Result Measure	Effectiveness Is anyone better off?	
Narrative Report		
1. Describe how the Heartlands Centre contributed to improved access to integrated services in your community and provide two examples and / or success stories (see guidance notes below)*.		
2. What trends, issues and/or impacts have been identified for the client group that influence		

the outcomes.

3. What trends, issues and/or impacts have been identified for participating agencies that influence the outcomes.

4. Describe the strategies or practices in place to encourage 'hard to reach' clients to engage.

* Guidance Notes: This information could be sourced through client (or agency) feedback forms, provider assessments and service evaluations. Please note that the information provided should be non-identifying.

Units of measure

A client is defined as an individual customer transaction:

- count every occasion when you deal with a customer on behalf of participating agency – e.g. if you help your customer with ACC and budgeting, count one customer transition for each (total two transactions)
- don't count the return of a customer for arranged appointment unless you help him/her with another service.

For the purpose of reporting a project is defined as the delivery of Heartland Services according to the Outcome Agreement (in all cases this will be counted as 1 per Outcome Agreement).

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 Outcome Agreement.

- Provider Return Report - including Narrative Report (refer to the Outcome Agreement for reporting frequency)
- statistical report (monthly)
 - the purpose of the statistical report is to record numerical data on the service throughput so that MSD may evaluate and respond to trends

- Heartlands Satisfaction Survey (annually)
 - the purpose of the survey is to receive feedback on what is working well and what we can do better
 - this survey will be co-ordinated from MSD and the results will be collated and made available to you.
- Annual independently audited financial accounts.

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.

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 (<https://www.familyservices.govt.nz/directory/>), and that necessary information is updated when required.

4. Service Delivery

Service centre standards

In establishing and maintaining Heartland Services you are expected to:

- ensure that appropriate governance and management functions are operating effectively in your organisation
- ensure that everyone has an equal opportunity to access services according to their needs
- ensure the facilities are accessible to everyone and facilities for people with disabilities are clearly sign-posted
- brief staff and agencies on emergency and evacuation procedures
- make sure all equipment and furniture used to provide Heartland Services meets relevant statutory requirements
- incorporate a privacy statement about collecting client information into your Heartland Service Centre value statement.

Employing and managing the service centre co-ordinator

You will need to employ a suitable Heartland Services Centre Co-ordinator to administer and manage the Heartland Services centre.

It is important that you ensure the co-ordinator:

- develops and maintains relationships with individuals, community groups, government agencies, health professionals, runanga, schools, early Childhood centres and other social service providers
- promotes regular liaison between the community, government agencies, the local council and other local service providers
- co-ordinates services provided through the service centre, including referring people to appropriate agencies and community groups, making appointments with service providers and advertising participating agency days
- liaises with participating agencies on a regular basis and monitors enquiries
- facilitates and attends interagency meetings and attends Heartland Services steering group meetings

- develops a good understanding of each government agency and the role, processes and procedures of the relevant district council
- maintains up-to-date information on local and regional social services and develops an in depth understanding of their functions and how they operate
- adheres to the Privacy Act 1993
- becomes familiar with MSD's national directory of support services at <https://www.familyservices.govt.nz/>

Accommodation and equipment standards

You will need to lease or have purchased suitable premises to provide the Heartland Services.

If any of the community or government participating agencies wishes to use the premises outside the premises' opening hours, they should negotiate this with you, bearing in mind the safety of staff and clients and the premises' security.

You are responsible for providing participating community and government agencies with:

- meeting space and facilities
- day-to-day support facilities and services, including cleaning, tea and coffee, power and water
- access to a photocopier
- access to phone lines
- computer access to government agencies' websites
- information services and reception services

Appendix One: Provider Feedback Form

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