

SERVICE SPECIFICATIONS

Mentoring Programmes



**ORANGA
TAMARIKI**
Ministry for Children

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1. ABOUT THESE SERVICE SPECIFICATIONS

Who are these specifications for?

These specifications are for the Provider that Oranga Tamariki—Ministry for Children (Purchasing Agency) contracts with to provide Mentoring Programmes.

Outcome Agreements with Providers for these Services require that they are delivered in accordance with these specifications. These Service Specifications are a living document and may be varied at the discretion of the Purchasing Agency. The Purchasing Agency will inform the provider of any variation to be made to these specifications that impacts on delivery of services.

What is the purpose of these specifications?

The specifications provide:

- a set of commonly agreed practice principles and values to guide the Service delivery
- detailed information about service delivery and practice
- a resource tool to help you deliver the Services consistently
- a resource tool to assist you in meeting the desired service outcomes
- a way for us to improve our responsiveness to feedback regarding changes to the service delivery component of the Outcome Agreement.

How should these specifications be used?

These specifications should be seen as setting the minimum standard for service delivery to assist you to competently deliver the Service according to the Outcome Agreement requirements. Each Provider can develop a Service that reflects their organisation's philosophical base, incorporating local need and the culture within which it works.

Will these specifications be revised?

This document is a living document and will be updated as required. The Purchasing Agency's staff will keep you informed of any further editions, updates or changes to these specifications, as it forms part of the Outcome Agreement. Feedback on the specifications

is welcome at any time and can be sent to Purchasing Agency's Contract Manager using the attached Feedback Form (see Appendix Two).

Where can you go for further information?

For further information on these specifications please contact the Purchasing Agency's Contract Manager as identified in your Outcome Agreement.

2. RELATIONSHIPS

Principles that underpin the relationship between the Purchasing Agency, the Provider and the client?

For the relationship to be successful, it is essential that all parties collaborate to ensure the Services are effective and accessible. The following principles guide all dealings under this Outcome Agreement. The 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

This Outcome Agreement does not constitute a partnership in the legal sense nor does it mean that the Provider is an employee or agent of the Purchasing Agency.

Cultural awareness

Each party recognises 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.

Accessibility

Increased participation is supported by enhanced accessibility and recognises the diverse needs of all People, through:

- ease of communication
- flow of information
- physical accessibility.

3. ABOUT MENTORING PROGRAMMES

What is the history of Mentoring Programmes?

The Fresh Start package has improved and extended the current range of options for dealing with the most serious, repeat young offenders. Mentoring Programmes are part of this group of interventions which are aimed at holding Children and Young People accountable for their actions as well as addressing the underlying causes of their offending.

The package included amendments to the Children, Young Persons and their Families Act 1989 (now known as the Oranga Tamariki Act 1989) that came into effect on 1 October 2010. This represents not only a fresh start for Children and Young People who offend, but also for the Youth Justice sector as a whole.

The package enabled a more effective approach to address child and Youth offending. It involved:

- significant amendments to the Youth Justice provisions
- additional funding for services targeting child and Youth offending including early intervention strategies for Children and Young People
- changes to the Purchasing Agency's Youth Justice practice and systems.

What are Mentoring Programmes about?

Mentoring Programmes will provide individualised and intensive support, positive guidance, encouragement, opportunity and challenge which assists the Child or Young Person to achieve their goals and aspirations. The Mentoring Programme will include an Individual Mentoring Plan which aims to improve the Child's or Young Person's educational and employment opportunities, increases their community participation and reduces the level of their offending.

A Mentoring Programme may be up to a maximum of 12 months in length.

Who is the client group for Mentoring Programmes?

The client group for Mentoring Programmes are Children and Young People under 18 who have an identified need for mentoring support and also:

- for whom a Mentoring Programme forms part of their Family Group Conference (FGC) Plan; or
- who are subject to a Supervision Order pursuant to section 283(k) of the Oranga Tamariki Act 1989 or a Supervision with Activity Order pursuant to section 283(m) of the Oranga Tamariki Act 1989 and for whom a Mentoring Programme forms part of that order; or
- who are subject to a Mentoring Programme Order pursuant to section 283(jb) of the Oranga Tamariki Act 1989.

What are Mentoring Programmes seeking to achieve?

Mentoring Programmes seek to achieve the following vision, long-term outcomes and results for Young offenders:

Vision

Mentoring Programmes will deliver effective strategies and support to motivate and guide Children and Young People toward achieving identified goals in their lives.

Long-term outcomes

Mentoring Programmes will be delivered in a manner that is consistent with the Purchasing Agency's Youth Justice aims which are to:

- reduce serious and persistent re-offending
- improve life outcomes for high risk Children and Young People
- engage Children and Young People in education, training or work.

Results

Mentoring Programmes aim to produce the following results:

- a trusting and respectful relationship with their Mentor
- achieving the goals identified in the Child's or Young Person's Individual Mentoring Plan
- increased skill and knowledge, leading to improved opportunities to access education, training or employment

- engagement in meaningful positive activities which will lead to improved life outcomes
- minimised risk to the community from future offending and other negative behaviours
- increased appreciation and sense of connection to a safe community.

What are Mentoring Programmes core principles?

Mentoring Programmes will be based on the following core principles:

- an ethical relationship between the Mentor and Child or Young Person
- trust and respect between all parties
- the Child's or Young Person's positive engagement.

How do Mentoring Programmes work?

The Mentoring Programme has four key elements:

- the matching of a screened and trained Mentor to a Child or Young Person
- the establishment of a mutually trusting and respectful relationship between the Mentor and Child or Young Person to achieve goals
- supporting the Child or Young Person to develop and implement their mentoring plan
- the recognition and celebration of the Child's or Young Person's achievements and progression.

In delivering this programme there will be individualised intensive support, positive guidance, encouragement, opportunity and challenge which will assist a Child or Young Person to achieve their goals, aspirations, and positive outcomes.

The structured activities should be designed to expose a Child or Young Person to positive experiences, relationships, role-models and ensure a Child's or Young Person's achievements and progression is acknowledged and celebrated during, and at the end of, the Mentoring Programme.

Referral and Admission to the Mentoring Programme

The Purchasing Agency is responsible for referring Children and Young People to the Mentoring Programme.

With each proposed referral, the Purchasing Agency shall provide appropriate information to the Provider, which will include:

- only current and relevant information about the Child or Young Person
- The Purchasing Agency's Youth Justice Social Worker's assessment of the strengths and needs of the Child or Young Person
- contact details for the Child or Young Person's Purchasing Agency's Social Worker.

The Provider may discuss any issues about the referral with the Child or Young Person's Purchasing Agency's Social Worker.

Upon receiving a referral, the Provider will, within three Working Days, determine whether to accept the Child or Young Person into the Mentoring Programme. The Provider has the right to accept or decline a referral. If the Provider declines a referral, the Provider must provide the Purchasing Agency, in writing, reasons for declining.

The Purchasing Agency has a right to withdraw any Child or Young Person from the programme at any time with reasons for withdrawing. The reasons must be provided before, or not later than seven working days after, the decline or withdrawal.

Who are the People involved in Mentoring Programmes?

Providers of Mentoring Programmes are identified as organisations that meet the following criteria:

- approved under Section 403 of the Oranga Tamariki Act 1989
- good organisational capability
- expertise in Youth justice and a proven service delivery history
- experience in managing programmes for serious high-end Young offenders
- demonstrated ability to manage and develop Mentoring Programmes
- experience in delivering to high risk Children and Young People
- strong stakeholder networks.

Mentoring Programme Providers must also comply with all other applicable legal requirements; including Health and Safety legislation, Employment legislation, and the Privacy Act.

Social Sector Accreditation Standards

Providers delivering Mentoring Programmes are required to meet Level Two, Te Kāhui Kāhu specific accreditation standards. Providers are required to maintain their Accreditation Level according to the relevant Te Kāhui Kāhu Social Sector Accreditation Standards.

4. PARTICIPATION AND VIEWS OF CHILDREN AND YOUNG PEOPLE

Legislative changes to Sections 7 and 11 of the Oranga Tamariki Act 1989 means that:

- Children and Young People have a right to participate in, and express their views in and/or about:
 - court proceedings under the Oranga Tamariki Act 1989
 - family group conferences (convening and proceedings)
 - planning (preparation of a plan and review of a plan)
 - any other action or decision that significantly affects them.
- Children and Young People must be:
 - encouraged and assisted to participate to a degree appropriate for their age and maturity, unless the person responsible (see below for definition) considers their participation to be inappropriate
 - given reasonable opportunities to freely express their views on matters affecting them, and any views that they express (either directly, or through a representative) must be taken into account.

If Children and Young People require assistance to express their views or to be understood, support must be provided to assist them. Support can come from a family/whānau member, another person, a specialist service provider, or any other service. A support person is entitled to be present at a meeting or proceeding at which the Child or Young Person is present (including a family group conference), for the purposes of providing support, unless the person leading the process (the person responsible) considers it impractical or inappropriate.

Person responsible

The following people are responsible for ensuring Children and Young People have been encouraged and assisted to participate, given reasonable opportunities to freely express their views, and given the support necessary to overcome difficulties in expressing their views or being understood:

- for proceedings before a court - the judge, or other person presiding, and the barrister or solicitor representing the Child or Young Person
- for the convening and proceedings of a Family Group Conference - the person responsible for convening the conference (ie, the Care and Protection or Youth Justice Co-ordinator)
- for planning processes - the person directed by the court to prepare or review the plan (ie, the Chief Executive's delegate, usually the Purchasing Agency's Social Worker for the Child or Young Person)
- for any other process - the person responsible for taking the action or making the decision. Depending on the particular action or decision, this might be the Purchasing Agency's Social Worker or a Family Group Conference Co-ordinator.

Access to independent services

Children and Young People that the Purchasing Agency and the Provider both work with have a right to access independent services and support to express their views about:

- matters important to them relating to their own circumstances
- general matters relating to processes and services they have experienced under the Oranga Tamariki Act 1989.

The Provider and the Purchasing Agency's Social Worker/Co-ordinator must ensure that the Child or Young Person:

- knows about the relevant independent services, and how to access them
- has the support they need to express their views.

Independent services include the Purchasing Agency's Feedback and Complaints mechanism, the grievance process within residences (Whāia Te Māramatanga), connection and advocacy service VOYCE - Whakarongo Mai, and the Children's Commissioner's Child Rights Advice Line.

Resources have been developed to support understanding and implementation of the changes. These can be viewed online with the [legislation reform information](#).

5. SERVICE DELIVERY

Where do Providers fit in the big picture?

Providers are key contributors to Mentoring Programmes. The Provider must undertake the following:

Recruitment of mentors

The Provider, when recruiting a Mentor, will ensure they:

- receive and assess the written application from each Mentor applicant
- co-ordinate and conduct a panel interview with each Mentor applicant
- complete and obtain a satisfactory police criminal check on each Mentor applicant
- contact all character and professional referees and receive, check and hold on file their written comments
- email: NGO_Caregiver_Vetting@ot.govt.nz with the fully informed consent of the applicant using the Authority to Release Information form, which can be obtained from your Purchasing Agency's Contract Manager
- require the applicant to complete a disclosure statement that includes disclosure of all circumstances in which he or she has been involved in the care or supervision of Children or Young People (including sports coaching, Youth group involvement, and teacher aide work), and authorises the Provider to obtain information from former employers or organisations
- contact a range of the organisations where the Mentor applicant was employed or engaged to verify the information in the disclosure statement and that there is nothing adverse known about the applicant's conduct with Children and Young People or character.

The Provider shall ensure that a Mentor is not employed if:

- he or she has a conviction for any physical violence or sexual offences (including any record held in a Youth Court) or
- there is information from the Purchasing Agency, character or professional referees or the Police criminal check which indicates they would be inappropriate to be appointed as a Mentor.

The Provider will undertake Police vetting reports on each employee every three years to ensure that they are able to continue to be involved in a position that requires the care and supervision of Young People.

Mentor training and Support

The Provider must provide appropriate induction training for all staff who will be involved in providing the Mentoring Programme prior to commencing their position as a Mentor. The training must ensure that Mentors have suitable knowledge of the following areas:

- safe and effective mentoring with Young People
- the likely characteristics of Young People being referred
- the Provider's culture, protocols, and policies
- legal obligations particularly under the Youth Justice Principles and provisions in the Oranga Tamariki Act 1989, and the Privacy Act 1993.

The Provider is to ensure that at least one suitably qualified and experienced senior staff member is available to support and supervise Mentors.

The Provider is to provide ongoing professional development and practice supervision to support Mentors gain and maintain the knowledge to effectively mentor Children or Young People.

Safe Engagement

Safe engagement depends on the skills of Provider staff in engaging and building rapport with the Child or Young Person and, where appropriate, their family/whānau in a non-threatening, professional way.

The Provider is to have an initial meeting with the Child or Young Person and their Parents/Guardians to:

- discuss the programme components, goals, intended activities and sessions of the Mentoring Programme, as well as answer any questions
- give the family/whānau the Provider organisation contact details
- discuss and where necessary clarify the expectations of the Provider, the Child or Young Person and their family/whānau
- explain escalation processes and the consequences of non-attendance.

Family/Whānau Contact and Consultation

The Provider may offer opportunities for informal family/whānau involvement in organised structured activities for the purpose of building and/or maintaining appropriate positive connections.

The Provider will liaise with and seek the Outcome Agreement of family/whānau (if appropriate) to the Child's or Young Person's Individual Mentoring Plan.

Programme Exit

The Mentoring Programme will have a defined end date as agreed in the FGC plan or Court Order. Providers should use this opportunity to recognise the Child or Young Person's achievement.

Client Non-compliance

The Provider must inform the Purchasing Agency if a Child or Young Person is not meeting the objectives set out in his or her Individual Mentoring Plan.

The Provider shall in the first instance discuss with the Purchasing Agency's Social Worker any allegations of a criminal offence. However, where there is perceived to be an immediate risk to the Child or Young Person or the public, any allegations should be reported directly to the Police. The Provider shall establish policies to suitably manage any inappropriate behaviour of a Child or Young Person.

Reporting

The Provider is to report to the Purchasing Agency on the measures agreed in any Outcome Agreement or Individual Mentoring Plan. Reporting on volumes is required on a monthly basis.

Evaluation

The Provider agrees to participate in any evaluation of the Mentoring Programme provisions and strategy that is undertaken by the Purchasing Agency.

Referral to other Agencies

As a Provider you must recognise which services you are able to provide and where referral to other specialist services may be required so that families/whānau receive appropriate services.

We recommend that you have processes in place for making referrals to other agencies, including keeping records of referrals.

What activities do Mentoring Programmes 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 Mentoring Programmes get involved, and carry out a number of actions and functions.

Mentoring Programmes will provide individualised and intensive support, positive guidance, encouragement, opportunity and challenge which will assist a Child or Young Person achieve their goals and aspirations.

The Child or Young Person will have a dedicated trained Mentor, for up to 12 months, for the sole purpose of supporting the Child's or Young Person's positive development towards an offending-free lifestyle. The Mentor will have the necessary experience and skills to motivate, support and guide the Child or Young Person towards achieving their identified goals. The Mentor and the Child or Young Person are expected to meet at least weekly for the duration of the mentoring relationship.

Mentoring Programme Delivery

The Mentoring Programme must comply with a Child's or Young Person's FGC Plan, Mentoring Programme Order or other Order and with any further variation made by the Youth Court.

Each Child or Young Person must be suitably matched with a screened, vetted and trained Mentor for the period of the Mentoring Programme, and is to receive a minimum of one face to face mentoring session per week.

The Provider will deliver organised structured activities designed to expose a Child or Young Person to positive experiences, relationships and role-models; and ensure the Child's or Young Person's achievements and progression is acknowledged and celebrated during and at the end of the Mentoring Programme.

Individual Mentoring Plan

The Individual Mentoring Plan will be jointly prepared by the Child or Young Person and their Mentor following his or her admission into the Mentoring Programme.

The Provider is to ensure that each Individual Mentoring Plan will include:

- the goals, contact schedule and intended activities of the Child or Young Person during the mentoring programme
- the Child's or Young Person's Mentor records the strengths and needs of the Child or Young Person (as identified by the Child or Young Person and the Mentor)
- the Child's or Young Person's identified goals.

The Provider is to ensure that each Child's or Young Person's Individual Mentoring Plan will align with the Child's or Young Person's FGC Plan, Mentoring Programme Order or other Order.

The Provider shall ensure that the Child's or Young Person's Individual Mentoring Plan is sighted and signed by:

- the Child or Young Person
- the Mentor
- the Child's or Young Person's Parent/Caregiver
- the Child's or Young Person's Purchasing Agency Youth Justice Social Worker.

The Provider is to forward a Child's or Young Person's Individual Mentoring Plan to the Child's or Young Person's Purchasing Agency's Youth Justice Social Worker within four weeks of commencement of the Mentoring Programme.

The Provider is to ensure that the Child's or Young Person's Mentor undertakes a review of each Child's or Young Person's Individual Mentoring Plan every 10 weeks. This review is to include:

- the Child's or Young Person's current strengths and needs
- the Child's or Young Person's progress towards achieving set goals.

If amendments are made to the Child's or Young Person's Individual Mentoring Plan the Provider is to ensure that:

- the Child or Young Person is consulted on any alterations to his/her Individual Mentoring Plan

- Purchasing Agency of Youth Justice Social Worker and the Child's or Young Person's family/whānau (if appropriate) are informed of the alterations and have the opportunity to comment
- all parties referred to above receive a copy of the altered Individual Mentoring Plan.

Reporting Concerns

If the Provider considers that a Child or Young Person have any of the following issues or their behaviour gives cause for concern it is appropriate to talk to the Child or Young Persons caregiver and Purchasing Agency's Social Worker.

Where there is an immediate concern it is important that the Provider talks to someone directly to ensure they are aware of the concern; do not leave a voicemail message. If the Purchasing Agency's Social Worker is unavailable then please contact their supervisor or call the National Contact Centre (0508 FAMILY) and ask for the duty Social Worker at the Child or Young Person's site.

Issues of concern are listed below but this is not an exhaustive list. A Child or Young Person:

- not attending appointments or programmes when the Provider expect them to and there are grounds to believe they are at risk of being harmed by others, or there are mental health concerns, or they are at risk of harming themselves or others – contact the Child or Young Persons caregiver and the Purchasing Agency's Social Worker
- has a pattern of missing planned family therapy sessions – contact the Child or Young Persons caregiver and the Purchasing Agency's Social Worker
- displaying behaviour that is concerning – contact the Child or Young Persons caregiver and the Purchasing Agency's Social Worker
- appear to be under the influence of drugs or alcohol – contact the Child or Young Persons caregiver or the Purchasing Agency Social Worker and supervise till someone comes for them
- have suicidal ideation or reveal they have self-harmed – contact the Child or Young Persons caregiver and the Purchasing Agency's Social Worker
- become seriously unwell – contact the Child or Young Persons caregiver and apply/seek appropriate medical assistance.

6. MEASURING RESULTS AND REPORTING

How do we know if Mentoring Programmes are working?

We are all interested in being able to demonstrate that Mentoring Programmes achieve outcomes (or results) for individuals. The Purchasing Agency does this through various reporting requirements which are all based on a Results Based Accountability (RBA) framework, and is reflected in the Provider Return Monthly Reports attached as Appendix One.

What data needs to be collected for reporting?

To tell us if the initiative is making a difference Purchasing Agency requires the Provider to collect data that will tell us:

- how much we did
- how well did we do it
- if anyone was better off.

The data is backed up by a narrative report. A guide to writing the narrative report is found in the Provider Return Monthly Report (attached as Appendix One).

Where can we find more information about Results Based Accountability (RBA)?

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

What reports are required by Purchasing Agency?

Programme Reports for the Youth Court

For Mentoring Programme Orders lasting for a period of at least eight months, the Provider must review the plan and prepare a report on the results of the review and a revised plan for the Child or Young Person at least seven working days prior to the Young Person completing six months of the Mentoring Programme and provide the report to the Youth Court that made the Mentoring Programme Order.

On expiry of a Mentoring Programme Order, the Provider must provide the Youth Court with a written report containing:

- an assessment of the effectiveness of the Mentoring Programme Order
- an assessment of the Child's or Young Person's response to the Mentoring Programme Order
- any other information the Provider considers relevant.

Outcome Agreement Reporting

Reporting is required to meet the contractual obligations set out in the Outcome Agreement. Reporting is necessary to ensure accountability to Government for the funding provided under that Outcome Agreement. The Purchasing Agency has agreed on the quantity and nature of the services the funding supports, and we are required to report to Government that this has been achieved.

The following reports must be completed and sent to your Purchasing Agency Contract Manager:

- Provider Return Monthly Report (refer to the Outcome Agreement for reporting frequency).
- Narrative Provider Report (refer to the Outcome Agreement for reporting frequency).

An example of the reporting template is attached as Appendix One to these specifications.

Family Services Directory

Through the term of the Outcome Agreement with Purchasing Agency, 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.

7. DEFINITIONS

In these specifications, unless the context otherwise requires words or phrases beginning with capital letters are defined as follows:

- “Accreditation” - The Social Services Accreditation team ensures that providers have the capability and capacity to deliver quality social services to communities. This is achieved by ensuring providers meet a consistent set of standards that meet legislative and policy requirements. ‘Accreditation’ and ‘Approval’ (as stipulated under the Oranga Tamariki Act 1989) are synonymous and may be used interchangeably;
- “Child” and “Children” derive their meanings from the Oranga Tamariki Act 1989;
- “FGC” means a family group conference convened or reconvened under Part 4 the Oranga Tamariki Act 1989;
- “FGC Plan” means a record made under section 260 of the Oranga Tamariki Act 1989 that records the decisions, recommendations, or plans agreed at a FGC;
- “Individual Mentoring Plan” means a Young Person’s plan produced in accordance with the Outcome Agreement;
- “Mentor” means a mentor of a Child or Young Person under the Mentoring Programme;
- “Mentoring Programme” means the mentoring programme described in the Outcome Agreement;
- “Mentoring Programme Order” means an Order made by a Youth Court pursuant to section 283(jb) of the Oranga Tamariki Act 1989;
- “Purchasing Agency” means Oranga Tamariki—Ministry for Children
- “Other Order” means an Order made by a Youth Court pursuant to section 283(k) or section 283(m) of the Oranga Tamariki Act 1989;
- “Outcome Agreement” means the contract entered into by the Provider and Purchasing Agency for these Services;
- “Provider” means the organisation Purchasing Agency proposes to contract with or has contracted with to provide the Service;
- “Services” means the Services to be provided by the Provider, and Service has a corresponding meaning;

- “Young Person” and “Young People” derive their meanings from the Oranga Tamariki Act 1989; and
- “Youth Court” means the division of a District Court that deals with offending by Children and Young People.

APPENDIX ONE

Provider Return Monthly Report

Mentoring Programmes Monthly Report													
Provider Number: _____		Period		1-Jul-16		to							
Provider Name: _____		Signed by: _____											
Agreement Number: _____		Position: _____											
Service Description: Mentoring Programmes													
Totals							0	0	0	0	0	0	
	Name of Young Person	Type of order or FGC	Oranga Tamariki Site of Referral	Date referred to Provider	Date started on programme	Actual Discharge Date	Young Person has an individual implementation plan with objectives set (Yes/No)	Young Person exited prior to completion (Yes/No)	Young Person completed intervention (programme) (Yes/No)	Did the young person reoffend while on the programme. (Yes/No)	Young Person successfully completed the mentoring programme with needs met (needs met = 70% of objectives met from individual implementation plan (Yes/No)	Young Person reported positive transition to education, training or employment during reporting period (Yes/No)	Comments
1													
2													
3													
4													
5													
6													
7													
8													
9													
10													
11													
12													
13													
14													
15													
16													
17													
18													
19													
	Young People pending:												
1													
2													
3													
4													
5													
	Accepted but did not start:												

Provider narrative report – to support the data (insert date)

1. What is the “story behind the data”? (e.g. environmental factors impacting on client results including issues, gaps, overlaps and trends).

-

2. What are your areas for improvement towards achieving better results for clients (continuous improvement)?

-

3. Who are your partners that help you achieve results, and what joint activities have you participated in?

-

4. What combination of services do you think is most effective for your clients?

-

5. Provide examples of strategies or practices used to encourage ‘hard to reach’ clients to engage.

-

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

-

APPENDIX TWO

Provider Feedback Form

Provider Feedback Form		
Please email to your Purchasing Agency's 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:	