

SERVICE GUIDELINES

Strengthening Families, Co-ordination

CONTENTS

1.	ABOUT THE GUIDELINES	5
	Introduction	5
	Purpose of the guidelines	5
	Using the guidelines	5
	Guideline reviews	5
2.	WORKING TOGETHER	7
	Relationship principles	7
	Cultural responsiveness	7
	Good practice approach.....	7
	Results Measurement Framework (RMF)	8
3.	SERVICE OVERVIEW	10
	Service summary.....	10
	Outcomes / results we expect to achieve.....	10
	Social Sector Accreditation Standards	12
	Background	12
	About Strengthening Families.....	13
	What is SF about?	13
	Who is the client group for SF?.....	13
	What are the Strengthening Families core principles?	13
	Outcomes / results.....	14
	How does Strengthening Families work?	15
	Figure 1: Strengthening Families Process	15
4.	ABOUT THE PEOPLE INVOLVED	16
	Where do providers fit in the big picture?	16
	Figure 2: People involved in SF	16

What are the main roles of the core players in SF?	16
Local Management Governance Groups	16
Other functions include:	17
SF Co-ordination.....	17
Lead Agency Support Service	18
SF Co-ordinator	18
5. SERVICE DELIVERY	19
What's in this section?	19
Strengthening Families co-ordination.....	19
Focus of Service Activities.....	19
Promotions.....	19
Relationships.....	20
Employment	20
Collaborative Case Conference Co-ordination.....	21
Relationships.....	22
Data Handling and Administration.....	22
Good Practice.....	23
Administration fund	23
Focus of Service Activities.....	23
Lead agency support services	24
Focus of Service Activities.....	24
Referrals	24
Meetings.....	25
Monitoring and co-ordination of plans.....	25
Reporting measures	26
Administration Reporting	26
Co-ordination Reporting	26
Lead Agency Support Services Reporting.....	27

Unit Definition	28
Co-ordination Reporting	28
Administration Reporting	28
Lead Agency Support Service Reporting.....	29
Family Services Directory	29
6. STRENGTHENING FAMILIES FINAL CASE REPORT	30
7. STRENGTHENING FAMILIES PROCESS EVALUATION.....	35
8. FAMILY/WHĀNAU QUESTIONNAIRE	36
9. APPENDIX ONE	37

1. ABOUT THE GUIDELINES

Introduction

These guidelines (guidelines) are for the provider that Oranga Tamariki—Ministry for Children (Purchasing Agency) contracts with to provide these services and form part of the Outcome Agreement.

The guidelines 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 the guidelines.

Purpose of the guidelines

The guidelines have been developed to assist Strengthening Families (SF) stakeholders by providing:

- detailed information about service delivery and practice
- a resource tool to help providers deliver services consistently and in line with the national goals
- a mechanism for feedback regarding changes and improvement to service delivery.

Using the guidelines

The guidelines set the minimum standard from which the provider can develop a service that reflects their philosophical base, strengths, local needs and local culture. The provider should use the guidelines to assist them to competently deliver the service.

Guideline reviews

These guidelines will be reviewed on a regular basis. This review process will ensure that guidelines reflect the most current decisions of the Government that affect the service and the activities being funded. These include:

- reporting measures are up-to-date, relevant and collecting the most useful information on service delivery and effectiveness
- any new evidence of good practice can be incorporated

- the provider can provide feedback on evidence of good practice on an on-going basis (using the feedback form in Appendix One)
- provider feedback can be incorporated into any substantive review or improved service design process.

2. WORKING TOGETHER

Relationship principles

Both parties shall collaborate. 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 clients.

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, 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 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.

Results Measurement Framework

The Purchasing Agency has adopted a Results Measurement Framework approach to developing partnerships with its contracted providers. Results Measurement Framework is based on a Results Based Accountability (RBA) methodology.

This approach uses a simple framework to link the Purchasing Agency and providers to achieve positive outcomes / results for vulnerable tamariki, rangatahi, their family and whānau. It links the results that the provider achieves for individual clients with the population wellbeing improvements and targets that the government is seeking.

The approach supports a partnership model by providing a framework for on-going dialogue between the Purchasing Agency and the provider about achieving the best outcomes for vulnerable tamariki, rangatahi, their family and whānau.

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.

3. SERVICE OVERVIEW

Service summary

The SF approach is a way of cross agency integrated working.

The approach brings together tamariki, rangatahi, their family and whānau and practitioners and professionals to provide a coordinated response to support the family and whānau make positive changes.

Critical to the SF approach is the role of the tamariki and their family and whānau to lead the change they want to see. It is a family strengths-based approach, it is solution focused, and family/whānau driven.

For this to work effectively the foundations that need to be followed are:

- Being tamariki centred and family/whānau focused
- Using evidence-based practice
- Operating in a trans-disciplinary team
- Working together in partnership.

This Means:

- providing support over and above what might be provided by universal services (like health and education) or services that provide a 'safety net' such as work and income and housing. But we are not talking about services for children who have been identified as at risk of harm or serious harm – that's where the rest of the Oranga Tamariki operating model is focused.
- respond to early needs or early risks that. If not addressed, might lead to bigger problems later, including potentially care and protection or youth justice interventions.

Outcomes / results we expect to achieve

The health and safety, education and social outcomes of vulnerable at risk tamariki, and rangatahi are improved through SF intervention that supports their family and whānau to connect to agencies and meet the needs of those tamariki and rangatahi.

Services

To provide the interagency service response needed to ensure that clients achieve expected results. There are two key functions of the interagency service response.

- the co-ordination of an integrated service system within a community, including the promotion of the merits of working in an integrated way, and the development of interagency relationships and oversight of the quality of facilitation offered to family/whānau
- the provision of lead agency services to facilitate the development of and implementation of an integrated service plan to the needs of particular family/whānau.

Social Sector Accreditation Standards

Providers delivering SF service are required to meet Level Three, Ministry of Social Development specific accreditation standards. Providers are required to maintain their Accreditation Level according to the Ministry's relevant Social Sector Accreditation Standards.

Background

SF originated from the Department of Social Welfare's (DSW) 1994 From Welfare to Well-being strategy. That strategy stemmed from the Government's concerns about intergenerational benefit dependence. It targeted families with high and complex needs whose tamariki were most at risk of poor life outcomes.

At the same time, new research on the impact of multiple disadvantages on families and whānau coincided with the DSW's increasing interest in the overlap between Work and Income and Child, Youth and Family client groups. This highlighted the need for cross-agency collaboration.

These factors prompted the establishment in 1997 of SF, which was based on an earlier model of service co-ordination introduced in Waitakere City called Effective Practice. SF was adopted nationally by 1999. A review of SF, instituted by the Minister of Social Development and Employment in 2004/05, proposed a reinvigoration of the initiative with more resourcing being allocated for family/whānau interagency plan facilitation.

This was approved by the government in July 2005. Eleven public service chief executives committed their agencies to on-going involvement and active participation in the initiative.

About Strengthening Families

What is SF about?

SF is a model for interagency service coordination that is based on developing family/whānau strengths. It is distinguished from other integrated service models by its reliance on family/whānau direction for the development and implementation of the interagency service plans.

It can work for all levels of intensity provided the family/whānau have other services available to them appropriate to their needs.

Target group definition

Vulnerable tamariki, rangatahi, their family and whānau who have multiple and complex needs and require a co-ordinated integrated intervention from more than one agency.

- vulnerable tamariki are tamariki who are at significant risk of harm to their wellbeing now and into the future, as a consequence of the environment in which they are raised, and in some cases, due to their own complex needs
- environmental factors that influence tamaiti vulnerability include not having their basic emotional, physical, social, developmental and/or cultural needs met at home or in the wider community.

Who is the client group for SF?

The client group for SF is vulnerable tamariki, rangatahi (0 to 17 years) and families/whānau who require an intervention from more than one agency.

What are the Strengthening Families core principles?

The following core principles underpin SF practice:

- reliance on active participation and direction from families/whānau
- focus on a family/whānau strengths, issues, priorities and desired outcomes
- listen to the voice of the tamariki and rangatahi
- improved engagement with and access to services for families/whānau
- respect for family/whānau values and culture including Tikanga Māori
- working in a culturally appropriate way to achieve the family/whānau outcomes

- cross agency support demonstrated by contributions (both monetary and in kind) from a range of government and non-government agencies
- commitment to a co-ordinated, trans-disciplinary interagency approach to get the best outcome for tamariki, and rangatahi
- respect for the capacity of communities to offer this group an integrated and effective service, plus the commitment to support that through promotion of strong relationships and robust processes adapted to suit those communities.

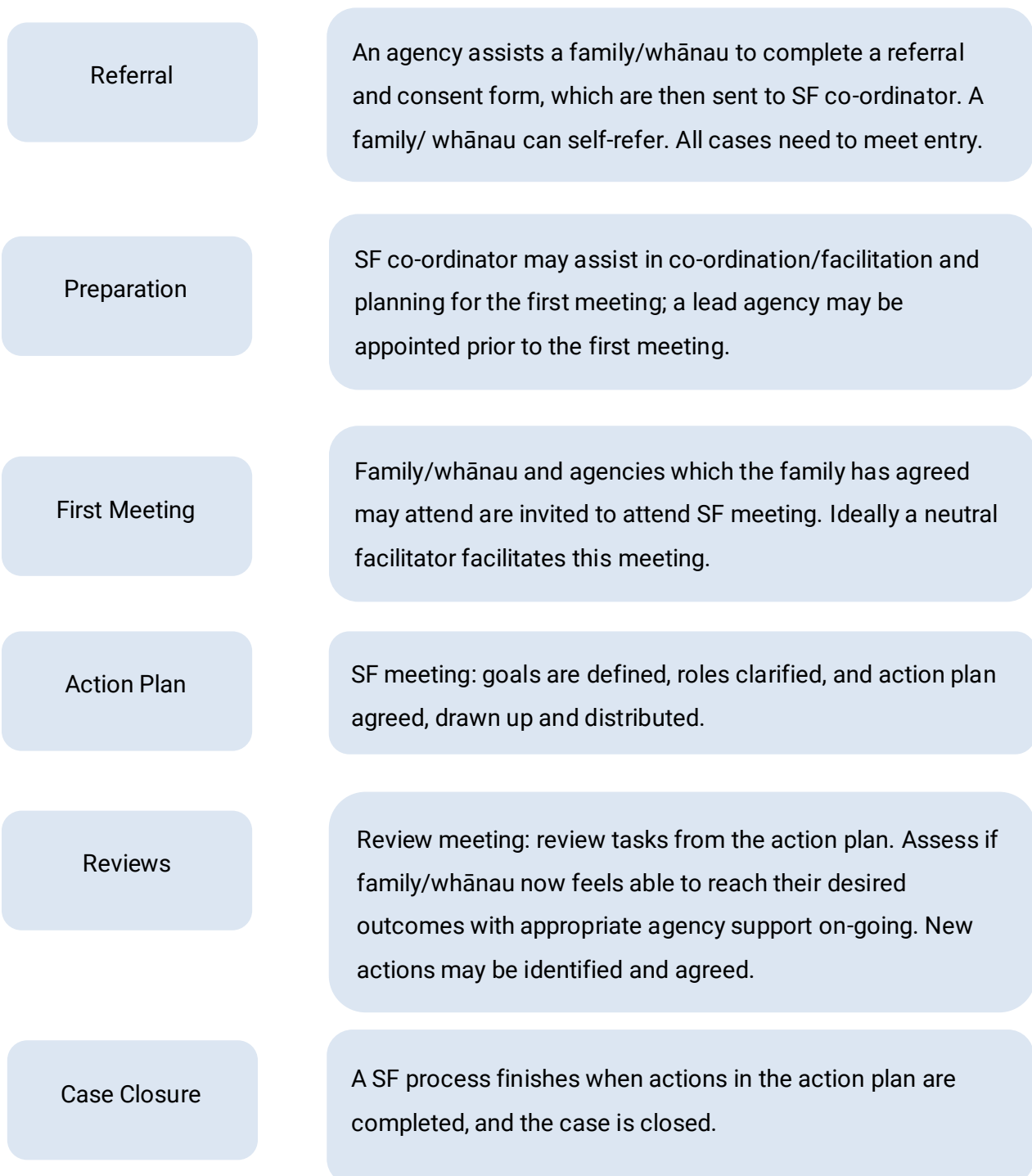
Outcomes / results

- the family/whānau are more connected to their own family/whānau
- the health and safety, education and social outcomes of vulnerable tamariki and rangatahi are improved through a SF intervention that supports their family/ whānau to connect to agencies and meet the needs of those tamariki and rangatahi
- family/whānau report they feel stronger, more connected to and able to access and engage with services in their communities
- community organisations and government agencies report that working in an integrated way through this process has improved results for their clients
- families/whānau report that they have been offered a holistic process to address those needs and help them support their tamariki and rangatahi
- families/whānau who have been supported by the SF process are able to access and engage with support services independently.

How does Strengthening Families work?

The SF process from referral through to case closure is shown in Figure 1.

Figure 1: Strengthening Families Process

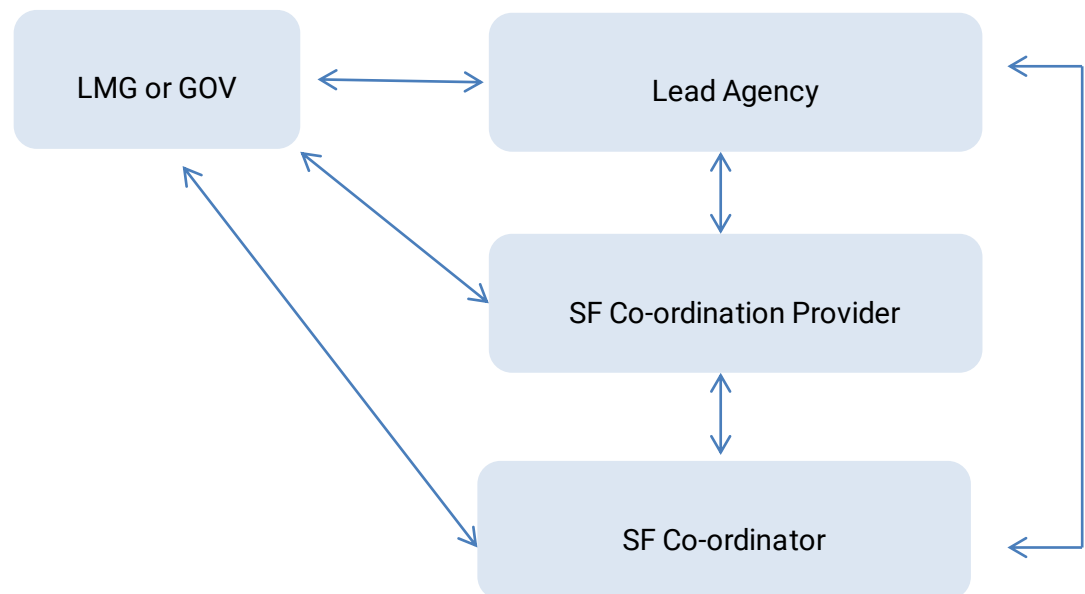


4. ABOUT THE PEOPLE INVOLVED

Where do providers fit in the big picture?

Providers are key contributors to the SF big picture. How they and other core players all interrelate is shown in Figure 2. The working relationship between all parties is set out in the working together document, or memorandum of understanding, which is available from the Purchasing Agency.

Figure 2: People involved in SF



What are the main roles of the core players in SF?

Local Management Governance Groups

Central to the development of any interagency service system is inter-sectorial Governance.

The purpose of this governance is to:

- identify and determine vulnerable tamariki or rangatahi whose families/whānau have multiple needs and require an intervention from more than one agency

- determine how to get people in the region working together more effectively
- to remove any 'roadblocks' in communities that may hinder families/whānau getting access to the services they need in an integrated approach
- identify and determine what services are being delivered or funded in the region and how they affect each other and how they can be better used by family/whanau with vulnerable tamariki
- champion the use of the SF interagency process and the trans-disciplinary practice in their agencies and networks
- work with the providers of the SF process to ensure the employment of suitable and appropriate staff to support this process
- governance may be provided by:
 - local SF management groups
 - groups developed to achieve a broader inter-sectorial response
 - a combination of both.

Other functions include:

- set the work priorities of the SF co-ordinator in conjunction with the provider (employer) and make sure there are the necessary resources to perform their role
- identify and nominate who are to be the lead agents in their community
- use the information collected from the reporting to develop on-going SF strategies and services.
- assists with the employment of the SF Co-ordinator

SF Co-ordination

The provider who is party to an Outcome Agreement will be operating in a SF way. Part of their function includes the employment of a co-ordinator, to take on and initiate the required SF functions and actions related to the initiative. SF co-ordination includes:

- developing a collegial working relationship with the LMG
- liaising with LMG about how best to provide the SF service in the community
- employing and setting the work priorities of the SF co-ordinator or worker in conjunction with the LMG and the co-ordinator
- ensuring the co-ordinator has the required resources to do his/her job
- carrying out the co-ordinator's performance reviews and planning with the co-ordinator using feedback from the LMG
- making payments from the administration fund for necessary resources

- ensuring the administration fund is not absorbed into that organisation's baseline budget as it is money specifically tagged by Cabinet for SF
- providing input on any resource issues to the LMG.

Lead Agency Support Service

With family/whānau agreement/consent, a lead agency is selected at the first meeting (if not already appointed). The lead agency's main role is to monitor and co-ordinate the progress of the action plan and its implementation as agreed at the initial meeting.

SF Co-ordinator

SF co-ordinators are responsible for the day-to-day co-ordination of the SF process in their area. They:

- promote the SF process in their area
- co-ordinate and support the SF collaborative case conference process
- work with the LMG and the community to identify vulnerable tamariki, rangatahi and their families/whānau needing support from more than one agency, and encourage government and community agencies to work together to deliver the required services to them
- report back to the LMG or Governance structure as agreed with the LMG or Governance structure.

5. SERVICE DELIVERY

What's in this section?

This section is divided into three subsections that set out the core responsibilities for each of the following services to be delivered under this Outcome Agreement:

- SF co-ordination
- SF administration fund
- SF lead agency support services. These are brought together in one section to give providers of these services a complete picture of where you fit in the overall SF process.

Strengthening Families co-ordination

Focus of Service Activities

In order to achieve the aims of this initiative, it is important that you as the provider and all the other parties associated with SF get involved and carry out a number of actions and functions. These include promoting the SF process and building and maintaining on-going and collaborative relationships within your communities.

Promotions

Undertaking on-going promotions of the SF process in various ways to local community organisations, schools, iwi and government sectors to increase people's awareness of the SF process. It can also increase the reach of the SF process into the community.

This involves, through the SF co-ordinator:

- providing presentations on SF
- attending promotional events and interagency forums where SF can be actively promoted with a view to increasing local referrals.

Promotional material to achieve these tasks will be supplied by the Purchasing Agency to support a common and consistent approach.

Relationships

We know that building and maintaining local relationships will enhance the effectiveness of the SF process. It is therefore important that all the parties are involved in building and maintaining relationships with a variety of groups, such as government agencies, community organisations, local authorities, schools, iwi/hapū and other Māori and ethnic groups. It is also important for agencies to work collaboratively to improve the delivery of support services to families/whānau with multiple needs.

Employment

The provider, in supporting the co-ordination process and in wanting to meet the SF aims, needs to employ a suitable person to carry out a number of functions. It will be necessary for you as the provider to employ the person in consultation with the LMG. The primary function of this person (currently known as the SF co-ordinator) is to ensure the SF process is followed through within the boundaries of your LMG.

You will need to ensure the person employed possesses the necessary knowledge, skills and attributes for the position, such as:

- sound working knowledge of how key agencies work with families/whānau in the social, health, education and justice sectors, including an awareness of current resources and services
- the ability to work across government and community sectors, including working with iwi/hapū and other ethnic groups
- well-developed communication skills (oral and written)
- well-developed relationship management skills (ability to build and maintain effective working relationships and to develop extensive networks)
- excellent interpersonal skills (able to adapt to the needs of the audience and able to mediate, facilitate and negotiate key outcomes for all parties)
- strong planning and organising skills, for managing information, reporting and setting up interagency meetings
- welcomes and values diversity, and contributes to an inclusive working environment where differences are acknowledged and respected
- knowledge and understanding of the Treaty of Waitangi
- competent in computing skills, including Word and the use of email for correspondence and circulation of reports and other information.

As a supportive employer it is important that you:

- provide this person with day-to-day support, administrative supervision and management
- ensure they have access to appropriate training and resources
- ensure the person efficiently delivers the following key SF functions in a way that strengthens and achieves positive outcomes for families/whānau.

Note: if a SF Coordinator resigns or leaves the position a full employment process is required to be followed for a new appointee.

Collaborative Case Conference Co-ordination

Co-ordinating and supporting the SF collaborative case conference process is a primary function of the person employed. The responsibilities involved include:

- providing accessible information about SF, including phone and email service for enquiries about SF and services available in the community
- assessing all SF referrals, to ensure that each referral meets the guidelines as outlined in the entry criteria document known as (SF Threshold document)
- ensuring that families/whānau understand the consent process and sign the consent form

The person responsible for this is either the SF co-ordinator or the referring agency.

- Ensuring a trained facilitator is appointed to each family/whānau, and a lead agent to monitor the action plan, within a reasonable period of time
- Co-ordinating training for lead agents and facilitators
- Supporting, maintaining and recruiting a sufficient pool of trained facilitators, providing peer support as required
- Providing facilitator services, if there is no appropriate facilitator available
- Ensuring that SF meetings take place in a timely and appropriate manner

The SF co-ordinator is usually responsible for this until a lead agency has been appointed, after which time it becomes their responsibility.

- Providing advice on using the SF discretionary fund and facilitating the authorisation of payment by the LMG and discretionary fund holder
- Receiving and filing SF final case management reports when a family/whānau case is closed

- Ensuring that appropriate family/whānau process evaluations have taken place and final case reports submitted for every family/whānau who participated in the process.

Relationships

The ability to build and maintain local relationships will enhance any collaborative initiative and the effectiveness of the process. Therefore, it is important that the person employed has the skills to:

- build and maintain networks with community organisations, government agencies, local authorities, schools and other organisations that work with families/whānau who may benefit from the SF process
- build and maintain effective networks with iwi/hapū and other Māori and ethnic groups within the area
- attend and initiate interagency meetings with an emphasis on the SF process where appropriate
- promote interagency working together to improve the delivery of support services to families/whānau with multiple needs.

Data Handling and Administration

Collecting, managing and reporting on SF data and carrying out various administrative functions related to the SF process are also responsibilities of the person who is employed.

They need to:

- maintain a robust electronic and physical filing system for all SF referrals, ensuring that files are kept safely locked away
- receive and do some analysis of the family/whānau questionnaire, SF process feedback forms and the final case management reports
- collect and analyse data and information about SF and make recommendations as appropriate to the LMG
- be involved in the development of the LMG's local operational plan and implement initiatives proposed by the LMG
- assist the LMG to maintain the discretionary fund allocated level
- provide the LMG with regular reports as agreed locally
- provide data reports to the Purchasing Agency's national office in accordance with the reporting section below
- provide any other reports as requested.

Good Practice

It is also important that whoever is the SF Coordinator that they are given the opportunity to contribute to the development of good practice. This input from a front-line person can enhance programme development and its overall effectiveness. For this to happen it is ideal that the worker:

- participates in training, and liaises with other co-ordinators at co-ordinator forums/hui for peer support, information sharing and training
- provides feedback on various SF tools and processes when required
- facilitates the collection and dissemination of ideas on how to improve the effectiveness of the SF process from families/whānau, lead agents, facilitators, LMG members and others involved in the process
- loads the following documents into the SF Reporting Tool:
 - SF final case reports
 - SF process evaluations
 - Family/whānau questionnaires.

This will allow the LMG and the Purchasing Agency to receive a summary and analysis of these documents.

Administration fund

Focus of Service Activities

An SF administration fund is attached to the delivery of SF co-ordination in your area. Generally, this fund supports the costs related to delivering SF services. As the provider, you will need to ensure necessary administration facilities, resources and equipment are provided so this service can be carried out effectively and efficiently.

We expect the administration fund to cover costs specifically related to the SF co-ordinator, such as:

- travel
- training requirements
- supervision
- recruitment costs.

The administration fund could also cover more general SF-related costs, such as:

- stationery, postage, photocopying

- rental
- power
- phone and internet access
- office and furniture
- occupational health and safety compliance
- tea and coffee making and meeting facilities.

In carrying out your role you may need to advise the LMG of any resourcing issues that may impact on the delivery of SF.

Lead agency support services

Focus of Service Activities

The role of the lead agency is crucial to families/whānau engaged in the SF process. As a provider of this service, you need to perform a number of functions to ensure positive outcomes for families/whānau.

Best practice shows that lead agencies who are or have been engaged with the family/whānau and have positive working relationships with them, have greater results when implementing the action plan's recommendations.

To be eligible for funding as a lead agency, a provider must be a legal entity and approved under Section 403 of the Oranga Tamariki Act 1989 (and all relevant amendments), or under the Domestic Violence (Programmes) Regulations 2002 (and all relevant amendments) to provide programmes to vulnerable children and young people. The lead agency provider needs to carry out the following actions or tasks:

Referrals

- receive and accept referrals from the SF co-ordinator

A non-government organisation, including an NGO lead agency, iwi/Maori may refer any of their current cases to the SF process.

- complete the agreed number of referral cases (as set out in the Outcome Agreement)

A case is counted in terms of contracted volumes when work has commenced on the case, not just because a referral has been accepted. As the funder, the Purchasing Agency is not obliged to ensure that the provider receives a minimum number of referrals. If the provider delivers all the agreed contracted volumes before the Outcome Agreement expires, the

parties may review the Outcome Agreement and enter into a new or varied Outcome Agreement.

Meetings

The meeting environment and the set-up process is important for achieving a positive family/whānau outcome. It is good practice that you:

- consult with the SF co-ordinator to schedule and prepare all SF meetings
- arrange for a SF-trained facilitator to run each SF meeting

It is important for the family/whānau to be completely comfortable with the appointed facilitator.

- ensure the relevant agencies and family/whānau members are invited to participate in the meetings
- consult with and identify the goals and outcomes sought by the family/whānau
- draft an action plan/case management plan (action plan) in agreement with the family/whānau
- ensure all agencies involved, the family/whānau and entitled parties receive a copy of the action plan.

Monitoring and co-ordination of plans

Monitoring and co-ordinating the progress and implementation of the action plan as agreed at the initial meeting, is a key function of the lead agency. The lead agency should ensure these activities involve:

- liaising with the family/whānau and the relevant agencies and encouraging them to complete their designated actions in the action plan within the stated time frames
- providing the required support to the family/whānau to achieve their actions in the action plan
- ensuring revisions of the action plan are forwarded to the family/whānau, participating agencies and the co-ordinator
- keeping the family/whānau updated on the progress of the plan as agreed – this helps keep the family/whānau engaged in the process
- keeping the SF co-ordinator informed of the status of the case as agreed locally.

If circumstances change and/or the family/whānau or relevant agencies are unable to complete the actions in the action plan, the provider may consult with the family/whānau

and the relevant agencies to amend the plan and inform the SF co-ordinator of any changes made.

- arranging a review meeting to review or update the action plan as necessary and sending updated action plans to the SF co-ordinator.

Reporting measures

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

Administration Reporting

Type of measure		Measures
Output Measure	Quantity - How much?	Number of co-ordinators supported.

Co-ordination Reporting

Type of measure		Measures
Output Measure	Quantity - How much?	Number clients who received the service
	Quality - How well?	Number of monthly SF Reporter Tool database reports accurately entered and completed by the 5th working day of each month.
Outcome / Result Measure	Effectiveness - Is anyone better off?	

Narrative Report
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.

Lead Agency Support Services Reporting

Type of measure		Measures
Output Measure	Quantity - How much?	Number of clients who received the service
	Quality - How well?	Number of new client reports sent to the co-ordinator (that includes family/whānau questionnaires, SF process evaluations and final case reports).
Outcome / Result Measure	Effectiveness - Is anyone better off?	

Narrative Report	
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.

Unit Definition

A client: is an individual and their family/whānau who actively engages in the Strengthening Families process and meets the required threshold or entry criteria.

A client is counted in terms of contracted volumes, when actual work has commenced on the case and not just a referral has been accepted.

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

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.

Co-ordination Reporting

As the provider and employer of the co-ordinator you are required to complete the following:

- accurate monthly SF reporter tool database reports completed by 5th working day of each month

The purpose of the **SF reporter tool monthly reports** is to provide numerical and outcome data about the SF process so that the Purchasing Agency may evaluate and respond to trends.

- Provider Return Report (refer to the Outcome Agreement for frequency) to your contract manager
- annual independently audited financial accounts to your contract manager.

Administration Reporting

As the provider you may be required by the LMG to report back to them annually regarding the expenditure associated with the administration fund.

Lead Agency Support Service Reporting

As the lead agency support service, you are required to:

- complete the Provider Return Report (refer to the Outcome Agreement for frequency) and send to your contract manager
- complete the SF final case report (as soon as possible after the closure of the case) and send to the SF co-ordinator (see attached template)
- ensure that all agencies participating in the process are provided with the SF process evaluation (preferably at the last meeting), and are encouraged to complete the evaluation and send it to the SF co-ordinator (see attached template)
- ensure that all family/whānau are provided with the family/whānau questionnaire (preferably at the last meeting) and are encouraged to complete the evaluation and send it to the SF co-ordinator (see attached template).

Family Services Directory

Through the term of the Outcome Agreement with the Purchasing Agency, Providers must ensure that their organisation is listed on the Ministry of Social Development's Family Services Directory (<https://www.familyservices.govt.nz/directory/>), and that necessary information is updated when required.

6. STRENGTHENING FAMILIES FINAL CASE REPORT

To Be Completed by The Lead Agency or SF Coordinator			
Lead Agency		Case ID Number	
Number of review meetings held		Date Case Closed	

A. In the table below, please indicate the **issues** the first action plan worked to address:

Education and Skills	✓
Parenting/child management	
Parent/caregiver's literacy or numeracy	
Child/young person's literacy or numeracy	
Behaviour at school	
Truancy	
Stand down/suspension	
School exclusion/expulsion	
Alternative schooling needs (e.g. home schooling, alternative education, Correspondence School)	
Other	

Health	✓
Child's physical health/disability	
Young person's physical health/disability	
Parent/caregiver's physical health/disability	
Child's mental health	
Young person's mental health	
Parent/caregiver's mental health	
Child's intellectual functioning/disability	
Young person's intellectual functioning/disability	
Parent/caregivers intellectual functioning/disability	
Child's drug/alcohol abuse	
Young person's drug/alcohol abuse	
Parent/caregiver's drug and alcohol abuse	
Gambling problem	
Other	
Employment	✓
Childcare	
Unemployment	
Other	

Economic Situation/Housing	✓
Financial situation/hardship	
Benefit entitlement	
Outstanding debt	
Budget management	
Transience	
Housing issues	
Accommodation for child/young person	
Accommodation for family/whānau	
Other	
Social Connectedness	✓
Isolation from community	
Isolation from family/whānau members	
Isolation from peers	
Lack of support	
Telephone access	
Transport access	
Other	

Safety/Justice	✓
Child behaviour	
Young person's behaviour	
Child's offending	
Young person's offending	
Adult/caregiver/parent offending	
Family violence	
Child abuse/neglect	
Bullying	
Other	

Definitions: A child is under 14 years of age; a young person is aged 14–18 years

B. Please add any new issues included in later action plans:

- C.** Please indicate with a tick the level of progress made on all issues (identified in A and b) when the case closed (this will help us measure Strengthening Families' effectiveness as an early intervention).

	1. Very satisfied	2. Satisfied	3. Neither satisfied nor unsatisfied	4. Dissatisfied	5. Very Dissatisfied
Issues - (all issues identified & worked on)	1	2	3	4	5
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					

Thank you for completing this report. Please forward the report to the SF co-ordinator at the end of every case whether the case was fully completed or not.

7. STRENGTHENING FAMILIES PROCESS EVALUATION

To Be Completed by The Lead Agency or SF Coordinator			
Case ID Number		District	
Date of final meeting		Who made the original referral to SF	
Who was selected as lead agency?			

A. We would like to find out how well the collaborative case management approach worked for each agency involved in this case. By completing this form, you will help us to understand what worked well and what areas may need improvement.

Agencies' experiences and views:

1. Very satisfied	2. Satisfied	3. Neither satisfied nor unsatisfied	4. Dissatisfied	5. Very Dissatisfied
-------------------	--------------	--------------------------------------	-----------------	----------------------

Using the scale above, please rate your level of satisfaction with the following	1	2	3	4	5
The lead agency's co-ordination of meetings					
The lead agency's co-ordination of the plan's actions					
The lead agency's communication with other agencies					
The case management group's performance in identifying tasks and implementing the plan					
The case management group's ability to work collaboratively					
The case management group's respect for the family's needs and choices					
Overall – what could have been improved?					

Thank you for completing this evaluation. Please leave your form with the facilitator or lead agent at the last meeting, or post to the SF co-ordinator.

8. FAMILY/WHĀNAU QUESTIONNAIRE

To Be Completed by The Lead Agency or SF Coordinator	
Case ID Number	
<p>Can you help us improve our services to families/whānau?</p> <p>We would like to ask you some questions about what Strengthening Families was like for your family/ whānau. This will help us make Strengthening Families better for families/whānau that use this process in the future. We will not publish what you tell us or keep any personal information about your family/whānau regarding this questionnaire.</p>	

Agencies' experiences and views:

1. Very satisfied	2. Satisfied	3. Neither satisfied nor unsatisfied	4. Dissatisfied	5. Very Dissatisfied
-------------------	--------------	--------------------------------------	-----------------	----------------------

Using the scale above, please rate your level of satisfaction with the following	1	2	3	4	5
People listened to my family/ whānau					
Strengthening families has improved our family/whānau life					
Strengthening families helped our family/whānau					
My family/whānau got access to the services we needed					
The lead agency kept us informed of progress on our action plan					
We would recommend Strengthening families to other families/whānau					
My culture/ ethnicity was respected at Strengthening families meetings					
What could have been done better?					

Thank you for completing this questionnaire. Please leave your form with the facilitator or lead agent at your last meeting, or post to your local SF co-ordinator.

9. APPENDIX ONE

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:	