

# SERVICE

# GUIDELINES

*Youth Services*



**ORANGA  
TAMARIKI**  
Ministry for Children

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# ABOUT THE GUIDELINES

## 1. Introduction

- 1.1 These guidelines (the guidelines) are for the provider that Oranga Tamariki—Ministry for Children (Purchasing Agency) contracts with to provide these services. The guidelines form part of the Outcome Agreement.
- 1.2 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 the Purchasing Agency. The Purchasing Agency will inform the provider of any variation to be made to the guidelines.

## 2. Purpose of the guidelines

- 2.1 The guidelines have been developed to assist Youth Services 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 the Purchasing Agency to improve its responsiveness to feedback regarding changes to the service delivery component of the Outcome Agreement.

## 3. Using the guidelines

- 3.1 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.

## 4. Guideline reviews

- 4.1 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.
- 4.2 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.

# WORKING TOGETHER

## 1. Relationship principles

- 1.1 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.
- 1.2 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.
- 1.3 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.

## 2. Cultural responsiveness

- 2.1 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.

## 3. Good practice approach

- 3.1 Both parties support the development of good practice in the delivery of the service.
- 3.2 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.

## 4. Results-based accountability (RBA)

- 4.1 The Purchasing Agency has adopted a Results-Based Accountability approach to contract reporting and monitoring. This approach uses a simple framework to help the Purchasing Agency and providers focus on achieving positive outcomes / results. This approach means the Purchasing Agency can work better with the provider to ensure that programmes are effective and achieving the right outcomes for individuals, families and communities.
- 4.2 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.
- 4.3 The Purchasing Agency'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).
- 4.4 The first two types of measures are developed through the RBA process, while audience measures are reporting requirements the Purchasing Agency has as a government agency with responsibility for public funds.

4.5 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.

4.6 More information on RBA can be found on <http://www.business.govt.nz/procurement/for-agencies/buying-social-services/results-based-accountabilitytm-rba/>

## SERVICE OVERVIEW

### 1. Service summary

1.1 Everyone wants young people to get the guidance, support and opportunities they need to prepare them for life as an adult. When this is not the case, Youth Services is about enabling young people to access services and intervening where necessary.

#### Target group definition

Young adolescent men and women who are at risk and would benefit from participating in these activities.

#### Outcomes / results we expect to achieve

Youth Services build community connections and supports for the young people in order to enhance their positive independence.

#### Services

Meaningful structured and preventative programmes to support at-risk youth. Programme focus could include (but not limited to):

- supporting youth to engage in positive community activities
- personal development programmes, covering anger management, self-esteem building, taking responsibility
- mentoring and/or role modelling
- structured activity programmes e.g. holiday programmes.

### Social Sector Accreditation Standards

Providers delivering Youth 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 relevant Social Sector Accreditation Standards.

## **2. Background**

- 2.1 For many years the Purchasing Agency has been contracting with the social sector for the provision of community-based programmes for young people. This may also include the provision of social work support, programmes, group work or mentoring relationships. Under this funding the Purchasing Agency contributes to services provided in response to self-referrals and referrals from other agencies within the community.

## **3. Purpose of youth services**

- 3.1 The services are intended to identify vulnerable youth, encourage them to participate in 'well thought out' programmes and interventions that transform each young person and set them on the path to a positive and fulfilling adult life.

## **4. Outcomes / results**

- 4.1 Youth Services are intended to build community connections and supports for young people in order to enhance their growing positive independence.

## 5. Reporting measures

5.1 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 clients who received the service
	Quality How well?	Number of clients who provided feedback  Percentage of clients who expressed that they were satisfied or very satisfied with the service / content and delivery of the programme
Outcome / Result Measure	Effectiveness Is anyone better off?	Percentage of clients who reported that the service helped them access / connect to other services and the support they needed.

### 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 encourage ‘hard to reach’ clients to engage.
6. Provide an explanation of the variances (if any) between the volumes contracted and volumes delivered.

## 6. Units of measure

- 6.1 The contracted volume measure for Youth Services is 'clients'.
- 6.2 A client is defined as 'an individual client (and/or their family/whānau) who agrees to engage in a planned intervention with the provider'.

## 7. Providing reports

- 7.1 Reports are necessary to ensure accountability to Government for the funding provided in the terms of the Youth Services outcome agreement.
- 7.2 The Purchasing Agency 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.
- 7.3 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 specified in Youth Services agreement:
- Provider Return Report – including Statistical and Narrative Report (refer to the outcome agreement for reporting frequency).
  - annual independently audited financial accounts
  - Establishment Report (only where required).
- 7.4 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.

### 7.5 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.

# SERVICE DELIVERY

## 1. Service delivery

1.1 Youth Services involve the provision of meaningful structured and preventative programmes to support at-risk youth; the focus could include (but is not limited to):

- supporting youth to engage in positive community activities
- personal development programmes covering anger management, self-esteem building, taking responsibility
- mentoring and/or role modelling
- structured activity programmes e.g. holiday programmes.

# 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:	