Ngā ratonga ki te manawa o te whenua
Heartland Services

Service Guidelines

Contents

1 About the Heartland Services Guidelines

Introduction

The Heartland Services Service Guidelines (the Guidelines) are for Providers contracted by the Ministry of Social Development (MSD) to deliver the Heartland Services (Heartlands). Guidelines form part of the Outcome Agreement between MSD and the Provider and require Providers to deliver Heartlands in accordance with the Guidelines.

The Guidelines are a living document and may be updated at the discretion of MSD. If any changes are made, MSD will communicate these with Providers prior to a new version of the Guidelines being implemented.

Changes to the Guidelines

In 2019 a review of Heartlands was undertaken followed by additional investment in Heartlands through Budget 2020. This review became the catalyst for change and a process of service re-design. The re-design process involved engaging with the existing Providers about how the service was currently operating. MSD undertook workshops and surveys, and had regular contact with Providers to ensure the service concepts, which were developed as the foundations for the Guidelines, were fit for purpose. Additionally, the voice of the community, including clients of Heartlands were captured and considered through surveys and workshops.

Changes to the Guidelines better reflect the work Providers are already doing and provide updated supporting documentation. MSD wanted to make the Guidelines fit-for-purpose, while also allowing flexibility for Providers to deliver the service to suit the specific needs of their community.

The new Guidelines should not require substantial changes to how Providers deliver the service. Instead, the Guidelines now reflect how the service is being delivered, acknowledging that service delivery has evolved since Heartlands' inception in 2001. There is also more clarification given where required. The main changes which may be seen through the guidelines are:

- information about the updated funding model and the delivery of a full-time service, including clarity regarding opening hours
- information about offering an outreach service
- information regarding reporting
- guidance about the flexibility of kaimahi delivering Heartlands, including their ability to hold more than one role within an organisation.

Providers should see themselves and their work better reflected in these new Guidelines.

Purpose of the Guidelines

The Guidelines should support the delivery of Heartlands and ensure consistency, as well as flexibility, for a service which will meet the needs of rural and isolated communities.

The Guidelines seek to support providers by:

- giving guidance on how to deliver Heartlands
- giving a framework for service delivery and practice
- being a resource tool to help providers deliver services consistently with desired outcomes
- supporting Providers to deliver Heartlands in accordance with the outcomes sought from the funding
- giving information about MSDs strategic direction with Te Pae Tawhiti, Te Pae Tata, and Pacific Prosperity (see section 2 for further information)
- improving MSD's responsiveness to feedback about changes to the service delivery component of the Outcome Agreement.

Using the Guidelines

The Guidelines set the minimum standard for service delivery to assist Providers to deliver Heartlands according to Outcome Agreement requirements. Each Provider can develop a service which reflects their organisation's values and incorporates local need and the culture within which the Provider works. The Guidelines should be used to support Providers to competently deliver the service, and to ensure a level of consistency across Aotearoa, whilst allowing and enabling a locally responsive service.

Relationship principles

The relationship between MSD and Providers will be guided by the following principles:

- create an environment of mana manaaki, to have a positive experience
- act honestly and in good faith
- communicate openly and in a timely manner
- work in a collaborative and constructive manner with genuine partnership
- recognise each other's responsibilities
- encourage quality and innovation to achieve positive outcomes, which supports the long-term social and economic development of whānau and family, kai takatū tātou.

Cultural competency

MSD has an obligation to be a responsible Tiriti partner. We do this by upholding the principles of Te Tiriti o Waitangi to ensure Providers support the needs and aspirations of Māori communities.

When working with whānau Māori, aroha ki te tangata, showing respect to people, is an important factor, and engaging in ways that are informed and responsive to cultural frameworks, tikanga approach and values of the community are important to ensure the connection is authentic.

Additionally, it is important to recognise the needs of all people, including Pacific peoples, 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.

Heartlands enables Providers to manaaki ki te tangata, share, host and be generous. The offering and exchanging of kōrero in a safe space can lift the esteem of the individual, whānau or family and the ability for Heartlands to listen and respond in a non-judgemental way can be mana enhancing.

Ensuring coordination and access to various agencies and community partners will strengthen responses to peoples' needs for example may mean establishing a Memorandum of Understanding with local hapū to better serve Māori or connecting to the Ministry of Ethnic Affairs language line for translation support. Further to this, it is important to establish genuine connections through wananga and kōrero with iwi, hapori, hapū and whānau to support building and maintaining trust and respect within the community.

Feedback to MSD and Guideline reviews

Regular review of the Guidelines will ensure they reflect the most current decisions of the Government that affect the service and the activities being funded. This includes ensuring:

- reporting measures are up-to-date, relevant, and collecting the most useful information on service delivery and effectiveness
- evidence of good practice delivered to achieve outcomes can be incorporated
- guidelines are consistent with MSD's priorities and approaches.

Providers are encouraged to give feedback on evidence of good practice, including if these relate to the achievement of outcomes, on an ongoing basis via their reporting or through their Regional Relationship Manager. Provider feedback may be incorporated for consideration into any substantive review or improved service design process in the future.

MSD is committed to seeing Heartlands delivered in accordance with the Guidelines. We would like to take a proactive approach to receiving feedback. To provide written or verbal feedback, Providers should email or speak with their relevant Regional Relationship Manager or email us at **Rural_Community_Hubs@msd.govt.nz**

Where can Providers go for further information?

For further information on the Guidelines please contact the Regional Relationship Manager identified in the Outcome Agreement.

2 What's important to MSD

As an organisation MSD wants to be proactive, connecting clients to all the support and services that are right for them and improving the social and economic wellbeing of all New Zealanders.

MSD's current direction is outlined in Te Pae Tawhiti with two supporting documents, Te Pae Tata, and Pacific Prosperity, which are designed to achieve better outcomes for Māori and Pacific peoples.

The Guidelines have been developed with consideration of this direction. With that in mind, we wanted to give Providers an overview to understand the direction of MSD, the content and language of the Guidelines, and our vision for all clients.

Te Pae Tawhiti

Te Pae Tawhiti describes three key shifts MSD is making in terms of the services it offers as well as those offered on its behalf.

These shifts are:

Mana Manaaki – a positive experience every time

Mana manaaki is about building the mana of others and uplifting them in a way that honours their dignity. An example of this for Heartlands would be an inviting space where people are listened to and treated with respect and compassion and leave better than when they entered.

Kotahitanga – partnering for greater impact

Kotahitanga is about unity, togetherness, solidarity, and collective action. We're stronger when we work together with whānau, families, hapū, iwi, other community organisations, communities, and government agencies.

For example, working closely with the other community organisations, and mana whenua to strengthen coordination and access. Additionally, working with MSD as well as other government agencies to develop solutions to issues, such as the lack of services available in rural communities.

Kia takatū tātou – supporting long term social and economic development

Kia takatū tātou means 'let's get ready' and underpins our intention to prepare ourselves and our communities for future realities. MSD and MSD funded services like Heartlands, have an important role to play in supporting and developing our communities, so they have a strong and sustainable future. This could be achieved by supporting whānau to access services which will enable them to build strong relationships and get access to employment and education which will enable them to take control of their futures in a sustainable way.

The full document can be found here.

Te Pae Tata - Māori Strategy and Action Plan

Te Pae Tata articulates how the key shifts mentioned above can be applied to support better outcomes for Māori. Our vision is that whānau are strong, safe, and prosperous – active within their community, living with a clear sense of identity and cultural integrity and with control of their destiny – Te mana kaha o te whānau! Heartlands supports whānau Māori who live rurally by engaging in a way which is mana enhancing and enabling them to get equitable access to the services they need to facilitate their social and economic wellbeing.

The full document can be found [here](#).

Pacific Prosperity – Our People, Our Solutions, Our Future

Pacific Prosperity focuses on providing opportunities for MSD to respond to the changing context of Pacific peoples in New Zealand. The vision of the Pacific Prosperity is to see Pacific peoples, families and communities thrive and flourish within Aotearoa.

By 'thrive' we mean we want to support Pacific peoples, families, and communities to prosper, succeed and be independent. By 'flourish' we mean that once Pacific people, families, and communities are independent they are supported to have positive and healthy lives.

The full document can be found [here](#).

3 Goal and Outcomes

Goal

All people living in rural and isolated communities have equitable* access to the services and support they need through online, telephone and in-person support, and by strengthening connections between their communities, government and community services.

* **Equitable** as in rural vs urban. In other words, living rurally should not disadvantage you from getting the services and support you need.

Outcomes of the Heartland Service

Immediate outcomes	Medium-term outcomes	Long-term outcomes
Clients feel that their unique needs are understood by Heartlands staff.	Community has improved access to relevant services (may be limited by service capacity but mitigated through interim support and by coordination of services).	People living in rural and isolated communities have improved access to the services and support they need.
Clients experience mana manaaki (have a positive experience) with the Heartlands service.	People feel more connected to and supported where they live.	Heartlands contributes to increased physical, social, economic, psychological and spitiual wellbeing of people living in rural and isloated communities.
Clients feel safe and comfortable to seek support from Heartlands.	People can more easily navigate available services and support, and determine their own solutions.	Heartlands contributes to increased resiliency of people living in rural and isolated communities.
With the support of Heartlands, clients learn how and are more confident to access the services they need.	Community of practice among Heartlands providers is built and strengthened.	A networked and resilient community sector that can plan for and respond to current and future community needs.
Clients can access technology they need (e.g. phone, computers, etc).	Heartlands providers actively encourage and collaborate with government and community services to respond to service gaps in their communities.	The outcomes associated with the Heartlands service are experienced equitably accross Māori, Pacific peoples and all other people living in the rural and isolated communities.
The support that clients receive from Heartlands is consistent with their needs and values.	Increased use of Heartlands by government and community services to connect with clients in rural and isolated communities.	
Clients, community groups, relevant government agencies and NGOs are aware of Heartlands and its purpose.	Communities and service providers (including relevant government agencies) recognise and trust the Heartlands brand/service.	
Heartlands providers feel less isolated and can offer immediate support to each other.	Government and community services have a greater awareness of the service needs in communities supported by Heartlands.	
Heartlands providers know the existing services and support available within their community and better understand service gaps.		
Heartlands providers know how to connect with (existing and available) services needed by their clients.		

Each Heartland Service is responsive to its local community need

Each community has its unique characteristics, opportunities, and challenges, and therefore the service is delivered in a way that is flexible to allow Providers to reflect what works for their community. Heartlands will recognise and provide support to the specific needs of the local community, including Māori, Pacific, gender diverse, ethnic, and culturally and linguistically diverse communities and all other communities.

Providers therefore need to be aware of the needs of their communities, and should seek to effectively partner with agencies, iwi, hapori, groups and services, which will enable them to provide and offer the support their community needs, including for Māori and Pacific communities and ensure pathways to local services are clear and accessible for all.

It is important that Māori and Pacific peoples feel respected, trust Heartlands and that they are treated in a way which is non-judgemental and empowering. This can be achieved by ensuring staff are appropriately skilled and know how they can positively contribute to improving outcomes for Māori and Pacific peoples. This will enable Mana Manaaki, a positive experience every time.

Overall, Heartlands will provide support in a way that is consistent with the communities social, economic, political, cultural, and spiritual values that it serves.

4 Heartland Service Delivery

What is Heartland Services?

Heartlands seeks to ensure whānau residing in rural and isolated areas have equitable access to services they need. This includes government and community organisations, as well as access to technology. Heartlands is designed to improve kanohi-ki-te-kanohi (face-to-face) access to services and support to areas where such services might otherwise not be accessible. The sites operate as hubs for communities and provide a physical space for people to connect with government and community organisations, and with each other.

In line with MSDs strategic shift Kia Takatū Tātou, Heartlands contributes to the long-term social and economic development of people residing in rural communities, including Māori and Pacific peoples, by improving the accessibility of services that contribute to improved outcomes in areas such as employment, housing, and wellbeing. These improved outcomes may take the form of supporting people to find stable housing, supporting them to have healthy relationships, or obtaining sustainable employment, financial stability, and the skills to develop and sustain these outcomes.

Heartlands aims to make it easier for whānau to access support without having to travel large distances, especially in areas with limited or no transport options and high fuel costs.

Heartlands can assist whānau with advice, information and support on the community and government services available to support their need and can refer whānau to the relevant services and supports. The service also provides the community with access to technology and supports individuals to complete forms and scan/email these to relevant agencies.

In line with MSD's strategic shift of Kotahitanga, Heartlands success depends on the development of credible, genuine relationships and partnerships with iwi, hapori, whānau, other agencies, groups, and communities to ensure that services are available to meet the needs of Heartlands clients.
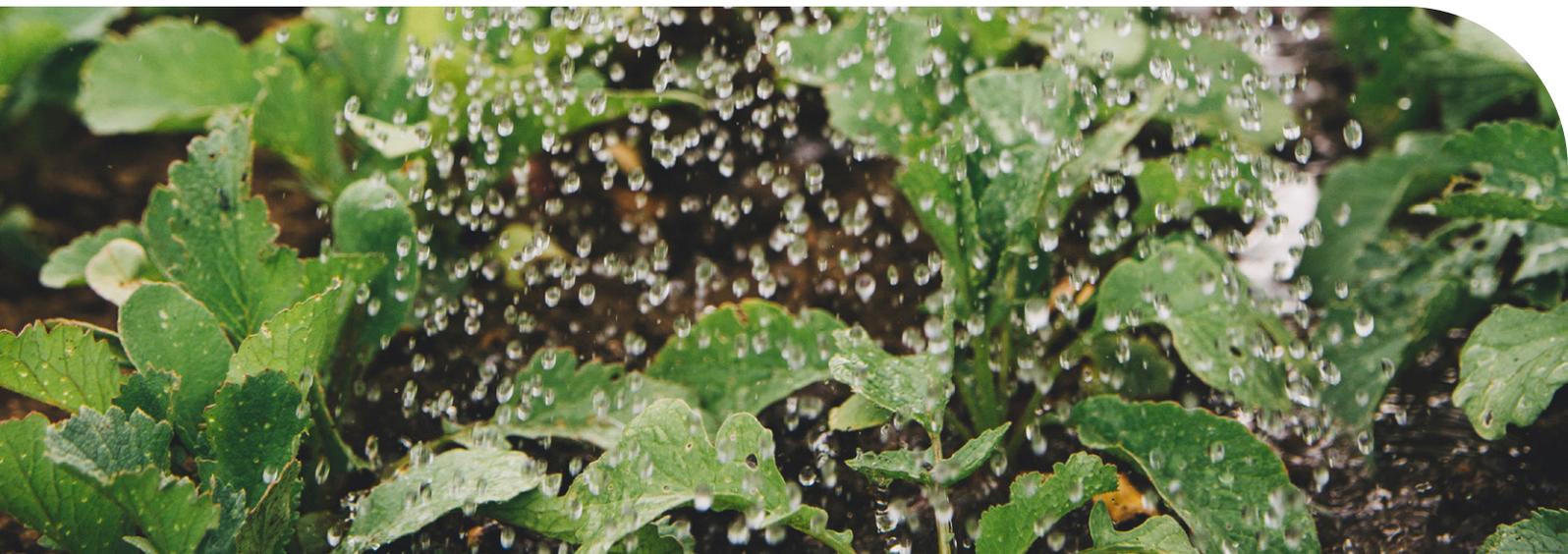
The service offered may include (but is not limited to):

Support and advice	• supporting whānau to understand the processes of other agencies and services which can assist them (i.e., helping them to understand what forms might be required, or which government agency offers the support or service they require etc) • providing information and resources to whānau including what government and community organisations they might be entitled to as well as outlining activities happening in the community that may be of interest to them • creating community awareness of the availability of the support and services from government and non-government agencies including from agencies that don't have a physical presence in the community but may connect through other channels, e.g., videoconferencing • assisting whānau if they need help accessing services offered over the telephone, online or in person (i.e. helping them connect to 0800 services; using different websites; or referring them to in-person appointments).

Access for the Community	• providing access to government services and information in the community, and providing opportunities for the community to meet kanohi ki te kanohi (or virtually) with government agency representatives
	• understanding community need, including Māori, Pacific peoples, and other community groups, to ensure they have access to the services they need and that work for them
	• providing the community with access to:
	   ○ a welcoming, safe, secure, available, confidential, inviting, and accessible meeting spaces and facilities for all whānau to engage with government and non-government agencies
	   ○ technology, such as Wi-Fi, computers, photocopier, scanner, and phone lines
	   ○ information services.

Co-ordination, collaboration, and networking	• where possible, collaborate with government and non-government agency to better support clients through a presence at Heartlands (these may be kanohi ki te kanohi or via video conference) • ongoing monitoring of community needs, services, and service gaps • connecting with other Heartlands Providers to share ideas, challenges, and successes • hosting and attending local community network groups and meetings.

Further to the physical presence which Heartlands has as a community hub, Heartlands are expected to be active contributors within their community. There are several ways this could be demonstrated such as:

- providing an outreach service
- attending and hosting community events
- regularly attending and being involved in local community network meetings
- developing relationships with local iwi, hapori, and marae, which may also include being able to meet whānau at maraes to provide support
- supporting local projects and initiatives
- supporting local NGOs
- partnering with another organisation or agency to respond to a need within the community.

Background to the Heartland Service

Heartlands was established in 2001 by Government to improve the delivery and accessibility of government and non-government services in rural communities. There were 28 Heartlands sites across Aotearoa.

In 2019 a review of Heartlands found the following (find the review documents here):

- the Service Guidelines supporting the delivery of Heartlands were no longer reflective of the way the Providers were operating as the service had naturally evolved over the years to meet the increasing complexities of the communities they serviced
- the funding was not sustainable and did not cover the provision of a full-time service, and it also left some components unfunded
- the presence of government agencies had significantly decreased, with this issue further exacerbated because of Covid-19
- the location of some sites was impacting accessibility, namely those delivered from Work and Income sites whereby it was found the presence of security guards, coupled with pre-existing concerns or relationships with Work and Income could limit interaction with clients and trust in Heartlands
- the branding and website were outdated, which Providers reported led to an additional burden when trying to promote their services.

Through Budget 2020 Heartlands received funding to address cost pressures for Providers and support service re-design, which has led to:

- new Service Guidelines (this document) to ensure they fit the current service delivery
- re-established sites previously delivered by Work and Income and District Court to be delivered by community service providers
- expanded reach of Heartlands by implementing an additional 15 sites across the motu, bringing the new total to 42 Heartlands sites
- implementation of a full-time equivalent (FTE) funding model.

Further to this, the project aimed to undertake the following to further support service delivery:

- provide national support to reinvigorate relationships with government agencies, and ensure these are sustainable
- redesign the logo, branding and website to address issues with accessibility, modernise and better align these to Heartlands.

Who is the Heartland Service for?

Heartlands is available to anyone in the community.

Heartlands needs to be accessible to everyone in the community and Providers should be aware of potential barriers which may prohibit someone from accessing their services and seek to address these. Given MSD's strategic commitment to improving outcomes and services for Māori and Pacific peoples, Heartlands will be implemented and delivered in a responsive and effective way for these communities.

Seeking support from Heartlands is free of charge to everyone, however, there may be costs for services whānau and family are referred to. Where possible, this should be communicated prior to a referral. For example, accessing counselling services, or attending a driving programme.

Who is responsible for delivering the Heartland Service?

Providers are responsible for delivering Heartlands in a way which meets the needs of their communities, whilst also adhering to the Guidelines and Outcome Agreement.

Providers will employ at least one coordinator to deliver the service to the community. Coordinators are not limited to delivery of Heartlands and may undertake other roles within the organisation, however, Heartlands is required to be delivered 40 hours per week.

MSD acknowledges that it is not the responsibility of Providers to ensure government and community services to attend Heartlands sites to support individuals, whānau and families. This will be driven by agencies abilities (willingness, capacity, and funding) to respond to service gaps. However, Providers are responsible for actively encouraging and collaborating with government and community services to respond to service gaps in their communities.

Who else is involved?

Community needs differ across Aotearoa and therefore it is up to each Provider to decide the necessary government and non-government agencies to link in with to ensure the community can access the support its whānau and families need. Providers need to have established relationships to enable the best support of the needs of communities.

As outlined in MSD's strategic shift of Kotahitanga, it is important providers are well connected with the community partners and networks who want to create better outcomes for Māori and Pacific communities. This will ensure communities can

access the services they need, which may differ from more mainstream services.

Government agencies

The following government agencies/services, including some of their key functions, may be useful to connect with and facilitate community access to:

Agency Name	Agency Information
Accident Compensation Corporation Te Kaporeihana Āwhina Hunga Whara	ACC levies, compensation for accidents, preventing injuries in the workplace
Careers New Zealand	Jobs, training, or career pathways
Department of Conservation Te Papa Atawhai	Hut passes, predator control, hunting, camping, volunteer for conversation
Department of Corrections Ara Poutama Aotearoa	Probation services, including sentence management and court prosecutions
Department of Internal Affairs Te Tari Taiwhenua	Lottery and community grants and funds, passports, marriage, and deaths
Inland Revenue Te Tari Taake	Business and personal tax advice
Kāinga Ora	Housing, and services related to housing
Local council	Libraries, building permits, parks, rubbish and recycling, area development, emergency preparedness
Māori Land Court Te Kooti Whenua Māori	Appointing a trustee, Māori land titles and ownership, whānau trusts
Ministry of Business, Innovation and Employment Hīkina Whakatutuki	Immigration: immigration and visa support Other: tenancy support, employment rights, support for business, language assistance services, consumer law
Ministry of Education Te Tāhuhu o te Mātauranga	Lead advisors on the New Zealand education system, shaping the direction for sector agencies and community organisations

Ministry of Justice Te Tāhū o te Ture	Criminal justice service, legal aid, youth justice, disputes and small claims, criminal record check, security guard licensing, jury service
Ministry for Pacific Peoples Te Manatū mō ngā Iwi ō Te Moana-nui-ā-Kiwa	Principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in Aotearoa. They use their networks, knowledge and understanding of Pacific peoples, culture, and values to influence public policy, programmes and service design affecting Pacific Aotearoa.
Ministry for Primary Industries Manatū Ahu Matua	Policy and regulatory advice, market access and trade services, management of major regulatory systems of biosecurity, food safety, forestry, fisheries management, and animal welfare
Ministry for Social Development Te Manatū Whakahiato Ora	Work and Income: NZ Super, Health and Disability, other benefits, and payments Study Link: student allowance, student loans Youth services: living cost or parenting support payments, education and work, housing, supporting, and mentoring Older people: gold card, superannuation
New Zealand Police Ngā Pirihimana o Aotearoa	Advice for victims, case or report updates, pay a fine or infringement, firearms and safety, report a road incident, traffic alerts, vetting
New Zealand Transport Agency Waka Kotahi	Renew vehicle license, book a driving test, change address, buy road user charges, pay a toll
Oranga Tamariki	Caregiving, adoption, children in care, support for families
Stats NZ	Census data, NZ datasets including geographic boundaries, surveys, and other official statistics
Te Puni Koriki	Māori housing, Te Pū Harakeke Fund, Whenua Māori
Te Whatu Ora	Leads the day-to-day running of the health system across New Zealand, including the functions of the 20 former District Health Boards (DHBs) ensuring continuity of services.

If Providers are struggling to get engagement from government agencies, MSD recommends advising the Regional Relationship Manager in the Outcome Agreement.

Community groups and other services

Each community delivering Heartlands has its own unique challenges and opportunities and will likely have specific groups operating that Providers will hold relationships with. The following community organisations and groups may be useful to connect with and facilitate community access to:

> Community and charitable groups (including Community Law, Justice of Peace)

> District and regional council

> Health Professionals

> Hospital transportation services

> Community Information Forums and Governance/Advisory Teams

> Kaupapa Māori service providers

> Marae and rūnanga

> Pacific peoples groups

> Addiction and mental health services

> Family violence services

> Disability services

> LGBTQI+ groups

> Justice of the Peace

> Food banks and meals on wheels

> Banking, financial and budgeting services

> Employment services

> Transport and driving licence services (including AA)

> Food banks and other food support groups

> Youth, family, and community social services

> Local churches

> Faith based institutions and services

> Schools, early childhood centres

> Aged care and other support services for seniors

> Language lessons, translation services, or programmes

> Other connector services (e.g. Community Connectors or Citizens Advice Bureau).

5 The Heartland Service space

Key factors of a Heartland Service space

Heartlands needs to provide a space for its community which is available, secure, safe, accessible, confidential, inclusive, and inviting. A Heartlands space should mana manaaki clients by providing them a positive, warm, welcoming, and safe experience every time they use the services.

Available   The community is aware of how and when they can access the Heartlands. Heartlands should be delivered 40 hours a week. Further details about this are noted in the Guidelines under Opening Hours.

Secure   The space meets any Privacy Act 2020 requirements, for example the ability to store information about clients safely to protect their privacy.

Safe   It fits the health and safety requirements for Te Kāhui Kāhu Level four. Further information about this can be found in Section 10 of the Guidelines.

Accessible   All clients should be able to access Heartlands. In cases where the building is not directly accessible, for example, due to needing to use stairs to access, Providers should have an alternative plan to accommodate those who may be unable to use stairs. For example, this could be greeting the client outside the site and assisting them at a venue which is accessible to their needs.

To support accessibility, Providers should also ensure their Heartlands is visible, either because the building is located centrally, or ensuring it is well advertised centrally so clients know where to go.

Confidential   Clients should have access to a private space whereby they are able to discuss their needs away from others who may also be utilising the space. This can be particularly important for those who are whakamā about accessing Heartlands.

Inclusive   Heartlands is available to everyone within the community, and therefore it's important that the space is inclusive, so everyone feels comfortable when using Heartlands. Providers should consider how the Heartlands space is warm and welcoming for all including, but not limited to, Māori, Pacific peoples, youth, older people and LGBTQI+.

Inviting   The building is well maintained, kept clean and tidy, community appropriate, available seating for community, there is appropriate private spaces and meeting areas.

Further to the above, Heartlands needs to have access to a space for workshops, meetings, and programmes to take place, although this may also be the same as the confidential space referred to above.

Heartlands should also provide community access to technology. This can include:

- internet access
- phone access
- printing
- scanning
- computer access
- videoconferencing.

Heartlands as a mobile space

Further to having a physical presence within the community at the Heartlands hub, there are other ways Heartlands can connect with clients who may not be willing or able to present at the hub. This could include the following:

- attending and having a presence at community events
- promotion of Heartlands alongside other community activities
- arranging online meetings between remote clients and agencies/organisations
- being involved with networking groups to further promote and create awareness through alternative channels
- providing a mobile outreach service
- hosting drop-in sessions offsite, for example, at local maraes, or in neighbouring rural communities.
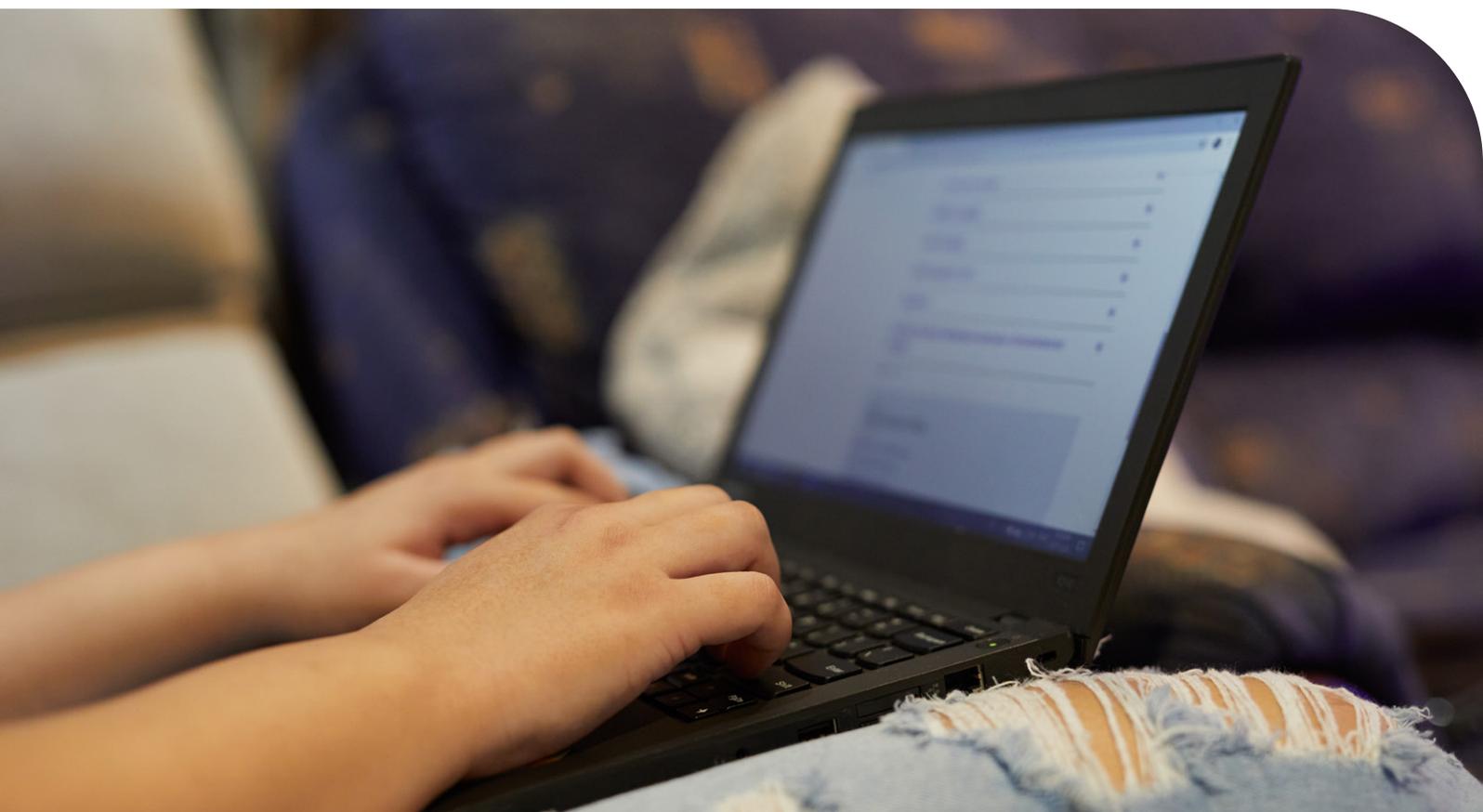
When considering the approach for providing services to those unable or not willing to present at a Heartlands site, it is important to remember the scope of the coordinator role and ensure staff remain safe and act within the boundaries of the role. For example, Coordinators should not be undertaking home visits to provide outreach support. If a client requires this level of support, the coordinators' role is to connect them with an appropriate support who can deliver this type of service, this maybe a service that the Provider is able to offer in-house but should not be fulfilled by the Coordinator themselves.

Opening hours

Heartlands are required to be delivered 40 hours per week, excluding public holidays. It is at the discretion of Providers to determine the allocation of these hours which will benefit their community best. For example, Monday to Friday, or Tuesday to Saturday. To ensure that Heartlands is accessible, it needs to be available to individuals, whānau and families for a minimum of 32 hours per week.

What is delivered during opening hours?

The most important factor of Heartlands is that it provides an available space to support the community who present at or contact Heartlands.

MSD acknowledges contracts vary between either providing Heartlands to a specific town or to a region. If the contract is to a region, MSD understands there may not be one fixed location to make Heartlands available from, and delivery location may change throughout a week. If the contract is to deliver Heartlands in one specific area, this should be the primary focus of service delivery.

Heartlands has several other tasks and events which can be completed during the 40 hours, some of these are listed below:

- attending and hosting community events
- providing outreach services
- networking, including
  - having government and community organisations present in at the Heartlands site
  - promotion of services available at Heartlands
  - understanding wider community need
- reporting and data collection, including:
  - Provider reporting requirements as per the Outcome Agreement
  - supporting clients to take the client survey
- administration tasks.

6 Promoting the Heartland Service

Who needs to know about the Heartland Service?

Heartlands is available to anyone within the community. Therefore, Providers must ensure that promotion allows everyone within the community to be aware of Heartlands, what it is and what it can do for them. In line with MSD's strategic objectives under Te Pae Tata and Pacific Prosperity, consideration should be given to how services are promoted and socialised to Māori, as well as Pacific peoples, in ways that are meaningful to them to ensure they are aware of what they are able to access through Heartlands.

Examples of how Providers might like to promote Heartlands, in ways which are both visible and related to engagement, include, but are not limited to:

General community awareness

- Heartlands signage outside of the hub
- community newsletters, pages, and distribution groups
- brochures, flyers, posters
- community notice boards.

Online platforms

- social media
- Heartlands website and Provider websites.

Through networking

- presentations at community events, marae, faith-based institutions, etc.
- meeting with community leaders or different groups to introduce the service.

Through other sites within the community

- local businesses and services, e.g., supermarkets, libraries, etc.
- government agency buildings
- schools, including school newsletters
- local marae
- faith-based institutions
- local doctors
- sports clubs.

It may also be useful to promote Heartlands in areas for possible outreach engagement, which will support ensuring those communities also have awareness of the service and know how to get in touch if they need help.

When promoting Heartlands, Providers should consider the benefits of promoting in different languages, noting the presence of Pacific peoples and other migrants who reside in rural areas to undertake seasonal work and may not be aware of the services available to them through Heartlands, particularly those they can access regardless of their immigration status.

As well as promoting directly to the community, it is also important that Heartlands is promoted to agencies, both government and other community organisations, so they understand what Heartlands is and how the service may be able to support and help their clients. This could be done by:

- attending networking meetings
- sharing news and other information with distribution groups
- ensuring agencies and organisations are kept up to date with any changes to the services
- maintaining formal relationships with agencies, mana whenua and other groups.

Promoting the Heartland Service

When promoting the services offered by Heartlands, it is important to utilise the Heartlands brand, alongside the wider organisations brand.

Brand identity is important for clients, particularly for those who relocate or travel elsewhere around the motu. Consistent use of the Heartlands branding helps communities to identify Heartland Services, and increases awareness of the service, ensuring clients know where they can seek support.

As part of the service redesign in 2023, the Heartlands logo and branding was updated to ensure it was more accessible to anyone who may use the service. Ensuring the branding, logo and website are accessible means that all people can perceive, understand, and recognise Heartlands, allowing the service to be more equitable. This includes enabling them to use the website to locate their nearest Heartlands and find out what services are available. It is important information on the Heartlands website regarding the services offered are kept up to date. Any changes to the services delivered need to be communicated by Providers to MSD by emailing **Rural_Community_Hubs@msd.govt.nz**. Changes could include:

- opening hours
- contact details for Heartland enquiries
- presence of government and community organisations
- any other events.

Providers are responsible for the initial purchase of signage, as well as for the maintenance and replacement of signage. Costs associated with purchasing, maintaining, and replacing signage are included in the funding model.

Branding Guidelines

MSD has created branding guidelines to support Providers correctly using the Heartlands logo to ensure brand consistency across different applications.

Heartlands branding can be used alongside Provider branding, and there is no expectation that the Heartlands brand is the dominant one. What is important is that the branding is used correctly. The branding guidelines are listed in Appendix Three.

If there are any questions about how to correctly apply the brand, Providers can email **Design@msd.govt.nz**

The images provided in the branding guidelines are examples and Providers are responsible for obtaining their own photos for promotion, in accordance with the branding guidelines.

Family Services Directory

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

To update information, go to Apply for listing - Family Services Directory

7 The Heartland Service Workforce

Employing and managing the Heartlands co-ordination staff

It is the responsibility of Providers to locate and employ suitable individual/s they believe will be able to successfully deliver the Heartland service in accordance with both the Providers' expectations as well as MSD's expectations of service delivery.

Heartlands' coordination staff will administer and manage the Heartland Service provided to the community.

MSD does not provide a job description for coordinators to allow Providers to tailor the description of a coordinator to suit the needs of the local community and Provider organisation. To support Providers developing a job description, the following section (Core skills) includes information on the core skills to consider for a coordinator.

Core skills

The core skills, attributes and knowledge required to deliver the Heartlands coordination role are provided below. The coordinator should demonstrate:

Know-how	- effective communication skills - strong planning and organisation skill, for managing information, reporting, facilitating, and arranging for agencies to utilise the Heartlands hub - an ability to problem solve and be innovative, enabling them to identify possible solutions to challenges faced by their community - an ability to handle multiple priorities at once - willingness to support maintaining a welcoming and appropriate space for Heartlands clients to utilise - competent in computing skills, including using videoconferencing and other digital technology platforms.
Relationships and networking	- excellent interpersonal skills, including being able to adapt to the needs of the audience - an ability to clearly communicate and maintain respectful, professional, and personal boundaries - well-developed relationship management skills, including an ability to build and maintain effective working relationships and to develop extensive networks - an ability to work effectively with different government agencies and community groups, including with iwi, hapori, and hapū, and Pacific groups - knowledge of different government agencies, including who to contact, and understanding of the keys processes.
Cultural responsiveness	- knowledge, understanding and commitment to the Principles of Te Tiriti o Waitangi - an ability to work and communicate appropriately with Māori and Pacific peoples in a way which is warm, welcoming, culturally appropriate, and safe - desire to work with iwi, hapori, hapū, and whānau.
Community knowledge	- knowledge of how to promote Heartlands service, including ensuring this is meaningful and effective for the community - an ability to understand an individual or whānau needs and connect clients with services and information they need; this should include taking a holistic approach to wellbeing and ensuring whānau is at the centre of the response by listening and supporting them to meet their need - being well embedded within their community.

Professional development

Heartlands provides valuable support to those in the community, some who may present with a wide range of needs; subsequently those working in this area require on-going professional development to meet the existing and evolving needs of clients. The funding model includes funding for staff training, which can be utilised to further develop coordinator's capability.

As a matter of good practice, Providers need to ensure staff have access to:

- coordinator induction training, which should be relevant to the organisation, but include support for the coordinator to develop an understanding of the various government and non-government agencies to connect with
  - ° MSD will supply an onboarding document to support new coordinators, however an appropriate induction process must be arranged by Providers
- on-going professional development to build on existing knowledge or upskill coordinators. Due to the difference across communities, development may look different in each area. Some options to consider include:
  - ° technology and online capability
  - ° de-escalation training
  - ° mental health 101
  - ° conflict resolution
  - ° privacy
  - ° Microsoft software
- specific training, supervision or support for cultural responsiveness and competence (this could include on Te Tiriti o Waitangi training and/or Māori or Pacific cultural responsiveness training, development in the use of te reo Māori and tikanga Māori).

The Heartlands co-ordination network

Virtual Heartlands hui

MSD fully supports the Heartlands network and has arranged a regular virtual hui held over MS Teams for Providers and coordinators to attend. The purpose of these is to connect and share challenges and successes with one another. Sharing challenges can be useful to understand if others have experienced similar challenges and found ways to overcome these. Attendance at this hui is not mandated, however strongly encourage it whenever possible.

Building a community of practice

MSD encourages and supports the establishment of a provider-led Heartlands networking group with other Providers. For example, this could look like coming together in person twice a year as North or South Island groups.

For support or advice with arranging a Heartlands networking group we recommend contacting the Regional Relationship Manager listed in the Outcome Agreement.

Provider mentoring

During the re-design process, existing Heartlands coordinators expressed there to be benefit in a mechanism that facilitates coordinators with lots of experience delivering Heartland Services to support new coordinators as they come on board to learn more about the role, a place to go to get support, knowledge, and advice. Mentoring can take many forms, and it is at the discretion of Providers to determine how they wish to implement this to best support one another. For example, providers may want to adopt a buddy system or to adopt a Tuakana-teina* approach depending on which approach is appropriate for providers.

When a new Heartlands coordinator is employed, providers can email Rural_Community_Hubs@ msd.govt.nz and they will facilitate new coordinators being connected to an existing Provider. Participation is optional.

* **Tuakana-tiena** is a concept is from te ao Māori and refers to the relationship between an older person i.e., sibling (tuakana) and a younger person (teina) and is used to reflect the relationship between two people in a learning context. The more experienced tuakana passes down their knowledge and expertise to the teina – however, the teina in turn brings innovative ways of working that the tuakana can benefit from.

8 The Funding Model

What is the funding model for Heartlands?

MSD is working towards improved funding and contracting to enable organisational sustainability and better support for frontline staff. The Government's commitment to the ongoing development of strong partnerships includes funding services in a way that recognises the ability for communities to successfully design local solutions to local issues, and to do this flexible funding is used to allow Providers to meet the unique needs of communities.

The funding model allows for flexibility of different staffing models to accommodate the differing needs of communities delivering Heartlands. For example, employing one full-time coordinator, or two part-time coordinators, or multiple frontline staff trained to deliver Heartlands alongside other organisational functions.

The rate in the current Outcome Agreement includes estimated costs associated with providing a full time Heartland service. The total service delivery funding takes into consideration:

- Discretionary funding, could include:
  - initial set up costs, which may include staff onboarding, infrastructure and
  - funding additional costs related to delivering a Heartlands service that caters to the unique needs of their community
- Direct costs: staffing salary and resources and other related expenditure that are incurred in the direct delivery of the service
- Overhead costs: this includes all indirect service costs, or costs incurred as part of running the organisation that will contribute to the effective delivery of the service but not actually part of delivering the service.

It is at the discretion of Providers how this funding is allocated to meet the need of their Heartlands.

Rent contributions and leasing to other agencies

Rent contributions

In addition to the service delivery funding, Providers receive a contribution towards rent or lease costs, as infrastructure is a key feature of the service. The physical space is a crucial element to the success of Heartlands as it enables communities to connect with support services that they need and receive support kanohi-ki-te-kanohi. This varies according to regional estimates, and is included (grouped) in the total of the overall contracted amount.

Other agencies or groups using the Heartlands space

The underpinning principle and ethos of Heartlands is that it provides an available and accessible space for agencies to meet with clients kanohi-ki-te-kanohi free of charge. This plays a key factor in rural communities having equitable access to services and agencies they need to get their needs met. Charging agencies a fee for the use of the Heartlands space may create a barrier to them using the space, meaning clients will be unable to access the support they need.

If, however, an agency requests a permanent desk or use of the Heartlands space, which subsequently cannot then be offered to another agency, it is at the discretion of the Provider as to whether the agency should be charged for this purpose.

In addition, if there is a community service who is charging clients to meet with them, or engage in a programme offered by them, it is at the discretion of the Provider as to whether the service should be charged to utilise the Heartlands space. An example of this may be a counsellor.

In both the above listed instances, Providers should consider the potential impact or unintended consequences to the community if they are unable to access a service they need due to there being nowhere available to host.

9 **Reporting and feedback loops for the Heartland Services**

Reporting

A quarterly report with narrative and statistical measures is required by all Providers. Regular reporting enables MSD to evaluate and respond to trends based on the numerical service data provided. A template for the quarterly reporting, which also includes guidance on how to complete each section, has been provided to each Provider manager via the MSD National Contracts team and is also available on the MSD website [here](#).

For quarterly reporting dates, please refer to the Outcome Agreement.

Please send completed quarterly reports in the Excel format to the MSD National Contracts Admin Hub at **National_Contracts_Admin_Hub@msd.govt.nz** and CC in the MSD Regional Relationship Manager listed in the Outcome Agreement.

Client Survey

To complement Provider reporting, the Heartlands' project team implemented a client survey in December 2022 to collect client feedback on an ongoing basis that can help both MSD and Providers further support clients, capture trends and identify opportunities to improve service delivery.

The link to the live survey has been given to each Provider via the MSD Heartlands team. The survey is short and straightforward, and it is entirely optional for clients to complete. Clients can also choose to answer only select questions; only one question (location of service) is mandatory.

The survey should be made available on an ongoing basis for clients to complete at Heartlands sites. The survey is available to completed online, via either an iPad or computer. MSD's Heartlands team will also provide you with a paper-based version of the survey for clients to complete, and a QR code. The QR code can be printed and displayed at your Heartlands sites for clients to scan on their phone and access the survey in their own time.

MSD is responsible for analysing survey results and sharing those back with Providers. Each site can expect to see survey results at the national level, as well as site specific results for participating sites.

More information about the client survey is available in the Client Survey FAQs which are attached in Appendix Five.

If Providers have any questions about the client survey or need support, please email **Rural_Community_hubs@govt.nz**

Feedback Loops

It important to MSD that there is a clear and easy way to give Providers feedback, and for Providers to feedback to MSD.

MSD is committed to sharing insights gleaned from provider reporting and the client survey back to Providers. MSD also welcomes feedback related to the provider report and client survey. Please use the feedback form or email **Rural_Community_ Hubs@msd.govt.nz** to contact us.

10 Te Kāhui Kāhu Accreditation – Social Sector Accreditation Standards

Providers delivering Heartlands are required to meet Level Four, Te Kāhui Kāhu specific accreditation standards. Providers are required to maintain their Approval Level according to Te Kāhui Kāhu's relevant Approval and Accreditation Standards. Te Kāhui Kāhu will undertake reviews, at a frequency specified by them, to ensure the Level Four accreditation is maintained.

Information on the Accreditation Standards can be found at: https://tekāhuikāhu.govt.nz/accreditation/index.html

Appendix One – Glossary of Terms

Term Definition

Providers	The organisation MSD has contacted to deliver the Heartland Services.
Coordinators	Individuals who are responsible for delivering the Heartland Services. This person may fulfil more than one role within the provider organisation. However, when referenced in this document, it is referring to their responsibilities when delivering the Heartland Services.
Outcome Agreement	The contract entered into by the provider and MSD for these Services.
Hapori	The te reo word for community, this word encompasses groups of people
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.
Clients	Defined as individuals, families and/or whānau accessing the services. Family and whānau are recognised as including diverse and far-reaching relationships, as defined by the family and whānau.
Te Pae Tawhiti	MSD's underpinning strategy which describes the three shifts MSD is making as an organisation
Te Pae Tata	MSD's Māori Action Plan which identifies how the three shifts outlined in Te Pae Tawhiti can be applied to better support outcomes for Māori.
Pacific Prosperity	MSD's strategy focusing on opportunities to respond to Pacific peoples and support them to thrive and flourish.
Mana Manaaki	This is the first key strategic shift within Te Pae Tawhiti and means a positive experience every time.
Kotahitanga	This is the second key strategic shift within Te Pae Tawhiti and means to partner for greater impact.
Kia Takatū Tātou	This is the third key strategic shift within Te Pae Tawhiti and means 'let's get ready' and underpins he commitment to supporting New Zealanders to have long term social and economic development.
Heartland Services / Heartlands	The service being delivered by providers on behalf of MSD to provide a physical hub for communities to access services and support.

Appendix Two – Outcome definitions

Immediate/short-term outcomes: Changes achieved as a direct result of what you do every day for clients, whānau and communities. Short-term outcomes typically occur within a year and can include changes in knowledge level, attitudes, skill levels, opinions, aspirations, and motivations.

Medium-term outcomes: Changes in behaviours, capacities, practice, decision-making, policies, social action. Medium term outcomes are more likely to accrue over one to five years.

Long-term outcomes: changes in social, economic, civic, or environmental conditions. Long-term outcomes are likely to accrue over a longer period (e.g. more than five years) and are linked to the immediate and medium term outcomes.

Appendix Three – Brand Guidelines

Heartland Services brand guidelines: March 2023

Heartland Services brand guidelines

About this guide

This guide shows the correct use of the Heartland Services brand to make it easy to use across different applications.

This guide should be strictly adhered to, to ensure brand consistency.

Only use original files of the logo to ensure there is no degradation of quality.

If you are unsure how to apply the brand please contact the design team at **Design@msd.govt.nz**

2

Primary logo

This version is the preferred logo and should be used in most circumstances unless it is required to reverse out of a dark plain colour.

The logo depicts movement and a way forward. It is an evolution of the earlier brand identity to support Heartland Services into the future.

Ngā ratonga ki te manawa o te whenua
Heartland Services

3

One colour logo

This version of the logo may be used if print/production requires one colour only. The one colour used should only be black (on white) or white (on black or very dark colours).

Ngā ratonga ki te manawa o te whenua
Heartland Services

Reverse logo

This version of the logo may be used if the background is a very dark colour. Make sure there is still plenty of contrast so the words are very clear.

Ngā ratonga ki te manawa o te whenua
Heartland Services

4

Māori logo

This logo should be used when it is deemed more appropriate for the Māori name to be more prevalent.

If the logo is too long, then the stacked version may be used.

Ngā ratonga ki te manawa o te whenua
Heartland Services

Ngā ratonga ki te manawa o te whenua
Heartland Services

5
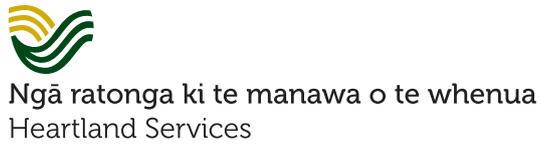
Colours

These are the colours that make up the logo. If you are using a correctly supplied original file, then the colours will not need amending.

The only colour that should be used for any text accompanying the logo is black or a 90% tint of black. This will ensure maximum accessibility.

These colours have been developed as an evolution and to modernise the Heartland Services brand.

Colour tints

For water marks, use 15% tint of the brand colours and set it at 50% opacity.

For background colours with black type or the logo on top, use a 15% tint of the full green or gold.

	Green	Gold	Black
CMYK	C99 M0 Y100 K72	C0 M16 Y100 K21	C0 M0 Y0 K100
RGB	R0 G72 B26	R209 G173 B6	R0G0B0
Hex	014700	ffd500	000000

15% Green   15% Gold

6

Clear Space

The logo should have at least this amount of clear space around it before there are any other elements (type, graphics or edge of the document) in the layout. The amount of space can be measured by using the height of the 'H' as shown.

This allows the design to be noticed without any visual interruption.

Minimum size

Avoid using the logo with the byline any smaller than 55mm because at this point the wording becomes very small.

Ngā ratonga ki te manawa o te whenua
Heartland Services

Ngā ratonga ki te manawa o te whenua
Heartland Services

55mm

7

Logo application

Please note things to avoid.

Ngā ratonga ki te manawa o te whenua
Heartland Services

Use only assigned logo colours

Ngā ratonga ki te manawa o te whenua
Heartland Services

Background too dark (use reversed out version)

Ngā ratonga ki te manawa o te whenua
Heartland Services
ADVICE AVAILABLE

Don't place any text in the clear space area

Background too complex so text is difficult to read

Do not place the logo over top of peoples' heads on images

Ngā ratonga ki te manawa o te whenua
Heartland Services

Do not stretch the logo or contort in any way

8

Typeface

The typeface used for the logo is **Museo**. This typeface should remain only for use within the supplied logo files.

For all other collateral please use **Open Sans** font as shown here. This font is available to download free from google fonts.

For accessibility, body text should be 12 point or larger. Text should not include italic or oblique styles. If some text needs to be visually different within a paragraph of text, change the weight of the font instead.

Heading 1
Open Sans Bold 26pt

Heading 2
Open Sans Semibold 18pt

Heading 3
Open Sans Semibold 14pt

Body text
Open Sans Regular 12pt

9

Co-branding

When co-branding please ensure the Heartland Services logo is not smaller than minimum size (refer to page 7 in this guide for minimum sizing).

The Heartland Services logo and the other logo must have the required clear space around them (refer to page 7 in this guide).

If you are unsure how to co-brand, please contact the MSD design team at **Design@msd.govt.nz**

10
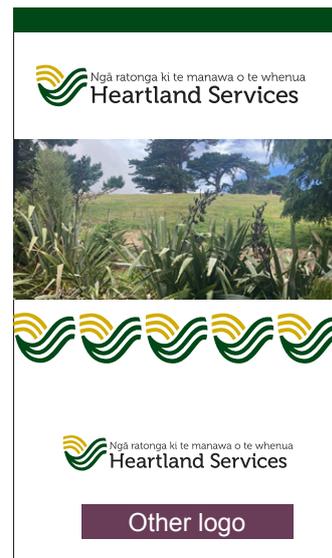
Graphic elements

A watermark of the main hill graphic may be used on any document (see example on the far right). It must bleed off the edge of the document to ensure a tidy edge as shown. It may be cropped in any way but not rotated. The watermark is a 15% tint of the brand green set at 50% opacity.

A continuous pattern of the complete graphic may be used with or without a tinted colour 'base' (see example right). This can be used at the bottom of an image or pages as required for visual interest.

A band of the green or gold can be used to add impact to any design.

11

Signage

An example of landscape and portrait signage. An image may be used or the space may be used for information.

Heading
- information here
- more information

12
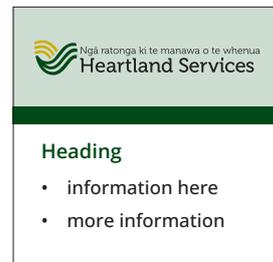
Banners

The **Mayfly banner** can be used as 'a sign post' outside the Heartland Services building so the hub can be easily located.

Double sided small Mayfly banner for 2.1m pole 855mm x 1799mm incl bleed

The **pull up banner** can be used at events and conferences or inside the Heartland Services building to promote the services.

Single sided standard pull up banner 850mm x 2260mm

14

Email signature

Example of how the email signature should be applied.

Name Name (she/her) | Title Title | Heartland Services
M 011 222 666 | heartlandservices.govt.nz
Address, Address, Address

Business Card

Example of how the business card should be designed.

For business cards, please contact **Design@msd.govt.nz**

Ngā ratonga ki te manawa o te whenua
Heartland Services

Name Name
Job Title
021 123 4567
name.name@msd.govt.nz

heartlandservices.govt.nz

Appointment Card
Agency:
Date:
Time:
Location:

13
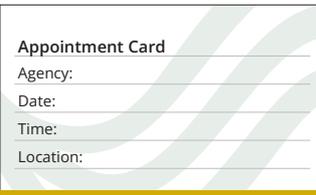
Photography

Images should either portray people in conversation and helping each other; or a 'typical' New Zealand landscape similar to the ones shown here.

Please avoid cropping peoples' heads or abdomen area.

15

Appendix Four – Client Survey Questions

Heartland Services Client Survey

Overview

Heartlands strives to provide the best possible service for you and your family or whānau. We want to hear what you think about our services so we can ensure it suits your needs.

It's up to you whether you answer this survey. This is an anonymous survey, and your responses will remain unidentifiable.

After you complete the survey, you will be asked if you would like to get a copy of your responses by providing your email address. MSD will not receive your email address, this is solely for the purpose of you receiving your responses.

Survey data will only be accessed by the Ministry of Social Development (as funders of Heartlands). Data summaries may be shared with other government agencies and/or Heartlands sites for the purpose of improving this service. Data will not be shared to any other third party outside this purpose and will be stored securely.

If you would like further information on how MSD manages information, please visit website: **Our privacy notice - Work and Income** <https://www.workandincome.govt.nz/about-work-and-income/privacy-notice/index.html>

When completing the survey, please do not include personal details (like your name) in your response.

The survey should take approximately 5 minutes for you to complete.

By clicking on the 'start survey' button you agree that MSD can use your feedback to support and improve Heartlands services.

Introduction

1 Where did you receive services from Heartlands today? If you aren't sure, please check with the person who helped you today.

Your views

2 How likely are you to recommend Heartlands to a friend or your family or whānau?

	0 - Not at all likely	1	2	3	4	5	6	7	8	9	10 - Extremely likely
Likelihood of recommending Heartlands *Please select only one item*	○	○	○	○	○	○	○	○	○	○	○

3 How much do you agree with the following statements about this Heartlands? Please answer as many as you can.

	1 (Strongly disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly agree)
I live close by (within a 10 minute drive) *Please select only one item*	○	○	○	○	○
I can access a vehicle or public transportation to visit Heartlands *Please select only one item*	○	○	○	○	○
The opening hours work for me *Please select only one item*	○	○	○	○	○
The Heartlands building is easy for me to access *Please select only one item*	○	○	○	○	○
Technology and Wi-Fi was available for me to use *Please select only one item*	○	○	○	○	○
There is space for groups of people to meet *Please select only one item*	○	○	○	○	○
There is a private space for me to talk comfortably about the help I need *Please select only one item*	○	○	○	○	○
The government and community services available through the Heartlands office are relevant to me to meet my needs *Please select only one item*	○	○	○	○	○
The services available through the Heartlands office are well advertised in my community *Please select only one item*	○	○	○	○	○
There are enough Heartlands coordinators and staff to help me *Please select only one item*	○	○	○	○	○
The service meets my communication and language needs *Please select only one item*	○	○	○	○	○
The support I received at Heartlands meets my cultural needs *Please select only one item*	○	○	○	○	○
The service I received was what I needed *Please select only one item*	○	○	○	○	○
I can get the services and support I need *Please select only one item*	○	○	○	○	○

Government Services you receive through Heartlands

4 What are the government services you are most likely to request at Heartlands? Select all that apply

	Never	Sometimes	Always
Accident Compensation (ACC levies, compensation for accidents, preventing injuries in the workplace) *Please select only one item*	◯	◯	◯
Careers New Zealand (jobs, training or career path) *Please select only one item*	◯	◯	◯
Department of Corrections (Corrections services) *Please select only one item*	◯	◯	◯
Department of Internal Affairs (lottery and community grants and funds, passports, marriages and deaths) *Please select only one item*	◯	◯	◯
Inland Revenue (business and personal tax advice) *Please select only one item*	◯	◯	◯
Kāinga Ora (housing and services related to housing) *Please select only one item*	◯	◯	◯
Local council *Please select only one item*	◯	◯	◯
Māori Land Court (appointing a trustee, Māori land titles and ownership, whānau trusts) *Please select only one item*	◯	◯	◯
Ministry of Social Development (Work and Income, StudyLink, Seniors, Youth Services) *Please select only one item*	◯	◯	◯
Ministry of Business, Innovation & Employment (tenancy support, employment rights, support setting up a business, immigration support) *Please select only one item*	◯	◯	◯
Ministry of Justice (legal aid, youth justice) *Please select only one item*	◯	◯	◯
NZ Police *Please select only one item*	◯	◯	◯
Oranga Tamariki services *Please select only one item*	◯	◯	◯
Te Puni Kōkiri (education and employment, Māori housing) *Please select only one item*	◯	◯	◯
Waka Kotahi, NZ Transport Agency (driver's licensing or other vehicle support) *Please select only one item*	◯	◯	◯
Another government agency *Please select only one item*	◯	◯	◯

5 How would you prefer to access these government services at this Heartlands? Select all that apply.

Please select all that apply

- ☐ Face to face at a Heartlands office
- ☐ Video conferencing (e.g. Zoom) at a Heartlands office
- ☐ Over the phone
- ☐ Through email
- ☐ Other

Other support or community services you receive

6 What types of other support or community services are you most likely to request at Heartlands? Please select all that apply

Please select all that apply

- ☐ A computer, telephone, printer and/or Wi-Fi
- ☐ Attending a community event
- ☐ Career support (e.g., writing a CV)
- ☐ Disability support services
- ☐ English or other language lessons
- ☐ Family and parenting programmes
- ☐ Family and/or sexual violence services
- ☐ Financial and budgeting support services
- ☐ Food support
- ☐ Justice of the Peace
- ☐ Local council
- ☐ Mental health, addiction, and other health services
- ☐ Online banking support
- ☐ Transportation support
- ☐ Whanaungatanga and/or general socialising
- ☐ Other

Final questions - demographics

7 What is your age?

Please select only one item

- ◯ Under 18 years old
- ◯ 18 to 24 years
- ◯ 25 to 34 years
- ◯ 35 to 44 years
- ◯ 45 to 54 years
- ◯ 55 to 64 years
- ◯ 65 or older

8 What is your gender?

Please select only one item

- ◯ Female
- ◯ Male
- ◯ Gender diverse
- ◯ Other

9 What is your ethnicity? Select all that apply.

Please select all that apply

☐ NZ European

☐ Māori

☐ Pacific peoples

☐ Asian

☐ Middle Eastern/Latin American/African

☐ Another ethnicity

Appendix Five – Heartlands Client Survey FAQs

What is the purpose of the Heartlands client survey?

The data collected through the client survey is intended to provide insights about the Heartlands service that help both MSD and Heartland Services Providers (Providers) support the work of Heartlands.

In a 2022 survey with Heartlands sites, we learned that sites want to collect client feedback but face several barriers to doing so – the most common being not actually having a feedback system in place.

The client survey went live in December 2022 and has been running on an ongoing basis since then.

How do clients take the survey?

The survey is available online through Citizen Space – a secure platform used by MSD and multiple other government agencies to deliver online surveys to the public.

A link to the survey will be provided to you by the MSD Heartlands team. Most Providers deliver the survey to clients on-site through iPads or other digital devices. We'll also provide you with QR code via email, which you can print and display at your Heartlands sites. Using the camera function, clients can scan the QR code and access the survey link on their phone. This way, clients can take survey in their own time or in private.

Is the survey available on paper?

Yes – with some caveats. MSD's Heartlands team will provide you with a paper-based version of the survey which you are welcome to print for clients to complete by hand. Some sites find this method works better for certain clients.

While the survey does not collect directly identifiable information such as names or other contact details, it does collect demographic information which could identify a person via inference. So, care is needed when handling this information.

It's also important that surveys are accurately time-stamped so we can see the number of responses received each month. Surveys are time-stamped based on when they're submitted to Citizen Space.

With the above in mind, please ensure the following when offering a paper survey:

- paper surveys are stored securely until you are ready to input the data into Citizen Space
- paper surveys are destroyed once the data has been entered into Citizen Space
- survey data is entered as soon as possible into Citizen Space (ideally within a week).

How was the survey developed?

In the 2022 Heartlands site survey, sites provided insight into what a successful client feedback form might look like. Our key learnings were that clients are most likely to respond to a survey if it is short and simple, and Heartlands' sites want a feedback system that's quick and simple for staff to share, available online and able to be completed on digital devices such as iPads.

The survey design was informed by these learnings. We also worked alongside our MSD colleagues who specialise in data and survey design, and the MSD Privacy team to ensure the survey protected the privacy of participating clients.

Is the survey mandatory?

The survey isn't mandatory for clients to complete! However, the more survey responses you can get from clients, the more reliable the overall findings will be. If you don't already have a way of collecting client feedback, this tool can help you ensure that the voices of clients from your community are informing your service.

Do clients have to answer all questions?

No, clients are not required to answer all questions. We only have one mandatory question in the survey which requests the location of the Heartland Service centre that the client accessed. This is necessary for our team to send your site insights that are specific to your service.

How long does it take to complete the survey?

The survey takes approximately 5-10 minutes to complete. There may be variances in how long it takes depending on whether the person completes all the questions or skips questions.

Does the survey ask for any personally identifiable information?

The survey does not ask for personally identifiable information and has no free text boxes whereby people can type personally identifiable information. For those who take the survey through the online platform, the survey taker is asked at the very end of the survey if they want to provide their email address and receive a copy of their responses. MSD is not provided with this email address.

Will results from the client surveys be shared back with Heartlands sites?

Yes. In addition to seeing client feedback across all locations, we know you may also be interested in data that's relevant just to your site which you can use to inform your service delivery. Therefore, we'll be sharing both national and site-specific results with you.

How often will client survey results be shared with Heartlands sites?

We're aiming to share-back findings with you once per quarter.

Can changes be made to the survey?

Yes, although we're still working through how frequently we can realistically make changes to the survey. For the Project Team to make changes to the survey, we need to move the survey offline and then re-launch it under a new link. The new link (and QR code) then needs to be sent to all providers and updated on their end. Therefore, we want to be mindful about how often we make changes to the survey and trigger this process.

In the meantime, any feedback about what's working – or not working – with the survey in terms of helping you learn about and improve your Heartlands service is welcome. Feedback received will be collected and considered by our team and then implemented in bulk to minimise disruption to providers' delivery of the survey.

What happens if a respondent makes an error when responding, or a survey response is submitted by mistake?

Please email us ASAP and note the time the survey was submitted (or the specific question which contains the error, if applicable) so we can adjust the reply or withdraw the response.

Do you have any tips for encouraging more clients to take the survey?

Yes! While the client survey is still in its early stages (it was launched in December 2022), some sites are already getting high response rates. One site has graciously shared their tips for getting good engagement from clients:

"Creating the print version has helped (particularly with our oldies) as it is more accessible for many of our clients, plus they can take it away and drop it back when it suits them. We have the iPad set up with it as well and staff can support people with it - but being able to take it away to fill out definitely helps. We have them on our counter, and have also placed them in our consult rooms, and group meeting rooms."

"We are telling our clients that this survey is helping us with our funding and our funders need to understand what they need to be funding us for, and it helps assess the effectiveness of our services, and where our gaps are. (this is probably the single most effective thing - when they know this information helps us be better at what we do)."

"My staff are awesome and have taken real ownership of this survey - they are driving the engagement."