



8 March 2024

Tēnā koe

Official Information Act Request

Thank you for your email of 10 February 2024 requesting information about the difference between Case Managers and Intensive Case Managers.

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on your request set out below.

Case Managers provide end to end integrated services across all assistance that the Ministry provides, including income, housing and employment support.

The Ministry does not have a role titled Intensive Case Manager however we have interpreted your request to refer to the Intensive Client Support Manager role. Intensive Client Support Managers provide client-led case management for people with high and complex needs.

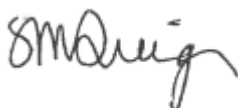
Please refer to the job descriptions attached for a Case Manager and an Intensive Client Support Manager. I have also included an information sheet on the Ministry's different case management services.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request for information on the differences between a Case Manager and Intensive Case Managers, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp. 

Magnus O'Neill
General Manager
Ministerial and Executive Services



Intensive Client Support Manager Client Service Delivery

Our purpose

Manaaki tangata, Manaaki whanau

We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

Our strategic direction

Mana manaaki

A positive experience every time



Kotahitanga

Partnering for greater impact



Kia takatū tātou

Supporting long-term social and economic development



Our Values

Manaaki

We care about the wellbeing of people

Whānau

We are inclusive and build belonging

Mahi tahi

We work together, making a difference for communities

Tika me te pono

We do the right thing, with integrity

Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hāpori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

The outcomes we want to achieve

New Zealanders get the support they require

New Zealanders are resilient and live in inclusive and supportive communities

New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

Employment, income support and superannuation Public housing assistance and emergency housing
Community partnerships, programmes and campaigns Resolving claims of abuse and neglect in state care
Advocacy for seniors, disabled people and youth Student allowances and loans

He Whakataukī*

Unuhia te rito o te harakeke
Kei hea te kōmako e kō?
Whakatairangitia, rere ki uta, rere ki tai;
Ui mai ki ahau,
He aha te mea nui o te ao?
Māku e kī atu,
He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people

* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

Position detail

Overview of position

The role of the Intensive Client Support Manager is to provide intensive, ongoing support and guidance for clients to help them achieve sustainable education, training or employment outcomes. This involves developing comprehensive plans to address client's particular needs and playing a pivotal role in motivating clients to achieve better outcomes for their lives. You will build strong networks / relationships with key players in the education, training and employment sector and conduct ongoing monitoring / reporting on the progress and outcomes achieved for each client.

Location

Service Centre/Community Link

Reports to

Service Centre Manager

Key responsibilities

Needs assessment

- Undertake a comprehensive-client centric needs assessment that includes:
 - gather and review background information about a client
 - a robust client profile that identifies the client's specific circumstances and particular needs
 - identify and link in with appropriate external agencies/service providers to deliver services that meet the client's specific needs
 - identify appropriate opportunities and other interventions needed to support desired outcomes
 - identify any barriers or obstacles to be overcome to achieve desired outcomes.

Case management

- Develop and implement a work focused plan tailored to the client's needs
- Monitor client progress against the plan and regularly review plans ensuring all interventions and services are provided to the client
- Provide intensive case management, coordinating and facilitating access to appropriate services and other assistance as required
- Manage client work and/or income needs and enquiries, ensuring the family is receiving full and correct entitlement to benefits
- Facilitate and / or attend meetings between the family and other service providers as required to support better outcomes for the client
- Provide a transition plan to support clients exiting the benefit, including in-work support services
- Identify when sanctions are to be applied
- Escalate issues to Service Centre Manager and make referrals to other agencies / service providers as appropriate.

Client information management

- Maintain complete, concise and up to date client records, ensuring all required documentation is completed within agreed timeframes and to agreed quality standards.

Supporting work outcomes

- Access current local labour market information
- Engage with Work Brokers and other frontline staff to refer clients to suitable employment, training and services
- Support clients to successfully transition into work
- Support clients to maintain work placement.

Mentoring support

- Meets with clients on a regular basis to ensure the client is meeting their obligations and to ensure the client is on track to achieve the desired outcomes
- Develop a high trust relationship that is positive and respectful to the client
- Provide ongoing mentoring support, advice and information that is appropriate to meet the needs of the client
- Encourage client motivation through the use of a range of techniques and tools including motivational interviewing
- Motivate the client to engage in employment, education, and / or other suitable programmes to support desired outcomes.

Relationship management and networking

- Establish and maintain effective networks / relationships with service providers
- Identify and link in with appropriate external agencies/service providers to deliver services that meet the family's specific needs
- Influence stakeholders to work collaboratively in the delivery of solutions to meet the client's needs
- Adapt influencing style to meet the needs of the situation
- Encourage trust through open and honest sharing of information
- Ongoing liaison and exchange of information with other agencies in respect to services, policies and operational processes, and any changes that occur
- Resolve any issues as soon as practicable and escalate to the Service Centre Manager if required.

Monitoring and reporting

- Prepare reports on the progress of each client, outcomes achieved, details of referrals and any other client information as required by the Ministry
- Evaluate effectiveness of programmes / support services / service providers.

Embedding Te Ao Māori

Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD

Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.

Health, Safety and Security

Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework

Ensure you understand, follow and implement all Health, Safety and Security and wellbeing policies and procedures.

Emergency Management and Business Continuity

- Remain familiar with the relevant provisions of the Emergency Management and Business Continuity Plans that impact your business group/team
- Participate in periodic training, reviews and tests of the established Business Continuity Plans and operating procedures.

Know-how

- Demonstrated success in working with clients with complex needs to achieve sustainable outcomes
- Demonstrated ability to build and maintain strong relationships across a range of stakeholders
- Understanding of the support service sector
- Sound knowledge of relevant legislation and an understanding of how it applies to clients
- Knowledge of Work and Income products and services
- In depth knowledge of work activity and social service providers
- Demonstrated ability to assess information from multiple sources and write quality plans fit for purpose

Attributes

- Strong client focus
- Ability to mentor and motivate clients
- Strong networking and partnership building skills
- Ability to influence and negotiate successful outcomes
- Exercises sound judgement and political sensitivity
- Flexible, adaptable and pragmatic
- Strong communication and interpersonal skills
- Resilient and able to stay calm under pressure
- Strong planning and organising skills
- Welcomes and values diversity, and contributes to an inclusive working environment where differences are acknowledged and respected

Key Relationships

Internal

- Service Centre Manager
- Case managers and service centre staff
- Central Processing Unit staff
- Regional office managers and staff

External

- Community Link partners e.g. Police, Housing NZ, budget advisory services
- Other government agencies, non-government organisations and service providers

Other

Delegations

Financial – No

Human Resources – No

Direct reports – No

Security clearance – No

Children's worker – No

Limited adhoc travel may be required

May require after hours work

Case management services

	Case Manager (General service)	Case Manager (Dedicated service)	Integrated Services Case Manager	Integrated Services Case Manager (Housing)	Integrated Services Case Manager (Supporting Offenders into Employment)	Integrated Services Case Manager (Paiheretia Te Muka Tangata)	Intensive Client Support Manager
<i>Programme tag</i>	N/A	C19 – Case Management C19 – Employment	C19 – Case Management	Housing ISCM	WFCM-ICS – Supporting Offenders	Paiheretia	C19 – Case Management
<i>Target client group</i>	End-to-end and integrated support for people that have income, housing and employment needs.	Support for people that have income, housing and employment needs.	Families who have high and complex (family violence, drug and alcohol abuse, debt, health problems, criminal activity, unemployment, housing and education).	Clients in Emergency Housing who have high and complex need, families with children, and those at risk of housing instability.	Client-led case management for people with high and complex needs, are soon to be released from prison (up to 16 weeks prior to release) and want to work.	Clients and their whānau engaged in Corrections system with access to social service and employment-related support. Immediate and extended whānau of the client in the Corrections system will also be able to opt-in to the service, allowing for holistic and wrap-around support.	Client-led case management for people with high and complex needs, and want to work.
<i>Expected outcomes</i>	Clients are fully set up at the time that they complete an application for assistance, are navigated towards services available, and connected to employment where appropriate.	Clients are supported into work, through regular and on-going engagement with a focus on planning, identifying and responding to needs, and connection to other services.	The needs of families are met to ensure that their children are given the best opportunity to grow and develop in a safe environment.	Clients are supported to meet their needs, as well as moving out of Emergency Housing and into sustainable, long-term housing.	The needs of clients are met with a focus on: reducing recidivism moving into sustainable employment, full-time reintegration into communities.	<i>Engagement model in development</i>	The needs of clients are met with a focus on: improving education levels moving into sustainable, full-time employment improving work-readiness.
<i>Expected caseloads</i>	N/A	1: 105 clients	1: 60 clients	1: 60 clients	1: 60 clients	<i>Engagement model in development</i>	1: 60 clients
<i>Expected engagement</i>	As required, based on need.	All clients in an active service should have a future engagement arranged, aligned to agreed planning with their case manager.				<i>Engagement model in development</i>	All clients in an active service should have a future engagement arranged, aligned to agreed planning with their case manager.
<i>Primary partnerships</i>	Local networks (as needed)	Local networks (as needed)	Oranga Tamariki New Zealand Police Kāinga Ora Local networks (as needed)	Kāinga Ora Community Housing Providers Local networks (as needed)	Ara Poutama Contracted providers Local networks (as needed)	Iwi Ara Poutama Te Puni Kōkiri Local networks (as needed)	Local networks (as needed)



**MINISTRY OF SOCIAL
DEVELOPMENT**
TE MANATŪ WHAKAHIATO ORA

Case Manager Client Service Delivery

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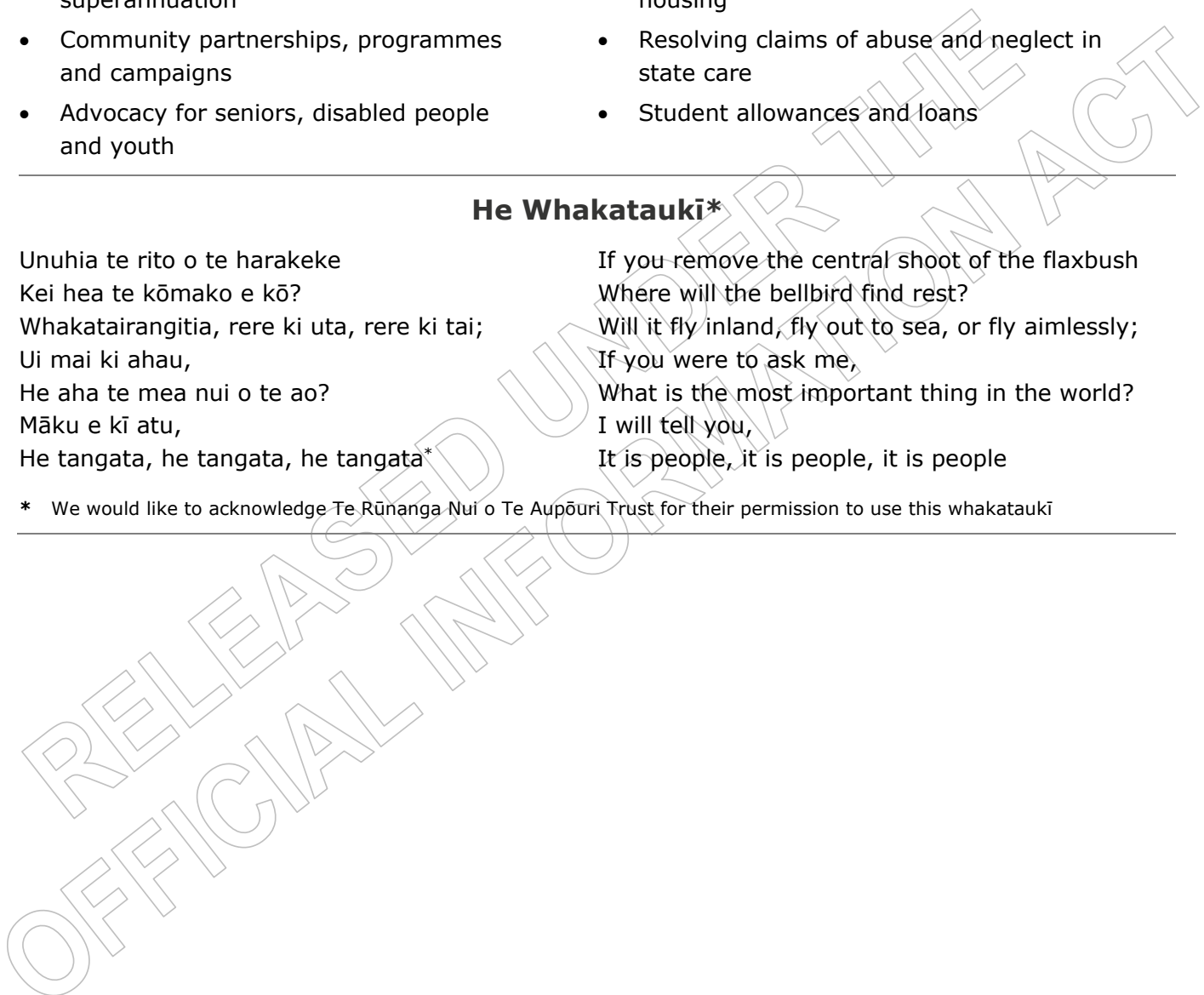
- Employment, income support and superannuation
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Position detail

Overview of position

The role of the Case Manager is to engage with and work alongside clients as they plan and prepare to move towards work readiness, sustainable employment, independence, retirement or other desirable outcomes.

The Case Manager works towards this by ensuring clients:

- are getting all the support they need
- are aware of the full range of support and assistance available
- can easily connect to services, support and opportunities available
- can successfully transition to work readiness, training, work, maintain independence, or otherwise maximise their potential

Location

Service Centres

Reports to

Manager Client Service Delivery

Key responsibilities

Knowledge

- Maintain up to date knowledge of MSD's products and services, local labour markets, contracted providers and wider social services to ensure they can provide all the assistance available for clients

Provide financial assistance

- Provide accurate advice and assistance to resolve the client's immediate needs
- Provide all the help available within MSD operational policy to ensure clients receive appropriate financial assistance for their needs
- Make good decisions, and consider each client's situation and the potential impacts of decisions made, to ensure the client/client and their family are supported

Interaction and communication with clients

- Culturally aware, and uses an open, courteous and empathetic manner in all interactions to build trust and rapport with clients and ensure they are listened to and understood.
- Show Manāakitanga: welcomes and makes clients feel at ease to facilitate open engagement and demonstrate Service Delivery's desired client culture

Assessing needs

- Listen empathetically and gather information from clients using open ended questions and active listening skills to understand their unique needs and assess which products and/or services would be the most appropriate
- Identify clients with emergency housing needs and works together with clients to provide access to housing assistance as appropriate

Build and maintain ongoing relationships

- Proactively build and maintain client relationships to develop a deeper understanding of their situation and provide effective ongoing support
- Develop an understanding of the wider organisation to help build relationships and linkages between colleagues and external providers (where applicable) to ensure a seamless service is provided

Planning

- Work hand-in-hand with clients to develop an individualised plan of action, proactively initiates coaching conversations and drives shared responsibility for the achievement of desired outcomes

Promoting self-service

- Encourage the use of self-services for clients to improve their ability to access our services

Influencing

- Work with clients to influence them to take up training, work readiness and employment opportunities where appropriate, to help each client to maximise their potential

Referral to specialist services

- Connect clients to internal and external providers of specialist services using MSD's formal referral process to help clients with specific needs achieve their potential outcomes

Proactive Transitional Support

- Proactively provide clients who have recently stopped receiving financial assistance from MSD with continued advice and access to MSD's resources to support sustained independence

Review of decision

- Attempt to resolve any issues when they are first raised and engages others as needed to assist the client, to provide clients with fast resolution wherever possible
- Where required, manage Reviews of Decision, Benefit Review Committee hearings and Requests for Information to uphold MSD's policy and legislative requirements

Maintain up-to-date records and client privacy

- Maintain complete, concise and up-to-date client record information to inform effective decision making that supports the client and ensures a consistent client experience across MSD's delivery channels.
- Ensure client information is stored securely and only disclosed to those with appropriate authority, to protect client privacy at all times.

Embedding Te Ao Māori

- Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
- Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.

Health, Safety and Security

- Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework
- Ensure you understand, follow and implement all Health, Safety and Security and wellbeing policies and procedures

Know-how

- A high level of technical and professional skills/knowledge in job-related areas.
- Develop and maintain knowledge by keeping abreast of current developments and trends.
- Detailed knowledge, understanding and experience in:
 - identifying, processing and maintaining benefits, including New Zealand Superannuation

- providing a comprehensive range of Service Delivery products and services.
- local labour market, opportunities, demands and issues.
- resources available from government agencies, providers and the community.
- Sound knowledge of relevant legislation/regulations/policies and how it applies
- Excellent verbal communication style and active listening skills
- Ability to adapt communication style to a range of situations
- Able to demonstrate an ability to provide good customer service
- Excellence in customer service and people relationship skills
- Takes accountability for quality and accuracy
- A good level of computer literacy and key board skills
- A good level of numeracy and literacy skills
- Able to analyse information and solve problems
- Effective interpersonal and team skills
- Proficient in using IT and Business applications
- Strong self-management skills
- A high standard of personal presentation
- Ability to adapt to a busy and changing environment

Attributes

Leadership Behaviours

Honōnga: Connecting to the why

To connect physically, socially and spiritually, we connect everything we do to why we're doing it and the picture of the future – to help people understand where we're going and why.

Manāakitanga: Looking after each other

Support, honest, trust, inclusion, kindness, generosity - the process of showing respect and care for others. Care for a person's mana (well-being, in a holistic sense). Building and nurturing a supportive and caring environment.

Whakawhanāungatanga: Building relationships

The process of getting to know one other, establishing relationships and relating well to others. Creating a relationship through shared experiences and working together to provide a sense of belonging. The ability to recognise strengths within a team and as individuals, working collaboratively and collectively.

Kotāhitanga: Working as one

Unity, togetherness, solidarity, collective action. A collaborative response towards a commonly held vision, goal or other such purpose or outcome.

Whakanui: Celebration

To celebrate, honour by unity, togetherness, solidarity, collective action.

Additional Requirements

- Recognises and understands the Ministry's obligations under the principles of Te Titiri o Waitangi, when considering the circumstances and issues facing Maori and others in the communities the Ministry works with
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected

- Willing to travel to fulfil job requirements
- Holds current drivers licence and is prepared to drive the Ministry's vehicles if required

Key Relationships

Internal

- Manager Client Service Delivery
- Work brokers
- Support staff
- Other Service Delivery staff

External

- Members of the public/clients
- Stakeholders
- Community groups
- Health services
- Local MPs and other government agencies

Other

Delegations

- Financial – No
- Human Resources – No

Direct reports – No

Security clearance – No

Children's worker – No

Limited adhoc travel may be required

RELEASED UNDER THE
OFFICIAL INFORMATION ACT