

## Interagency Management Group folder

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## Role of the Interagency Management Group

Interagency Management Groups are responsible for implementing the High and Complex Needs Interagency Strategy (2001) at a local level. The Interagency Strategy is mandated by the Ministers of Health, Education and Social Development, and sets out two collaboration principles:

- that agencies will take a collaborative problem solving approach to address the needs of children and young people
- that agencies should work together to accurately identify children and young people with high and complex needs at the earliest possible stage.

Interagency Management Groups comprise local managers of government or government-funded agencies (Child and Adolescent Mental Health, Special Education, Child, Youth and Family and government funded disability Needs Assessment and Service Coordination organisations) who are responsible for working together to ensure effective interagency collaboration where there is, or needs to be, multi-agency involvement with clients.

The Interagency Management Group is responsible for providing leadership at a local level in order to:

- build effective working relationships between agencies
- facilitate access to existing services and provide a problem solving forum for practitioners to seek assistance for individuals with complex needs
- identify and monitor progress of children and young people with high and complex needs
- provide opportunities for interagency liaison between practitioners
- identify service shortfalls and support applications for HCN funding.

If local services are unable to meet the needs of a client, it is the Interagency Management Group that decides an application for HCN funding should be made.

Working with children and young people with a high level of complexity is challenging for even the most experienced practitioners. The Interagency Management Group has an important role in supporting practitioners to access advice, guidance and resources at a local level and, where appropriate, through HCN funding.

## Role of the HCN Advisor

The HCN Advisor is available to support the Interagency Management Group. They do this by working with you to:

- build robust collaborative interagency processes
- identify and implement processes for agencies to support each other to address clients' needs when they are complex
- identify the children and young people who would benefit from HCN funding
- clarify what expertise and resources can be made available through HCN funding
- provide advice and feedback to Services Coordinators and practitioners as they develop applications and interagency plans
- help monitor progress of clients receiving HCN funding
- alert you when clients with HCN funding move into your area
- arrange for the HCN Unit Manager to attend at least one Interagency Management Group meeting every year.

## Role of the Lead Agency Manager

The Lead Agency Manager is responsible for the overall administration of the interagency plan.

The Lead Agency should be the agency that is most involved and/or the agency that is likely to have a continuing relationship with the child or young person once the plan ceases.

The Lead Agency Manager:

- contracts the Services Coordinator
- identifies and contracts private providers
- is responsible for managing and reporting on the use of funding associated with the plan
- ensures the plan is monitored and reviewed
- participates when difficulties arise and helps find solutions
- liaises with the Interagency Management Group to inform them of progress
- liaises with the HCN Unit Manager when necessary.

## Role of the Services Coordinator

The Services Coordinator role is 0.2 FTE for each interagency plan. This is a key role in supporting the interagency team to work together to develop and implement a successful interagency plan.

A job description and sample contract for Services Coordinators can be found on the HCN website: [www.hcn.govt.nz](http://www.hcn.govt.nz)

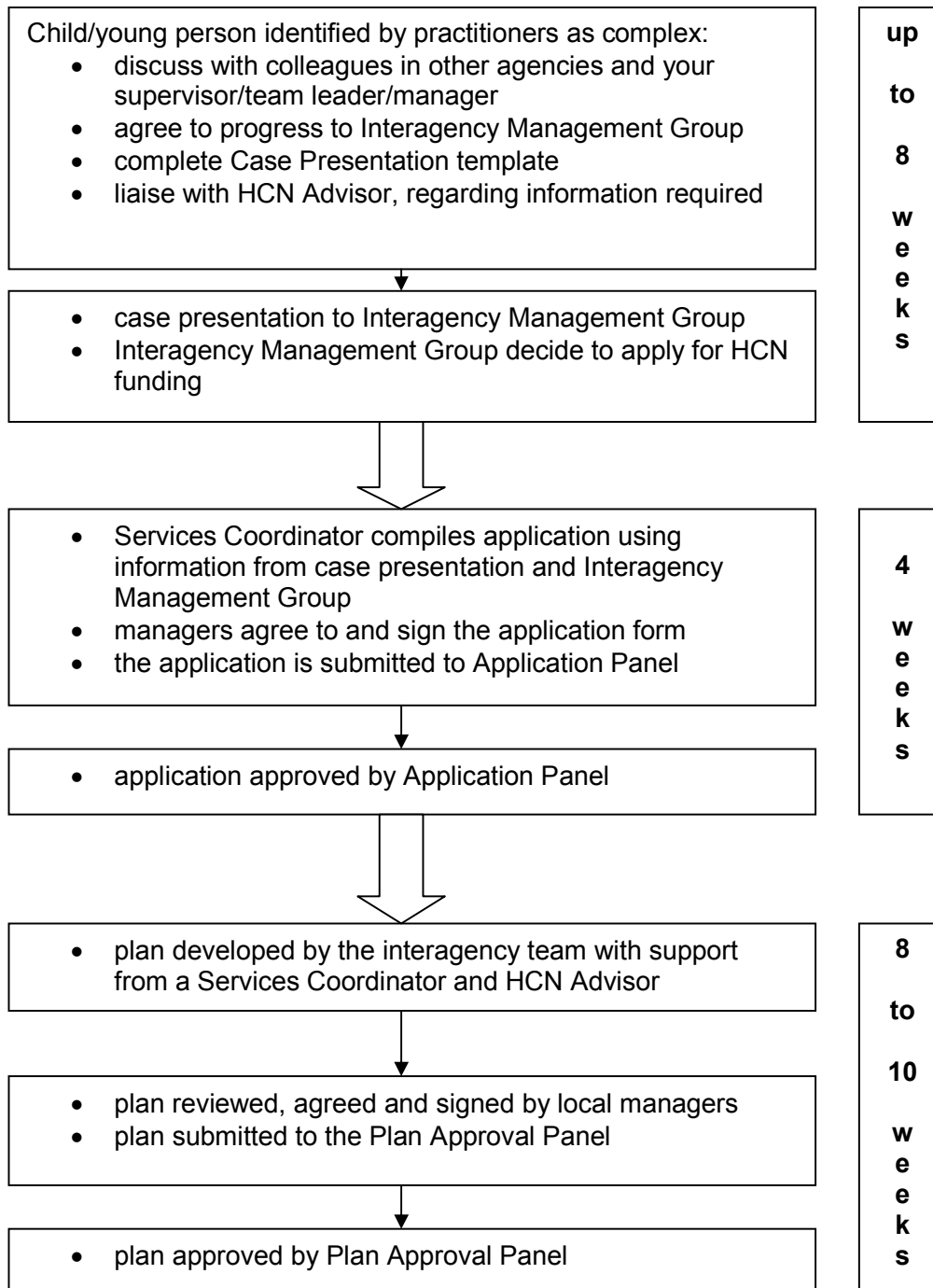
The Interagency Management Group members should work together to identify potential Services Coordinators. Competencies for the role are:

- planning and organisation
- technical knowledge and skill
- client focus
- teamwork and facilitation
- relationship management
- problem-solving and judgement
- information gathering and analysis
- writing skills and attention to detail.

Working relationships of a Services Coordinator are with the Lead Agency Manager and:

- interagency team members
- the HCN Advisor
- the lead agency Finance Contact
- the Interagency Management Group.

## Applying for HCN funding – process and timelines



## Successful Interagency Management Groups

Interagency Management Groups work well when:

- the business is well organised
  - meetings are well run
    - regular venue(s) identified
    - meetings scheduled well in advance
    - agenda is set and circulated in advance
    - there is continuity in chairmanship
    - minutes are kept and circulated in a timely way following meetings
- managers are:
  - comfortable having robust and open discussions regarding access to services
  - accountable to each other (i.e. they keep their word and do what they say they'll do)
  - pragmatic and solution-focused when conflict or difficulties arise
  - familiar with the resources to help them in their role
- managers recognise the value of collaboration and understand that:
  - their agencies need to work together to meet the needs of children and families in their community – most issues get resolved at a local level
  - there is a broader benefit for their agency staff, service, and the community as a result of working effectively with other government agencies (particularly around complex clients), for example:
    - understanding of services
    - networking
    - quicker and better problem solving for clients
    - easier referral and communication processes
    - trust
- practitioners are able to access the Interagency Management Group for advice and guidance around complex cases
- they make decisions, and give clear guidance to staff.

To help you evaluate and monitor the progress of the Interagency Management Group, you can access the “Better at Working Together Part III – self-assessment tool and principles for collaboration” on the HCN website: [www.hcn.govt.nz](http://www.hcn.govt.nz)

## Supporting interagency working

As managers who have been working in a service for a while, it is easy to assume that practitioners in your agency know about other agencies' services in the community and how to access them. With changes in staff and changes in services, however, it is useful to take steps to actively support networking and collaboration between agencies.

### Here are some suggestions:

- have a regular (six month or yearly) interagency staff training day to:
  - allow your staff to understand the business of different agencies
  - discuss agency referral and feedback processes
  - be more confident to share information on cases they know
  - learn about agencies in the community (including NGOs) who might be able to support their work
  - help with problem solving
  - learn about the role of the Interagency Management Group
  - learn about the collaboration processes for HCN funding
- identify success stories and consciously share them with your teams, for example:
  - where outcomes for clients were improved with the support and/or intervention of another agency
  - where different interventions and ways of working were possible with HCN funding that wouldn't have been otherwise
  - Services Coordinators providing a case study of where improved outcomes/gains have been achieved
  - tell the HCN Unit about your success stories so we can share them with others.

## Identifying children and young people with high and complex needs

Children and young people with high and complex needs will have experienced a range of:

- multiple placement breakdowns
- stand-downs, suspensions and/or exclusions from school
- dislocation from their family and/or culture
- abuse, neglect, trauma
- multiple and/or unclear diagnoses.

They will be:

- exhibiting risk behaviours to themselves and/or others which may include offending behaviours
- not responding to usual interventions
- cared for by families or caregivers who are likely to be highly anxious, distraught and/or exhausted.

Often agencies will have been working with, or have known of these young people for some time. However, they may also be identified when they begin to access services, and significant abuse, trauma or behaviour issues are noted.

Each agency on the Interagency Management Group needs to have decided its process to ensure:

- it has its own case markers to identify clients with more complex needs (i.e. placement breakdown, high behaviour support hours, school exclusion, etc.)
- it has a clear pathway as to how these clients will be brought to the Interagency Management Group for discussion
- workers at all levels know about the Interagency Management Group's role and how to access it for problem solving and case presentation.

## Summary of resources for Interagency Management Groups

### **Sample Memorandum of Understanding**

You can use this sample Memorandum of Understanding and adapt it for your Interagency Management Group to clarify the purpose of the group, the participants, and the processes the group will follow.

### **How the Interagency Management Group can help you**

This template has been provided for you to ensure your practitioners know what the Interagency Management Group does and how to access the group. You can adapt it and put it on staff notice boards, circulate it among your staff, and/or include it in your staff induction/training.

### **Interagency Management Group members**

A list of members and their contact details.

### **Schedule of meetings**

A schedule of meetings for the year.

### **Interagency Management Group Minute template**

The agenda and minutes can be completed electronically at your meeting and should be circulated as soon as possible following the meeting. Minutes should identify actions for follow up and reflect the group's decisions.

### **Consent form**

The agencies presenting the case should agree who will obtain family/guardian consent for the information to be shared with the Interagency Management Group.

### **Case Presentation template**

This should be completed by the practitioners from each of the agencies involved with the child or young person and should be circulated in advance of the meeting so that managers have the opportunity to consider the information prior to the meeting.

The information in the Case Presentation template can be transferred to the HCN application form.

### **Minutes of Manager Discussion Following Case Presentation**

This should form part of the minutes of the meeting. It clarifies:

- which agencies have provided up-to-date assessments of the client's needs
- what the recommendations to address the client's needs are
- which agencies would normally provide service
- the agencies who should be involved
- the decision of the group including the feedback to practitioners.

The Minutes of Manger Discussion Following Case Presentation should be provided to the practitioners who gave the presentation, and should be attached to the application form when it is submitted to the Application Panel.

**Interagency Management Group Client Monitoring sheet**

These help you keep the contact and scheduling information in one place so you can share it easily with staff, as well as keeping up-to-date with client discussions and progress.

**Recruiting Services Coordinators**

This includes advice about how Interagency Management Group members can assist in identifying people with the right skills for the Services Coordinator role; it also includes wording for advertising the role.

## Meeting agenda items

Interagency Management Group meetings should cover:

- agreement of previous minutes
- updates from agencies – staffing, capacity and capability or change to process updates
- update from the HCN Advisor
- client monitoring
- potential Services Coordinators
- clients to be flagged for future presentation.

When indicated, they should also cover:

- updates from Services Coordinators
- case presentations from practitioners and feedback to staff
- success stories to be shared with others.

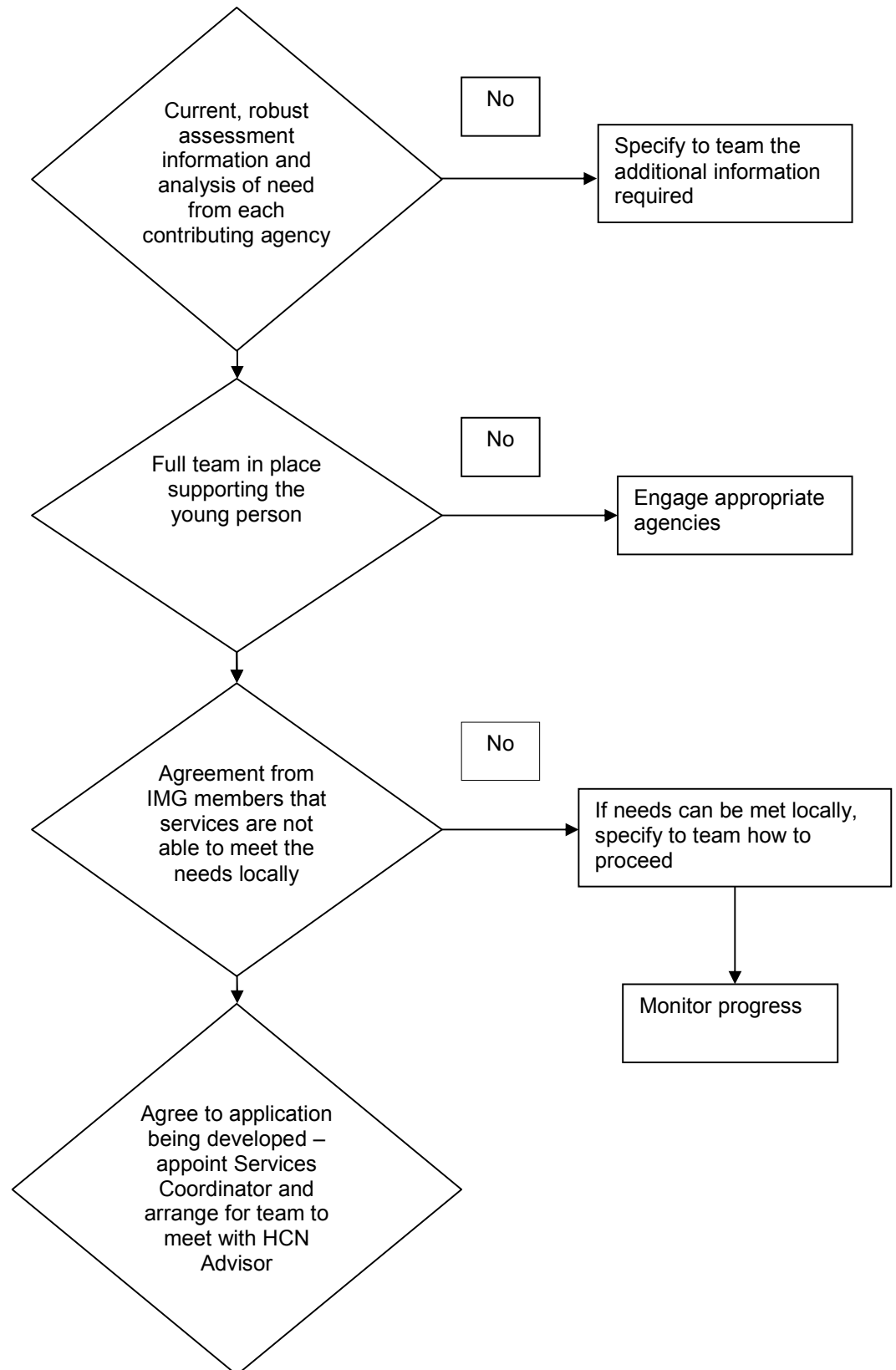
## Review of case presentations

In order for managers to be well prepared to discuss case presentations to the Interagency Management Group, it helps if:

- a member of the Interagency Management Group is identified to receive the Case Presentation three to five days in advance of the meeting and:
  - circulates the Case Presentation to Interagency Management Group members
  - arranges for practitioners to attend the next Interagency Management Group meeting and provide a brief presentation (approximately five minutes from each agency) to clarify information in the Case Presentation
- Interagency Management Group members come to the meeting with their agency view regarding service capacity to meet the needs and a list of any clarifying questions they may have from the Case Presentation
- the Interagency Management Group uses the guiding questions to discuss the case and whether or not they want to apply for HCN funding; sometimes it may be easier for managers if practitioners are not present for this discussion
- the Interagency Management Group feedback to staff is completed, so that staff are clear about the direction they need to take and when to report back to the Interagency Management Group.

The minute-taker records the Interagency Management Group's discussion and decision on the template for Minutes of Manager Discussion Following Case Presentation. One of the Interagency Management Group members agrees to forward the decision and direction to the practitioners or the team.

## Flowchart to guide Interagency Management Group decision-making



## Identifying shortfalls in service provision

One of the roles of the Interagency Management Group is to identify the shortfalls in local service provision for a child or young person and agree that an application for HCN funding should proceed.

To help you do this, practitioners should be asked to complete a Case Presentation template for consideration by the Interagency Management Group.

The template should be circulated to managers at least three to five days prior to their meeting. In considering if an application should be written, it helps if the Interagency Management Group considers the following questions:

- Is there a written up-to-date and full analysis of the young person's needs from each of the agencies involved?
- Is it clear what is required to meet the needs of the young person?
- Are all the agencies who could provide support to this young person engaged (for example: ACC, Housing New Zealand, Work and Income, etc.)?
- Who would normally provide the service(s) required for the young person?
- What is it about this situation that means the usual service is not adequate/ appropriate?
- What service would be provided if HCN funding was not sought – and why is that not appropriate/ available?

The Minutes of Manager Discussion Following Case Presentation template includes a format to provide written feedback to practitioners about the next steps.

## Progressing applications

The Interagency Management Group has a key role in deciding to apply for HCN funding and ensuring teams are well prepared to complete a successful application.

An application should only be written when:

- the key agencies who have a role in supporting the young person are engaged – this may include Work and Income, Housing New Zealand, specialist disability providers (Homai, for example) as well as those represented at the Interagency Management Group
- the most appropriate practitioners from the agencies are engaged in supporting the young person
- all the appropriate assessments have been completed that identify:
  - the young person's needs
  - what has been done to try to address these needs
  - what has and hasn't worked
  - what interventions are recommended to make changes
- the Interagency Management Group members are clear that the young person's needs cannot be met by local services and have explained why, using the questions in the Minutes of Manager Discussion Following Case Presentation template, as this helps form the basis on which the team will complete the application.

The Interagency Management Group minutes including recommendations and guidance to practitioners should be attached to the application for HCN funding.

The Interagency Management Group may need to have some robust discussions to ascertain why agencies are not engaged in supporting a young person; if an agency's support is indicated but not available, that agency manager will need to provide a letter to the Application Panel explaining why.

Once the Interagency Management Group agrees to an application being made:

- you need to email [hcncyf@govt.nz](mailto:hcncyf@govt.nz) with the:
  - name and date of birth of the young person
  - date the Interagency Management Group agreed to apply for HCN funding
- the HCN Advisor will meet with the team to outline the application and subsequent planning processes
- the Interagency Management Group should request that the team update the Interagency Management Group's next meeting on progress of the application and, if possible, present it for sign-off.

## Guidelines for completing applications

The purpose of an application for HCN funding is to demonstrate to the Application Panel that the young person has needs that have been ongoing and:

- have not responded to the supports usually accessed through local agencies
- cannot be met by what is available through local agencies
- are likely to benefit from an interagency team approach.

A Services Coordinator will use information in the case presentation and support each agency to provide the Application Panel with the following:

- background information
- analysis of need – in-line with each agency's practice
- recommendations as to what the young person needs to make lasting changes.

The team will also need to identify:

- services currently accessed – include all the services that are currently contributing to supporting the young person
- why now – describe what it is about the current situation for the young person that indicates that they would benefit from intensive interventions at this time.

The Interagency Management Group feedback to staff should be attached to the application so that the Application Panel can understand the managers' rationale for supporting the application.

## Application Panel guiding questions

The Application Panel is made up of experienced front-line professionals from health, education, and Child, Youth and Family agencies. The Panel meets every two weeks to consider applications and to reach a collective decision on whether or not the young person meets the criteria for HCN funding.

The Panel considers the following questions when making its decision regarding eligibility for HCN funding:

- Is there a risk of harm to self or others?
- Is there an intensity of need in two or more agencies sustained for over 12 months?
- Is there unmet need in at least one sector?
- Is there a complexity of service responses required to address need?
- Are the needs beyond those you would expect normal services to meet?
- Are local services unable to respond in a timely way?
- Is the child or young person within HCN age range?
- Reapplication: Is there evidence that the child or young person is able to benefit?

## Application Panel decisions

Within five working days of the Application Panel meeting, the identified Lead Agency Manager will receive a letter outlining the Panel's decision. This will be copied to members of the Interagency Management Group.

The decision of the Application Panel should be discussed at the next Interagency Management Group meeting, and the client should be placed on the client monitoring sheet to bring up at future meetings.

### **Approved applications**

When the application is approved, the interagency team has up to 10 weeks to develop and submit a detailed intervention plan. The letter may include the Application Panel's recommendations for the agencies to consider as they develop the plan. When the interagency plan is submitted to the Plan Approval Panel, the Panel look to see if the Application Panel's recommendations have been considered.

### **Deferred applications**

If the Application Panel is not clear whether the young person is eligible for HCN funding, they defer their decision and identify the further information they require to help them make the decision. The letter from the Application Panel will detail the information or clarification sought.

It is best for the agencies to collate the requested information and send it in all together for the Application Panel to reconsider.

### **Declined applications**

These are very rare and if an application is declined the Lead Agency Manager will receive a phone call from the HCN Unit Manager explaining why the young person does not meet the criteria for HCN funding.

## Sample Memorandum of Understanding

### INTERAGENCY MANAGEMENT GROUP NAME

Meetings will occur at monthly intervals between the following agencies:

- Special Education
- Child, Youth and Family Service (CYFS)
- Child and Adolescent Mental Health Service (CAMHS)
- Needs Assessment Service Coordination Agency (NASC disability agency)
- other (for example Māori mental health provider, Child Health/Development team, etc.)

Each agency is represented by their manager and a senior practitioner, including agreed Māori practitioner representation.

### **Purpose**

The major aims for these meetings are to:

1. provide a forum for finding solutions and supporting practitioners working with clients who require an interagency approach to meet their needs
2. support collaborative practice and address local barriers to service provision
3. identify clients who might benefit from HCN funding and monitor their progress.

The focus is on those young people and their families who have complex needs and where there is already, or where there is an identified need for, multi-agency involvement. Within this context it is intended that managers will:

- become aware of all the children and young people in their locality who have high and complex needs
- develop trust, information-sharing and co-working opportunities between the agencies they represent
- be increasingly willing to collaborate and seek solutions for individuals and for groups of children – whether or not they receive HCN funding.

### **Protocols**

1. Each agency will be responsible for ensuring that their practitioners are aware of the role and function of the Interagency Management Group, when it meets and how to access it. Each agency will identify children and young people with complex presentations who would benefit from interagency discussion and monitoring.

2. The Interagency Management Group will meet monthly:
  - meeting dates will be agreed for the coming year
  - a chair person and minute taker will be identified (continuous, not rotating)
  - minutes will be distributed to those present and agency managers within one week of the meeting
  - minutes will record discussions, decisions, actions required and responsibility, using the minute template provided or similar.
3. The child or young person's family or legal guardians must have given prior consent for information to be shared with the Interagency Management Group. It is the responsibility of one of the agencies of the practitioners presenting a case to ensure consent has been gained.
4. The presenting agencies should table information using the attached Case Presentation template. Referrals and any supporting information should be with the chairperson of the Interagency Management Group one week prior to the meeting for dissemination. When presentations are made:
  - information should be tabled verbally, but should follow the headings outlined on the form
  - practitioners from all agencies who have significant involvement should attend to answer questions and/or clarify the written information.
5. On the basis of information presented, the Interagency Management Group will decide whether to support an application for HCN funding.

Following case presentations, the Interagency Management Group will discuss the case, following the Minutes of Manager Discussion Following Case Presentation template, provide written feedback to staff about the next steps and will identify the local service shortfalls to support an HCN application.
6. The Interagency Management Group will take responsibility for ensuring that individuals with HCN funding transferring into the area have an identified lead agency and Services Coordinator to support the transition. Agencies should alert the group to any transfers they are aware of.

**THIS MEMORANDUM OF UNDERSTANDING IS AGREED TO BY:**

**Manager, Special Education**

Date:

**Manager, Needs Assessment and Service Coordination Agency**

Date:

**Manager, Child, Youth and Family**

Date:

**Manager, Child and Adolescent Mental Health Service**

Date:

## How the Interagency Management Group can help you

The Interagency Management Group is made up of:

<i>Name</i>	<i>Role</i>	<i>Organisation</i>
<i>Name</i>	<i>Role</i>	<i>Organisation</i>
<i>Name</i>	<i>Role</i>	<i>Organisation</i>
<i>Name</i>	<i>Role</i>	<i>Organisation</i>
<i>Name</i>	<i>Role</i>	<i>Organisation</i>

The Interagency Management Group meets every month on **[insert time and place, for example: the first Wednesday at 2pm, at Child, Youth and Family Services]**.

The role of the Interagency Management Group is to facilitate access to services for our clients, to build collaborative practice between our agencies and to assist practitioners meet the needs of those clients with high and complex needs. When clients' needs are not able to be met by local services, it is the Interagency Management Group that decides to apply for HCN funding.

If you have a client whose needs you think are not being met currently, talk to your Interagency Management Group contact **[insert role, for example: team leader/ service manager/supervisor/practice leader/manager]** in the first instance. You will also need to talk to your colleagues in other agencies to see if they agree that the needs are complex.

If appropriate, you and your colleagues from other agencies can complete a Case Presentation template, available on the HCN Unit website:

Once completed, send it to **[insert name here]**, chair/secretary of the Interagency Management Group, at **[insert email address]** five days prior to the Interagency Management Group meeting.

You will be given a time to attend the meeting and present the case and discuss with the managers how to proceed.

If you want to know more about the Interagency Management Group, talk to the representative on the group from your agency.

## Interagency Management Group members

NAME	CONTACT DETAILS
HCN Advisor	Phone: Mobile: Email:
CYF Site Manager	Phone: Mobile: Email:
CAMHS Manager	Phone: Mobile: Email:
Special Education Manager	Phone: Mobile: Email:
Disability Services Manager	Phone: Mobile: Email:
Services Coordinator	Phone: Mobile: Email:
Other	Phone: Mobile: Email:
Other	Phone: Mobile: Email:
Other	Phone: Mobile: Email:

## Schedule of meetings

DATE	VENUE	CHAIR
January		
February		
March		
April		
May		
June		
July		
August		
September		
October		
November		
December		

### Minute taker

Name:

Contact:

## Interagency Management Group Minute template

Date:

Present (first and last names, and agency represented):

Apologies:

Discussion of previous minutes:

Client monitoring:

Updates from agencies:

Clients flagged for future discussion:

Potential Services Coordinators:

Update from the HCN Advisor:

## Consent form

I agree to **[name]** being discussed at an Interagency Management Group meeting to ensure that **[name]** is able to access all appropriate services to meet **[his/her]** needs.

I acknowledge that giving consent means that the information held by **[agency]** about **[name]** and his/her current needs will be shared between Special Education, Child, Youth and Family, Child and Adolescent Mental Health Services and disability Needs Assessment Service Coordination agency.

I understand that the information tabled will be used to assist with assessment planning and service delivery for **[name]**.

Signed:

Date:

*Please circle: Parent / legal guardian*

Full Name [print]:

## Case Presentation template

<b>Name:</b>	<b>DOB/Age:</b>	<b>Diagnosis:</b>
<b>Address:</b>		
<b>Ethnicity:</b>		

### Background to current submission

#### Living environment

Background

What assessments/reports have been completed? (attach the most recent, if available)

What is recommended to meet their needs?

What can be provided locally?

What cannot be addressed locally at this time and why?

#### Health needs

Background

What assessments/reports have been completed? (attach the most recent, if available)

What is recommended to address their needs?

What can be provided locally?

What cannot be addressed locally and why?

**Disability needs**

Background

What assessments/reports have been completed? (attach the most recent, if available)

What is recommended to address their needs?

What can be provided locally?

What cannot be addressed locally and why?

**Education**

Background

What assessments/reports have been completed? (attach the most recent, if available)

What is recommended to address their needs?

What can be provided locally?

What cannot be addressed locally and why?

Prepared by workers in the following agencies:

Name	Agency
Name	Agency
Name	Agency
Name	Agency

## Minutes of Manager Discussion Following Case Presentation

Date of meeting:

Present:

Client name:

Date of birth:

Is there an up-to-date assessment with full analysis of the young person's needs from each of the agencies involved?

CYF –  
CAMHS –  
GSE –  
NASC –  
Other -

What is required to meet the needs of the young person?

Who would normally provide the service(s) required for the young person?

Which agencies are providing support to this young person (for example: ACC, Housing New Zealand, Work and Income, etc.)?

Are there any referrals that need to be made?

Application to proceed:

Yes – use feedback to staff to identify service shortfalls, and attach minutes to application

– identify who on the Interagency Management Group will email [hcn@cyf.govt.nz](mailto:hcn@cyf.govt.nz) with the child's name, date of birth and the date the Interagency Management Group agreed to application.

No – complete feedback to staff

**Interagency Management Group feedback to staff**

**Date of Interagency Management Group meeting:**

**Interagency Management Group members present:**

Name of client:

Date of birth:

Application to be written?

**Yes**

Managers to identify:

- lead agency and Services Coordinator
- the gaps in service provision (i.e. what can be provided locally versus the recommendations)
- what local services can and will continue to provide
- agencies and workers who should support the application and interagency plan development
- when the Interagency Management Group expects to receive the application for signing (approximately four weeks).

*Note: Include this documentation with the application form.*

**No** (identify other actions for staff to take)



## Recruiting the Services Coordinator

The Services Coordinator role is 0.2 FTE for each interagency plan. This is a key role in supporting the interagency team to work together to develop and implement a successful interagency plan.

Members of the Interagency Management Group have a key role in identifying and / or recruiting people with appropriate skills for the Services Coordinator role. This may include:

- former staff members who want to work part time or reduce their hours (i.e. staff members with young children)
- experienced staff members who have retired.

Some Interagency Management Groups have run a recruitment process. Key concepts for an advertisement for a Services Coordinator:

*Do you have experience working with children and young people? Do you have experience working as part of a team? Are you solution-focused?*

*We are seeking an experienced, highly organised professional with good attention to detail and proven facilitation skills to provide support and coordination to a multi-disciplinary team working with a young person with high and complex needs.*

*This is a fixed-term, part-time position. You need a drivers license, good written communication skills, IT literacy, and the commitment to see the young person realise his or her potential.*

A job description and sample contract for Services Coordinators can be found on the HCN website: [www.hcn.govt.nz](http://www.hcn.govt.nz).

## Considering further funding

HCN funding is for short term intensive interventions aimed at addressing underlying issues for the child or young person so they can make lasting changes. While many plans can be completed within one to two years there are a few that require a longer period of HCN funding.

The third review is the time to identify if funding needs to continue for another 12 months or for a three or six month transition plan.

To agree to a further period of funding, the Plan Approval Panel needs evidence that:

- the plan direction is successful
- the young person continues to have needs that cannot be met by local services
- there is potential for significant change
- intensity of interventions will reduce over time.

The need for further funding should be discussed by the Interagency Management Group. If necessary, direction should be given regarding whether:

- a further 12 months of funding is necessary, if significant interventions continue to be indicated
- a three- to six-month transition plan is needed, if local services can meet the need after this time.

Longer duration of HCN funding requires evidence at different levels of interagency agreement, as outlined below:

- Year 2 – team, Lead Agency Manager and Plan Approval Panel.
- Year 3 – team, Lead Agency Manager, Plan Approval Panel and Interagency Management Group.
- Year 4 – Reapplication, supported by team, Lead Agency Manager, Interagency Management Group and Application Panel.

Plans should be developed and submitted during the fourth quarter of the plan cycle to ensure continuity of funding.

## Transition between geographic areas

Good communication is essential when children and young people accessing HCN funding move between areas at any stage of the application, plan development, or plan implementation process. If a young person moves areas, managers on the Interagency Management Group should:

- contact their counterpart managers in the receiving area to discuss the identified needs and service shortfalls
- alert the HCN Advisor of the change
- arrange to discuss the case with the Interagency Management Group in the receiving area
- arrange for the Services Coordinator and/or team members to liaise with the new managers and team members during the transition process and ensure appropriate services are in place to allow the plan to continue.

In the receiving area, agencies are likely to have different capacities to meet client needs. The Interagency Management Group in the receiving area needs to identify potential changes in service shortfall.

The transition should be completed within one quarter of the plan.

## Reapplication

If a young person has received three years of HCN funding, or if they have previously had HCN funding and now a further plan is indicated, then a reapplication is required.

When considering a reapplication, the Application Panel needs to agree:

- there is continued complexity of need across two government agencies
- local services are unable to meet the need.

In addition, they look for:

- understanding and analysis of why previous interventions have not created lasting changes
- what would be different with a further plan
- the likelihood of lasting change for the child or young person as a result of a further plan.

## Completing the Final Review

The Final Review form should be completed when HCN funding ceases. It is designed to assist the whole team to reflect on the progress that has occurred as a result of the interagency plan(s).

The Final Review is an opportunity for the whole team, as well as the Interagency Management Group, to look back on the goals set at the beginning of HCN funding and reflect on the progress that has occurred, which interventions have been most effective and to identify anything that could have been done differently.

Contributions from the Interagency Management Group help the HCN Unit reflect on its processes and identify resources that could be changed or developed to better support Interagency Management Groups, your practitioners, teams and Services Coordinators.

The information provided is also used by the HCN Unit to identify what contributes to:

- successful interventions
- successful collaboration
- assisting teams to overcome barriers.

## HCN Unit contact information

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We are always looking to improve our resources. If you have any feedback on this folder, or recommendations for other resources, please let us know:  
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