CHILD PROTECTION AND YOUTH JUSTICE REFORM

Implementation and Reporting Framework

Northern Territory Government
April 2017
# Document Administration

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1 Overview

Navigating this document is as follows.

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<th>Chapter Reference</th>
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<tr>
<td>Chapter 1</td>
<td>An overview, document purpose and key elements of the framework</td>
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<td>Chapter 3</td>
<td>Introduces the Implementation Reporting Framework (IFR) and the Reform Management Practices of the IFR</td>
</tr>
<tr>
<td>Chapter 4</td>
<td>Outlines the purpose of a portfolio and program management approach and describes the environment of CPYJ Reform. Includes sections to each of the Reform Management Practices</td>
</tr>
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<td>Chapter 5</td>
<td>Outlines the key steps required to mobilise the IFR</td>
</tr>
<tr>
<td>Chapter 6</td>
<td>Lists the appendices</td>
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<tr>
<td>Chapter 7</td>
<td>A glossary of key terms used throughout this document is enclosed</td>
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</tbody>
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This document should be read in conjunction with the templates and tools, described in Chapter 6.
Document purpose

The Implementation and Reporting Framework (IRF) provides guidance on how the reform of Child Protection and Youth Justice (CPYJ) may be implemented across Northern Territory Government (NTG) agencies.

The IRF:

- Sets out what is required at a NTG whole-of-government (WoG) level to coordinate the efficient delivery of a complex reform program using a portfolio and program management methodology;
- Articulates how to clearly communicate progress towards improving outcomes for Northern Territory children and families;
- Has the potential to enable the Children and Families Cluster to effectively respond to the Royal Commission into the Protection and Detention of Children (PDC Royal Commission) in the Northern Territory;
- Outlines the method to integrate current work in progress, and future direction/s into a coherent and consistent approach managed through programs to achieve reform objectives;
- Is a controlled document to managing CPYJ related programs and should be updated as the CPYJ Reform direction is developed and WoG reform objectives are further defined; the IRF should evolve with increased detail, structure and changing program needs;
- Is a guide for management of key aspects of the programs within the Children and Families Reform portfolio, including the establishment of a Reform Management Office (RMO) when the Children and Families Cluster is ready to mobilise;
- Longer term, the IRF will support future implementation, quality assurance and monitoring of the CPYJ Reform Strategy to be developed in 2017.

The IRF applies better practice methods and the tools and templates referred to within the IRF may have applicability to other reform initiatives within the NTG.

Target audience

The IRF is a reference guide for the RMO staff, portfolio and program management staff within the Children and Families Cluster, and other WoG stakeholders contributing toward better outcomes for children and families in the Northern Territory.

Complex reform is a significant undertaking that will require a structured application of portfolio, program and project management disciplines, coupled with government business management, sector expertise and wide-ranging stakeholder management. Providing a mandate to a team of practitioners who are given the capacity and capability to plan and drive project delivery (undistracted by day-to-day operational priorities) will be critical. This IRF is just part of the vital resources necessary to support and manage the reform agenda.
Document contents

This IRF is an overarching document which consolidates and underpins all program plans developed within the Children and Families Cluster that relate to CPYJ Reform and PDC Royal Commission outcomes. It defines each of the nine Reform Management Practices and provides an overview of their respective purpose, value / outcomes, key components, tools and key roles involved in their application in tabular form. In some cases explanatory diagrams are offered to aid understanding. A detailed description of how to utilise each Reform Management Practice, accompanied with relevant tools and templates can be found in the enclosed appendices. These tools and templates are intended to be adopted by Agencies to enhance current practices.

Figure 1 below summarises the nine Reform Management Practices and their intended objectives. Each management practice can be used independently, however it is advisable that agency portfolio and program managers have a sound understanding of the IRF as a whole. In total these nine practices provide the necessary tools and techniques to manage a complex reform, and are intended to be practical and embedded as part of business as usual functions.

Figure 1 – The Reform Management Practices and their objectives
2 Background

The NTG has articulated a vision to create a stable, efficient and coordinated Government focused on delivering to create jobs, invest in children, empower the bush and build safer and stronger communities. The NTG has committed to major government-wide reforms. These commitments are wide-ranging and impact on all government portfolios, in particular government agencies that directly contribute to outcomes for the children and families of the Northern Territory and specifically in relation to CPYJ.

Since August 2016 the NTG has initiated major Machinery of Government (MoG) reform. This reform has introduced substantial changes to government agencies structures and roles in order to improve coordination, streamline processes and reduce inefficiencies. This has seen consolidation of agencies into four key clusters: Chief Minister and Central Agencies, Children and Families, Development, and Tourism, Environment and Culture. The focus of the CPYJ Reform is predominately in the Children and Families Cluster.

CPYJ in the Northern Territory is a complex portfolio of social, geographic, economic and policy factors. These new arrangements represent a significant opportunity to drive meaningful, enduring improvement to the outcomes experienced by children and families of the Northern Territory through cross government coordination and partnership. The outcomes experienced by children and families receiving government support are perpetually topical in news media, and are characterised by generally negative reporting, promoting community discontent with government services. When combining the NTG election commitments and MoG changes with recommendations arising from previous reviews and reports of CPYJ in the Northern Territory, it presents a significant body of work. Coordination across multiple NTG agencies and stakeholders including the Australian Commonwealth Government and Non-Government Organisations (NGO’s) is imperative.

The initiation of the PDC Royal Commission in July 2016 has placed national political and media attention on improving the outcomes for the children and families of the Northern Territory. The Department of the Chief Minister (DCM) established a task force to coordinate NTG activities to support the PDC Royal Commission inquiries, and provided an initial response to the PDC Royal Commission interim report released on 31 March 2017.

Territory Families is the NTG agency responsible for developing the CPYJ Reform Strategy scheduled for completion late 2017 and is likely to continue implementation beyond 2020. The NTG is yet to issue overarching CPYJ Reform objectives or guidance, therefore this IRF may need adjustment once the reform narrative is provided.
Cross government coordination and partnership

The Children and Families Cluster Agencies contributed executive level participants, and NTG and program subject matter experts, to a series of CPYJ working groups to collaboratively develop this IRF during February to April 2017. The Children and Families Standing Committee was briefed on the progress of the IRF on 20 March 2017 and the final document late April 2017.

The success of this complex social reform requires continued collaborative effort and long-term commitment by NTG, agencies and stakeholders. Government Agencies have traditionally performed their business in portfolio / ministerial silos but given that children and families is everyone business there is a requirement to develop a culture of increased collaboration and a framework that can be applied across WoG with children and families at the core. WoG meaning at all government levels, including ministers, and to achieve overall reform success there is a requirement for culture change, improved communication and stakeholder engagement, a common reform purpose / objectives to be defined that will be directed through the CPYJ reform strategy.

Furthermore, parents, families, carers, communities and non-government service providers all play critical roles in generating better outcomes for children and families of the Northern Territory. Many of the necessary elements exist and are in place, and through the methods outlined in this IRF will be connected, coordinated and aligned for more efficient and effective generation of capability to improve outcomes for Northern Territorians in the mid to long term.
3 Implementation and Reporting Framework

Purpose of Portfolio and Program management

In reform delivery, there are three different levels of world-leading portfolio and program management practices:

- Portfolio level
- Program level
- Project level

A program is a number of projects that are grouped together to achieve outcomes and control not possible by managing projects individually. A portfolio is a group of programs grouped together to achieve higher level outcomes through better coordination, control and visibility of the work being undertaken. The tools and techniques within this IRF will enable managers to align multiple components of work to achieve the overall reform strategy objectives and report clearly on the outcomes experienced by the community resulting from the funds, time and efforts being invested.

Figure 2 below illustrates the relationship between the portfolio level, program level and project level management scope, objectives and roles.

![Diagram of Portfolio, Program and Project Management]

What the IRF is not

This IRF is for use by portfolio, program and project management staff within NTG Agencies, so that their interconnected projects can deliver outcomes supporting the CPYJ Reform agenda and objectives. It provides methods for:

- Planning and managing scope and dependencies between and within priority programs and projects;
• Governing the programs and facilitating leadership decision-making so the focus continues to be on enabling the greatest benefit for communities;
• Engaging stakeholders to ensure program and project success; and
• Succinct reporting of progress against plan, risks and issues and outcomes achieved.

However, to help clarify the purpose of the IRF, it is not:

• The CPYJ Reform Strategy detailing how capability will be developed to deliver services in support of children and families reform;
• The CPYJ system design blueprint for how services will actually be delivered into the future; and
• A replacement for how the Agency’s conduct their regular business as usual processes in existing Ministerial portfolios (e.g. health, education, housing etc.).

Making sense of the CPYJ Reform environment

Child protection and youth justice in the Northern Territory is a complex portfolio of social, geographic, economic and policy factors. The CPYJ Reform environment refers to the space in which the portfolio operates and includes the many dimensions of geography, demographics, legislation and where the children and families physically live. This environment features a large number of Government agencies (NTG and Commonwealth) and NGO’s, geographically dispersed communities with diverse cultural and demographic backgrounds and needs. Furthermore a range of plans, programs, policies and guidelines currently exist with intentions to benefit the community, although in many cases a lack of coordination causes some of these elements to be in tension or conflict with each other.

It is difficult to appreciate the breadth and depth of the issues and complicating factors that contribute to the outcomes experienced by children and families within the Northern Territory, however the NTG vision to create jobs, invest in children and empower the bush and build safer and stronger communities initiates the process of moving from this current state to a future state where the outcomes experienced by children and families are greatly improved.

NTG executives and key stakeholders came together to assist the development of this IRF and a number of valuable insights and framework design principles were identified:

• Agreement of a WoG approach is essential to move towards a desirable future state;
• Recognition that a number of agencies contribute to CPYJ Reform and collaboration is essential to gain improvement in delivery outcomes across the range of service delivery sectors;
• Acknowledgement that while Territory Families emphasis is the tertiary services sector, the majority of effort from the other cluster Agencies focusses on universal and secondary services; and
• Agreement that earlier interventions are required to keep children and families with vulnerabilities on a more positive life trajectory.
The development of the IRF has enabled an agreed CPYJ reform environment which provides context to understand how this IRF supports future CPYJ Reform, and serves as the start point to commence reform strategy planning.

Figure 3 - The CPYJ Reform Environment

Figure 3 illustrates the approach taken by this IRF to organising the key components of the operating environment which relate to the future CPYJ Reform Strategy. These components are described below.

1. A sound structure of governance, oversight and accountability are fundamental to support ethical and transparent decision making and ensures that key stakeholders remain engaged and fulfil their responsibilities in regard to CPYJ Reform. The Governance Framework section within Chapter 4 of the IRF outlines the rationale of this structure and is a foundation element to drive reform outcomes.

2. The Children and Families Cluster Agencies provide diverse social services through a range of methods, to varying geographic locations and communities. Each agency provides services that fall within one (or more) of three service delivery sectors outlined in the table below.
The IRF reform environment demonstrates the relationship between the service delivery sectors (not to scale) with a colour code that relates to other diagrams within the IRF. This method of service categorisation will support the systematic, consistent categorisation of reform elements as well as analysis of service delivery environment. Integrated Planning section contained within Chapter 4 explains in further detail how the service delivery model has been developed and can be used to guide work into the future.

3. **Children and families with diverse needs** are the focus of the outcomes that will be developed within the CPYJ Reform Strategy. This group are able to access all services offered and benefit from the continued support of the system enablers. They require awareness of the universal and targeted services available and how to access them should they require.

4. **Systems enablers** support children and families with diverse needs through the delivery of the range of services available – presently and into the future. System enablers include agencies and their internal reform programs that affect more than one service delivery area (system design), examples range from the MoG changes, to policy changes such the review of the *Adoption of Children Act NT (1994)*, to information systems projects that connects data pools, or improvements to case management training. The system enablers along with the Governance are foundation elements to supporting implementation of reform.

<table>
<thead>
<tr>
<th>IRF Environment</th>
<th>Services Offered</th>
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<tbody>
<tr>
<td><strong>Primary / Universal Services</strong></td>
<td>Available to all Northern Territory residents, such as schooling and general health support such as vaccination programs</td>
</tr>
<tr>
<td><strong>Secondary / Targeted Services</strong></td>
<td>Targeted and tailored support strategies for children and/or families who have been identified ‘at risk’ in one or more care domains, such as mental health support, youth engagement programs and short term/transitional accommodation</td>
</tr>
<tr>
<td><strong>Tertiary / Individual Intervention Services</strong></td>
<td>Services are specific interventions for children and/or families for which the secondary service support strategy has been unsuccessful in resolving the social issue/s. This includes services such as apprehension and conviction, out of home care accommodation and disability services</td>
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4 Reform Management Practices

This chapter provides an overview of each of the Reform Management Practices that form part of the IRF. Each section within this chapter outlines management practice objectives, outcomes, components, templates and key roles.

### Objectives of the Reform Management Practices

<table>
<thead>
<tr>
<th>Governance</th>
<th>Optimise the structure of forums for key decision-makers to meet, interact and drive effective action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting</td>
<td>Provide critical visibility and insight to program progress against plan to enable effective management action</td>
</tr>
<tr>
<td>Outcomes Management</td>
<td>Clearly understand the value generated by activity (project outputs) by identifying, monitoring and measuring the delivery of expected program outcomes and higher level portfolio outcomes</td>
</tr>
<tr>
<td>Integrated Planning</td>
<td>Mobilise team and resources to develop a robust course of action to ensure outcomes are achievable</td>
</tr>
<tr>
<td>Stakeholder Engagement &amp; Communications</td>
<td>Ensure program success and sustainability through the inclusion and consultation with key stakeholders</td>
</tr>
<tr>
<td>Risk Management</td>
<td>Ensure risks and issues are regularly identified and managed actively to maintain progress against plan</td>
</tr>
<tr>
<td>Quality &amp; Evaluation</td>
<td>Establish CPYJ reform quality and evaluation framework to drive consistency and commitment to quality in outcomes and documentation</td>
</tr>
<tr>
<td>Change Management</td>
<td>Ensure the change journey is clearly planned and articulated to the appropriate people in order to drive the transition to the future operating model</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Ensure programs remain within budget and on time through the appropriate funding and financial management arrangements</td>
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Figure 4 below is an illustration of how to use the various management templates to navigate the planning process outlined in the IRF: and how the development of each element will move the program along the road toward better outcomes for children and families.
Key Management Templates

Figure 4 – Key Management Templates
A sound governance structure is fundamental to support ethical and transparent decision making and ensures that key stakeholders remain engaged and fulfil their responsibilities in regard to CPYJ Reform.

The Governance Framework describes who has responsibility for decision making and accountability.

**Objectives**

Optimise the structure of forums for key decision-makers to meet, interact and drive effective action toward CPYJ Reform

**Value/Outcomes**

Provides assurance to the Children and Families Sub-Committee of Cabinet that the appropriate portfolio structure, resources and processes are in place to monitor progress, manage risk, secure value and enable successful delivery against the target objectives

**Key Components**

The foundations to a successful governance framework include:

- A governance structure
- Endorsement from government
- A Terms of Reference for new forums
- Delegations of authority
- Role descriptions that outline key responsibilities
- A Matrix outlining who is Responsible, Accountable, requires Consultation or to be Informed (RACI Matrix)
- Critical control processes

**Templates**

Terms of Reference
RACI Matrix including roles & responsibilities
RMO Model

**Key Roles**

Children’s Sub-committee of Cabinet
Children and Families Standing Committee
RMO - Reform Director, business enablers and program managers
Portfolio Sponsor within each Agency
Agency level Reform liaison officer/s (per service delivery sector)
Agency level Program Manager/s

**Design principles**

The Governance Framework comprises the systems and processes, culture and values by which authority is directed and controlled. It enables the NTG to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, child/youth-centred, cost-effective services.
The design principles of this Governance Framework include:

- Clearly articulating lines of responsibility at varying levels of Government from Cabinet, Ministers to project oversight
- Leveraging existing governance forums where possible rather than creating new forums
- Incremental change when transitioning to the new Governance Framework with Committees and roles coming online as they are needed
- Clarity of purpose of each forum and streamline structure to facilitate effective and timely decision-making
- Purposefully different to encourage the application of different, innovative approaches to achieve CPYJ Reform outcomes
- Simplicity to ensure seamless CPYJ Reform delivery
- Optimal integration that improves delivery efficiency across CPYJ stakeholders and minimises stove-piped operations
- Strategic alignment that supports and visibly reinforces the NTG strategic intent for the benefit of Territorians, enables more effective line-of-sight and governance decision-making

Governance framework

Figure 5 below illustrates the intended governance structure and the relationship between the NTG stakeholders that directly contribute to outcomes for children and families.

The structure includes an authoritative Children and Families Standing Committee accountable to the Children’s Sub-Committee of Cabinet for the achievement of CPYJ Reform outcomes (pending approved adjustments to terms of reference).

A liaison channel between the Children and Families Standing Committee to the Aboriginal Affairs Bi-Lateral Coordination Group will be established to facilitate liaison with the Prime Minister and Cabinet and other Government stakeholders who contribute to Aboriginal Affairs. The grey ‘CTH’ column represents Commonwealth agencies and illustrates the level of contribution to each of the service delivery sectors and system design program. Each NTG agency has an ongoing relationship with Commonwealth agency (which should continue), however this governance model recognises the requirement for greater alignment between NTG and the Commonwealth.
The RMO will coordinate CPYJ Reform activity through formalised channels with agency programs and/or portfolios aligned to service delivery sectors. This relationship is illustrated by the coordination line across NTG agencies represented by a grey column. The level of agency contribution to a service delivery sector is indicated by the depth of the colour coded band.

The Children and Families Cluster Agencies are aligned under the Children’s Sub-Committee of Cabinet. Agencies not in the cluster, however contribute to the Children and Families Standing Committee are illustrated, and DCIS is also noted for its contribution to the System Design Program, although not a cluster agency.

The RMO is responsible for monitoring the performance of projects and programs and reporting a portfolio level assessment to the Children and Families Standing Committee. The location of the RMO has not yet been decided, with three models offered for consideration in

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**Figure 5 - The IRF Governance Model**
the toolkit. The model to be implemented will depend on the nature of existing program delivery capability and type of culture that will help drive the outcomes required.

A NGO representation group is required, although yet to be identified. Each agency have ongoing relationships with various NGOs, however greater coordination is required to achieve more efficient and effective outcomes across all three service delivery sectors.

**Governance roles**

Defining roles and responsibilities enables all members within the governance structure to have a clear understanding of expectations and accountabilities. The objective of the governance structure is to provide coordination, visibility and control over planning and delivery to achieve the defined strategic objectives of the CPYJ Reform. Key entities in this Governance Framework are highlighted in the table below. Specific roles and responsibilities are yet to be defined, but some examples are below.

<table>
<thead>
<tr>
<th>Entity</th>
<th>Roles</th>
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<tbody>
<tr>
<td>Governance forum</td>
<td>Positioned as decision-making or advisory bodies i.e. Children’s Sub-Committee of Cabinet, Standing Committee and RMO</td>
</tr>
<tr>
<td>Agencies</td>
<td>Responsibility for delivering reforms and realising outcomes for children and families, with an appointed portfolio sponsor aligned to service delivery sectors</td>
</tr>
<tr>
<td>Commonwealth</td>
<td>Coordination of services in support of the NTG agencies</td>
</tr>
<tr>
<td>NGO's</td>
<td>Service delivery across multiple programs - through NTG departments or Commonwealth programs</td>
</tr>
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**Establishing the RMO**

To ensure implementation is effective and sustainable across-agencies, the establishment of an RMO is required, adopting the structure and management practices outlined in this IRF. The RMO provides the supporting functions to enable the portfolio and program delivery staff in coordination with Agency portfolio and program staff to monitor and aggregate performance across three service delivery sectors – primary / universal services, secondary / targeted services, tertiary / individual intervention services, as well as a system design program.

The RMO will be responsible for:

- Governance reporting
- Outcomes mapping and reporting
- Integrated planning and master schedule management
- Stakeholder engagement and communications
- Integrated risk and issue management across the CPYJ Reform programs
- Quality and knowledge management
- Change management coordination and integration
- Integrated budget management for the Reforms (dependent of Financial Management model)
- Provision of subject matter expertise to agencies to support portfolio and program planning and management
Figure 6 below outlines the structure of the RMO, including the core capabilities provided to support delivering CPYJ Reform, arranged into the services sector portfolios, and the system design program. Each portfolio manager will coordinate with agency portfolio/program managers who contribute to outcomes in the service delivery sector. This relationship will be formalized during the establishment of the cross-agency working group to support the planning process.

Internal agency reform outcomes will also be visible to the RMO where it pertains to CPYJ Reform. The RMO is regarded as the center of excellence for portfolio and program management, and support will be available to agencies to assist with program planning, in particular during initiation and the integrated planning steps covered in the chapter below.

A more detailed description of the RMO model and job roles can be found in the toolkit.
An effective Reporting Framework includes the regular collection of data and communication of information to support the foundations of good governance. Reporting in a WoG context is important to ensure all stakeholders are informed on the progress and performance of portfolios and programs and drive decision-making, mitigate risks and remove barriers to implementation.

The reporting mechanisms within this IRF are designed to provide visibility to all CPYJ Agencies and relevant stakeholders of the CPYJ Reform portfolios and programs.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Provide critical visibility and insight to portfolio / program progress against plan to enable effective management action</th>
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<tbody>
<tr>
<td>Value/Outcomes</td>
<td>A disciplined approach to standardised reporting processes within the RMO and across the agencies is efficient and increases cross-agency information sharing</td>
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<td></td>
<td>Enables increased awareness of risks and opportunities</td>
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<td>Allows benchmarking and assessing performance and supports influencing NTG strategy and policy development</td>
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<thead>
<tr>
<th>Key Components</th>
<th>Key reporting activities will include the following.</th>
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<tbody>
<tr>
<td>Routine Reporting</td>
<td>Status updates including performance against plan for the key program management disciplines including schedule, budget, risk and issues, stakeholder engagement, and outcomes</td>
</tr>
<tr>
<td>Portfolio and Program Risk Reporting</td>
<td>Risk and issue reporting</td>
</tr>
<tr>
<td>Quality Assurance Reporting</td>
<td>Reporting on outcomes and the performance of programs/projects</td>
</tr>
<tr>
<td>Cabinet Reporting</td>
<td>Reporting on specific cross-agency reform programs</td>
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<table>
<thead>
<tr>
<th>Templates</th>
<th>Reporting Dashboard</th>
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<tr>
<td></td>
<td>Risk and Issue dashboard</td>
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<td>Cabinet reporting tool (to be developed – based on the Election Commitments Reporting Tool)</td>
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<th>Key Roles</th>
<th>Children and Families Standing Committee</th>
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<td></td>
<td>RMO</td>
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<td>Portfolio, Program and Project Managers</td>
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Routine Reporting

Routine reporting includes continuous reporting at the program/project level. Routine reporting enables the RMO and relevant stakeholders to monitor the performance of reform activity to enable timely decision-making and corrective action.

Routine report frequency is yet to be determined, however should include:

- Status updates from program to RMO (weekly - monthly)
- Progress reports from RMO to Standing Committee (monthly - quarterly)
- Risk and Issue reporting (on occurrence, or part of progress reporting)

Routine reporting will use a set of standard templates which are a simple and effective method to capture and report information. Figure 7 below shows the flow of reporting from the projects upwards to support the collation of a portfolio view (by program).

Figure 7 - Reporting hierarchy

Agency Program Managers will author routine reports and submit to the RMO for review and aggregation into a monthly (or quarterly) progress reporting dashboard for consideration at the Children and Families Standing Committee.

Figure 8 below summarises the reporting process.
Strategic Portfolio and Major Program Risk Reporting

Key risks and issues are to be reported to Children and Families Standing Committee as part of the progress updates. The purpose of the reporting is for the Children and Families Standing Committee to review and provide input on key portfolio level risks and issues to ensure that they are appropriately tracked, managed and mitigated.

It is important that program and project level risks and issues, which cannot be treated or resolved at their current level are escalated to the appropriate level for resolution.

Strategic Risk Reporting

Strategic Risk Reporting is completed across each Agency and is normally linked to a quality assurance review (see Quality and Evaluation Chapter). Reporting is completed in the portfolio Risk Register as part of the risk management framework. Portfolio sponsors are responsible for drafting the report based on the latest Risk Register with assurance provided by the RMO. The report then receives endorsement from the RMO and consideration by the Children and Families Standing Committee.

Major Program Risk Reporting

Major Program Risk Reporting is completed across the Agency’s major programs. Program/Project Managers are responsible for drafting the report based on the latest program Risk Register with assurance provided by the RMO. The report then receives final approval from the portfolio sponsor and endorsement from the RMO.

Quality Assurance Reporting

Reporting is used to clearly communicate program performance of achieving planned outcomes, and facilitates timely decision-making by the RMO. Regular and consistent reporting aggregates progress across primary, secondary and tertiary services to provide the Children and Families Standing Committee with a visually accessible snapshot of performance. The QA reporting process follows the same process as illustrated above in Figure 8.

Cabinet Reporting

Cabinet Reporting consolidates the progress and performance of activity in delivering the Reform objectives. The RMO is responsible for coordinating the Cabinet Reports with
assistance from program managers. The reporting template is similar to the WoG NTG *Election Commitments Reporting Tool* developed by the Department of Corporate and Information Services (DCIS).
Outcomes Management

An outcome is the consequence of an intentional action, normally with an end result that can be measured. This section steps through the activities to plan and manage outcomes, including the identification, enablement and achievement of a program outcome as a result of project output, and how program outcomes support achievement of portfolio/reform outcomes.

The Outcomes Management Framework aims to ensure that intended consequences of an activity are clearly defined, measurable and provide a compelling case for investment. Outcomes are achieved at both the program and portfolio level and are often the result of combined project outputs.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Clearly understand the value generated by activity (project outputs) by identifying, monitoring and measuring the delivery of expected program outcomes and higher level portfolio outcomes</th>
</tr>
</thead>
</table>
| Value/Outcomes | Enables the CPYJ Cluster to focus time and effort on programs that will deliver the greatest impact  
Enhances team commitment and decision making insight across the portfolio  
Aligning programs with outcomes can focus the agency/s on priority outcomes and help avoid costly rework |
| Key Components | Once established and embedded, the outcomes management element of the IRF will include the following.  
**Outcomes Map**  
Mapping tool used to generate an end state and define the linkages between an activity, its outcomes and the systemic goals of the portfolio and the universal outcomes of the reform  
**Program Outcomes Register**  
Allows the realisation of value from programs through identifying, measuring and monitoring delivery of expected outcomes  
**Outcomes Profile**  
Allows for tracking of outcomes outlining the project, project owner, outcome owner, key activities and risks and issues  
**Outcomes Report and Health Check**  
Enables clear visibility of the status of outcomes achievement across programs |
| Templates | Outcomes Map  
Program Outcomes Register  
Outcomes Profile  
Outcomes Report and Health Check |
| Key Roles | Portfolio Sponsors  
Program Managers |
Outcomes Management Approach

The Outcomes Management process can be broken down into four key steps and their objectives summarised in Figure 9 below. These steps are expanded on in Figure 10 with a more detailed explanation of the process, with the tools to support this analysis contained in the toolkit.

The 4-step Outcomes Management Framework

- **Step 1:** Identify Improvement Opportunities
  - **Objective:** To understand/align on the business objective and develop improvement opportunities

- **Step 2:** Identify Outcomes and Define Measures
  - **Objective:** To establish clear outcomes

- **Step 3:** Establish Tracking Process and Governance
  - **Objective:** To build accountability and provide visibility to realise the outcomes

- **Step 4:** Manage, Realise Results and Transform
  - **Objective:** To realise and manage the committed outcomes

**Assessing outcomes**

The CPYJ Reform Strategy will set the direction for reform which the RMO will use to plan portfolio and program level outcomes using the IRF tools and templates. These outcomes will be measured and data will be managed to allow for ongoing evaluation of the strategy. Data management within Agencies is a significant challenge and beyond the scope of this IRF, however the communication of data needs to be a format that supports RMO reporting. This will be managed through the RMO reporting and evaluation channels.

In some cases the outcome achievement may have a significant lead time, perhaps years or decades; in these cases stakeholder expectations will need to be effectively managed through the stakeholder and communications plan. This will in part be due to collection and evaluation of data and trend analysis.

Efforts are currently being made to link historical data to serve as a reference point to measure success of some outcomes. For example the *NTG Menzies Data Linkage Research Partnership Report* outlines a plan to link data for trend analysis of data to support the Department of Health planning.
Outcomes Management Process

Process:
- Identify Improvement Opportunities
- Identify outcomes and define measures
- Establish tracking process and governance
- Manage, realise results and transform

Actions:
- Identify improvement opportunities using outcomes map
- Generate a list of potential outcomes
- Link project outcomes to potential outcomes
- Agree an appropriate measure/KPI for each outcome type
- Complete high-level quantification of potential outcomes and document in outcomes register
- Determine outcomes baseline (current state)
- Create outcomes register
- Identify outcomes owners & agree outcomes governance
- Complete a high-level quantification of potential outcomes and document assumptions in the outcomes register
- Determine outcomes baseline (current state performance) to enable tracking
- Set up outcomes tracking and reporting process
- Monitor changes to the project scope and outcomes and adjust outcomes accordingly
- Track outcomes realisation (quick wins and progress against longer term outcomes)
- Embed outcomes into operational plans and performance management processes
- Commence sustainable outcomes tracking - on-going outcomes governance capability, supported by sustainable outcomes reporting and tracking
- Hand over outcomes tracking to outcomes owners

Tools:
- Outcomes Map
- Outcomes Register
- Outcomes Profile (Governance)
- Outcomes Report and Health Check

Figure 10 - Outcomes Management process
Integrated Planning

Integrated planning is a critical step at program initiation in order to promote program success. Integrated Planning Framework allows the program to deliver efficiently and accurately by applying a strategic long-term planning approach over a complex and resource constrained environment.

Objective
Mobilise cross-agency teams and resources to develop a robust course of action to ensure outcomes are achievable

Value / Outcomes
- Provides a clear roadmap which government accountable executives and key stakeholders can actively use to drive reforms and build commitment
- Enables dependencies to be visible and effectively managed both within Agencies and across WoG to achieve common reform outcomes
- Provides an up to date view of what resources are required and when to effectively deliver reforms

Key Components
There are a number of key components that need to be undertaken in the integrated planning process:
1. Collate requirements and confirm alignment with the reform vision, purpose and objectives
2. Define the scope of the portfolio/s and categorisation of requirements into portfolios and programs. This involves the population of the requirements matrix and undertaking categorisation.
3. Define the delivery architecture by aligning the categorisation with a delivery structure that is compatible with current agency systems and governance
4. Undertake prioritisation utilising the prioritisation criteria and develop charters and plan on a page for each program/project
5. Undertake delivery of portfolios of work

Templates of planning deliverables
Requirements Matrix
Prioritisation Criteria
Reform Charter (Project/Program/Portfolio level)
Plan on a Page
Integrated Master Plan & Schedule

Key Roles
Portfolio Sponsors
Program Managers
Integrated Planning Approach

An integrated planning approach includes the following five steps which are detailed below.

1. Confirm alignment with portfolio vision, purpose and objectives
   - Collect the items of work (inputs) and assess for alignment to the overarching reform vision and purpose. For CPYJ Reforms this involves capturing only projects and programs that will have a direct, reformative impact on CPYJ in the Northern Territory
   - Capture all initial inputs in the requirements matrix

Requirements Matrix
   - Register of all items of work that are deemed to contribute or impact on the CPYJ Reform portfolio (all tasks/initiatives)
   - Used as a tracking and categorisation tool in order to allocate projects to the portfolios of work detailed by the Delivery Architecture (Figure 11 below)

2. Scope definition and categorisation
   - Identify whether the requirement should be undertaken as a discrete project or as part of business as usual
   - Classify identified portfolio items into discrete groups of programs, projects and tasks as per the taxonomy diagram in the toolkit

Categorisation Criteria
   - Process of forming discrete groups of projects on the basis of possessing a certain set of similar characteristics as the foundation for programs or portfolios of work
   - Aim of the categorisation process is to create divisions in the portfolio of work for more efficient program management and resource use
   - The development of a categorisation architecture has been undertaken as an iterative process utilising the requirements matrix detailed below and resulting in categories aligning with the Design Delivery Architecture (Figure 11)

3. Design delivery architecture
   - The delivery architecture has been developed through a preliminary categorisation of current CPYJ Reform projects in addition to an analysis of the current inter-agency operations and dependencies of the Agencies
   - The design delivery architecture is detailed below in Figure 11 in addition to an explanatory table of the elements of the architecture
4. Prioritisation and planning

**Prioritisation Framework**
- Matrix of criteria and weightings that are applied to projects in order to determine an order of delivery to achieve program and portfolio outcomes
- Comprehensive model included in the IRF toolkit outlining detailed categories and weightings for discussion and development by the cluster agencies and RMO to confirm the weightings are aligned to CPYJ Reform portfolio principles and relative importance of items is appropriate

**Charters and Plan-on-a-Page**
- Charters are a one page summary developed collaboratively during the initiation and planning phases of a portfolio/program/project
- The charter highlights the program scope, objectives, key risks, stakeholders and deliverables giving direction and defining the outcomes of the portfolio/program/project
- A plan on a page is a one page document at either portfolio, program or project level detailing a timeline with key milestones and dates for projects or programs
- The plan allows key stakeholders to understand the key dates for projects/programs and key dependencies between them
- Figure 12 below highlights the interactions between the various levels of project, program and portfolio charters, plans and schedules

5. Program delivery

**Initiate portfolio delivery.**
- Portfolio and Program Managers will be required to continuously monitor activity, and undertake the integrated planning process as new items of CPYJ Reform work are drafted and commenced.
- Additionally, program management staff will need to maintain the Integrated Master Plan and Schedule in order to identify delivery opportunities and risks.

**Delivery Architecture**

The delivery architecture has been developed through a preliminary categorisation of current CPYJ Reform projects in addition to an analysis of the current inter-agency operations and dependencies of the Agencies.

Through a bottom-up analysis of 128 current items of work in Cluster Agencies, a number of potential categorisation models were identified. These categorisation models have been analysed in conjunction with a top-down analysis of current WoG governance systems in addition to consultation with the agencies in workshops resulting in the design of the delivery architecture illustrated in Figure 11.
The architecture has been designed to align projects and programs into System Reform portfolios, or Agency Reform portfolios. The System Reform portfolios are designed to align with the service sector delivery model with the addition of the System Design program. These portfolios are cross Agency and include projects and programs from various agencies. The Agency Reform portfolios are Agency-specific and include MoG changes as well as other internal process reform. A description of each of the portfolios is provided in the table below.

<table>
<thead>
<tr>
<th>Program</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>System Design Blueprint</td>
<td>Develop reform strategy, including vision, purpose, and narrative. Additionally captures programs that span across multiple service areas.</td>
</tr>
<tr>
<td>Primary / Universal Services Portfolio</td>
<td>Improve coordination of capability development within the universal services delivery sector (green) and capture projects and programs that are reformative to universal services</td>
</tr>
<tr>
<td>Secondary / Targeted Services Portfolio</td>
<td>Improve coordination of capability development within the targeted services delivery sector (amber) and capture projects and programs that are reformative to targeted services</td>
</tr>
<tr>
<td>Tertiary / Individual Interventions Services Portfolio</td>
<td>Improve coordination of capability development within the tertiary service delivery sector (red) and capture projects and programs that are reformative to individual intervention services</td>
</tr>
<tr>
<td>Agency Reform Portfolio</td>
<td>Improve agency capability and service provision via projects and programs specific to individual agencies</td>
</tr>
<tr>
<td>Operating Model</td>
<td>Improve agency capability and service provision via projects and programs improving on operations, internal systems, training, and other operating model elements</td>
</tr>
</tbody>
</table>
Prioritisation and Planning

Figure 12 below illustrates the interactions between the various levels of project, program and portfolio charters, plans and schedules. The toolkit contains these templates and instructions on how to develop these products.

Integrated Planning Hierarchy

Integrated Planning Tools

Figure 13 below illustrates the process of use of the various integrated planning tools, aligning them with the five integrated planning steps outlined above.
Figure 13 - Integrated Planning Tools
Stakeholder management is a critical component to the successful delivery of any project, program or activity. A stakeholder is any individual, group or organization that can affect, be affected by, or perceive itself to be affected by activity coordinated through the RMO. Stakeholder management enables the identification and communicate with key stakeholders at the various stages of the program to ensure the program is successfully delivered.

Stakeholder engagement is regarding in two broad categories, being internal and external stakeholders. Internal stakeholders are defined as the agencies or people/positions within the Children and Families Cluster and contributing to RMO activity.

External stakeholders are those elements of NTG outside the Children and Families Cluster, including the commonwealth and local government bodies, NGOs, communities, media and general public.

**Objective**

Ensure program success and sustainability through the inclusion and consultation with the community, key personnel, partner organisations and stakeholders through all stages of the program, from early in the planning process, through the development and program delivery.

**Value / Outcomes**

- To promote understanding and positive awareness of the CPYJ Reform and its outcomes.
- Proving a coordinated and consistent message to stakeholders through an accessible and inclusive engagement process.
- Ensures decisions are well informed by stakeholder and community inputs best positioning the program to be well accepted by those who are interested in and affected by it.
- When proactively used, stakeholder management also mitigates the potential for stakeholder and community angst and objection.

**Key Components**

Once established and embedded, the Stakeholder Management element of the IRF will include the following.

**Stakeholder Engagement and Communications Strategy**

- Provide the overarching approach for communication and stakeholder engagement across the portfolios and programs coordinated by the RMO
- An appropriate stakeholder engagement model consistent with organisational principles and requirements
- Identify key stakeholders including decision makers, program partners, key stakeholders, local government, peak bodies and advocacy groups, those directly impacted and indirectly impacted and the broader community including Aboriginal and Torres Strait Islanders
• Identify communication and engagement tools
• Describe the approach for hard to reach communities
• Outline approach to media relations
• Establish governance arrangements for the communications and stakeholder engagement and high level protocols
• Defined methods for evaluating the stakeholder engagement effectiveness, to refine and improve plans for the future
• Outline budget and resourcing

Communications and Engagement Plans
DCM has developed an external stakeholder communication and engagement plan, which all subordinate plans must reflect. The plan should include:
• Strategic approach
• Objectives
• Key stakeholders
• Program of activities
• Key responsibilities for engagement development and delivery
• Develop a calendar of key communications and engagement forums

Stakeholder Management Planning
Stakeholder management planning is conducted as part of project initiation and development of the project charter (see integrated planning). Stakeholders can be engaged via a number of means including participation in project/program working groups and communication through routine reporting outlined earlier in the Reporting Framework chapter.

Dealing with resistance
Where stakeholder resistance is encountered and threatens outcomes achievement, a specific stakeholder engagement strategy should be developed; a personal briefing or tailored reporting may assist resolving the issue at the lowest level. If unsuccessful, escalation of this issue to the RMO or Children and Families Standing Committee as part of risk and issue management may be appropriate.
Risk and Issue Management

Risk management reduces the likelihood, impact and severity of issue impacting on desired outcomes. This Risk Management Framework applies a systematic process to cost-effectively reduce the effects of uncertainties that may negatively impact on CPYJ Reform implementation. A risk is an uncertain event or condition that occurs in the future. If the risk does occur and becomes an issue, it has an effect on at least one program or project objective.

In contrast, an issue is an event or incident that has occurred (or is imminent). The objective of issue management is to provide clear ownership and accountability for program issues so that they can be managed effectively.

A risk event that has occurred (a ‘realised’ risk) becomes an “issue”; that is, the resultant impact requires attention. This is demonstrated below in Figure 14.

Figure 14 - Comparison of issues and risks affecting the reform implementation

- **Avoid** – cease activities, re-evaluate and consider alternative options
- **Accept** – understand the risk, accept the risk in its current state and move forward
- **Transfer** – transfer the risk to another party i.e. insurance, outsourcing (third party delivery)
- **Mitigate** – implement steps to reduce the likelihood and/or consequence of the risk occurring
- **Share** – share the risk(s) across multiple programs to reduce the likelihood, consequence or impact
### Objectives

Establish program Risk and Issue Management Framework to manage risk exposure through identification implementation of controls

### Value / Outcomes

- Provides clear ownership and accountability for risks at a project, program and cross Agency level so they can be managed effectively
- Provides a program level view of current risks to facilitate mitigation of risks
- Promotes proactive management in the early identification and treatment of risks and issues
- Promotes an open and responsive approach to risk management
- Delivers improved contingency planning
- Maintains a clear and accurate record of risks and issues and related actions

### Key Components

The Risk and Issue Management Framework includes the following.

#### Risk Management Framework

- A WoG Risk and Issue Management Framework outlining delegation and escalation procedures that outline monitoring and actioning escalated risks, including support of forward planning and stakeholder engagement
- A Risk and Issue Management Framework structured to include defined processes, roles and responsibilities

#### Issue Management Framework

- A program risk and issue profile outlining the perceived Risk Map and a methodology for classifying, categorising and assessing risks
- Risk and issue management tools such as maintaining a current and active Risk/Issue Register with clear ownership for risk items and mitigation strategies
- A clear classification of risks using a consistent method of Risk Rating

#### Risk Control

- Defined protocols for escalating high risk to the Program Manager and for the stewardship of open risk mitigation plans
- Risk Control Criteria that identifies and proposes key controls and mitigating actions to manage identified risks within agreed tolerability criteria
- Clear accountability of all resources involved in the identification, assessment and mitigation process
This Risk and Issue Management Framework will improve ongoing decision making with relation to reform implementation and will facilitate the alignment of risks and issues across the NTG. This approach recognises varying level of risk management between agencies and in particular appetite for risk tolerance. Collaboration is essential to develop appropriate risk and issue identification, treatment and monitoring in the WoG context.

The approach to risk and issue management is detailed in Figure 15 below.
**Roles and responsibilities**

Key risk management accountabilities are outlined in the Figure 16 below.

![Figure 16 - Roles and responsibilities for key risk management activities](image)

The successful management of risks and issues requires commitment and participation at all levels of the CPJY Reform. The roles and responsibilities detailed below are related specifically to the risk and issue management process as part of the CPYJ Reform.

The following table outlines risk and issues management roles and responsibilities within the portfolio/program and project level.

**Risk framework**

Risk management is a continual and systemic process applicable across the WoG. Better practice risk management enables events or conditions to be dealt with prior to occurring. The diagram below demonstrates how if an issue is not treated early, it can become a risk.

An issue should not be confused with a risk. A risk is an event that has not yet occurred and may be able to be avoided with relevant treatment options, but an issue is an event that has occurred (or imminent) and is impacting on activities contributing to CPYJ Reform. A risk event that has occurred (a ‘realised’ risk) becomes an “issue”; that is, the resultant impact requires attention.

The process of risk management is captured in the below Framework that provides a checklist for each process and associated documentation.
<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Identification</td>
<td>• Identify the risks that Agencies should be managing</td>
<td>Agency Program and Project Managers</td>
</tr>
<tr>
<td></td>
<td>• Document identified risks on the Risk Register</td>
<td></td>
</tr>
<tr>
<td>Risk Analysis</td>
<td>• Analyse the cause of the risk including the causes, consequences and likelihood and identify the effectiveness of existing controls</td>
<td>RMO</td>
</tr>
<tr>
<td></td>
<td>• Determine the Risk Rating based in the Risk Assessment Template</td>
<td></td>
</tr>
<tr>
<td>Risk Evaluation</td>
<td>• Providing the risk rating level to the risk, after the effectiveness of existing controls has been considered. This will determine whether additional; treatments are needed to reduce the risk level</td>
<td>RMO</td>
</tr>
<tr>
<td>Risk Treatment</td>
<td>• Identify and apply key treatments that will address causes of the risk.</td>
<td>RMO</td>
</tr>
<tr>
<td></td>
<td>• Determine the Treated Risk Rating based on the Risk Assessment Table</td>
<td></td>
</tr>
<tr>
<td>Risk Monitoring</td>
<td>• Regular review and update of the Risk Register</td>
<td>RMO</td>
</tr>
<tr>
<td>Risk Escalation</td>
<td>• Risks rated High or Very High must be treated</td>
<td>RMO and Children and Families Standing Committee</td>
</tr>
<tr>
<td></td>
<td>• Risks rated High or Very High are to be escalated to the RMO</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• RMO documents High or Very High risks in Status Reports submitted to the Children and Families Standing Committee</td>
<td></td>
</tr>
<tr>
<td>Risk Review and Closure</td>
<td>• When risks are deemed to be an issue requiring action, it is no longer a risk. This should be documented in the Risk Registered and the issue transferred into the Issue Register</td>
<td>RMO</td>
</tr>
</tbody>
</table>

**Issue framework**

An issue describes a situation in which a risk has been realised, or a concern arises that may impede the immediate progress of the CPYJ Reform if not resolved. Issue management involves the process for identification, analysis, response, monitoring, escalation, review and closure of project and program issues.

An issue should not be confused with a risk. A risk is an event that has not yet occurred and may be able to be avoided with relevant treatment options, but an issue is an event that has already occurred and is impacting the project/program.
<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue Identification</td>
<td>• Project and Program managers identify issues and document in the Issue Register</td>
<td>Agency Program and Project Managers</td>
</tr>
<tr>
<td>Issue Analysis</td>
<td>• Issues are determined as valid or invalid by the Program Manager</td>
<td>Agency Program Managers</td>
</tr>
<tr>
<td></td>
<td>• Issues are evaluated using the Issues Analysis Matrix</td>
<td></td>
</tr>
<tr>
<td>Issue Response</td>
<td>• RMO determines the issue response based on analysis from the Issues Analysis Matrix</td>
<td>RMO</td>
</tr>
<tr>
<td></td>
<td>• RMO develops an Issue Resolution Plan to determine how the issue will be treated</td>
<td></td>
</tr>
<tr>
<td>Issue Monitoring</td>
<td>• RMO reviews the Issue Register on a monthly basis</td>
<td>RMO and Children and Families Standing Committee</td>
</tr>
<tr>
<td></td>
<td>• The Children and Families Standing reviews the Issue Register on a quarterly basis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The RMO communicates any changes in the status of issues to impacted stakeholders</td>
<td></td>
</tr>
<tr>
<td>Issue Escalation</td>
<td>• Issues categorised as High or Very High are escalated immediately to the Children and Families Standing Committee</td>
<td>RMO and Children and Families Standing Committee</td>
</tr>
<tr>
<td>Issue Review and Closure</td>
<td>• Issues are considered closed when no further action is required or when the impact is rectified</td>
<td>RMO</td>
</tr>
<tr>
<td></td>
<td>• RMO updates the Issue Register with a “closed” status against the issue</td>
<td></td>
</tr>
</tbody>
</table>
Quality and Evaluation

Ongoing quality assurance (QA) is an integral part of this WoG framework that ensures high standards of performance are maintained in all reform activities. QA adopts an audit approach outside the routine reporting process and allows deeper analysis of areas of concern, or highlight success and would normally be led by the RMO. This process may result in changes to scope, cost or schedule which is through a change request process.

Evaluation forms part of QA and looks specifically at measurable indicators of performance and how they relate to the defined outcomes. Measures of performance will be defined during the strategy development. Evaluation is often best conducted independently by a third party, not normally part of the RMO or Agency delivery structure.

Objectives
Establish program frameworks to drive consistency and commitment to quality in outcomes, documentation and manage change to the program or project in a controlled manner.

Value/Outcomes
Defines and establishes the activities for managing quality across the program, and also describes the quality assurance, review and control processes for the program. The benefits of quality and knowledge management include:

- Driving continual improvement
- Ensuring project outcomes are achieved
- Ensuring projects and programs are being well managed
- Maintaining consistent planning methodologies, standards, procedures, processes, practices and tools across projects and programs

Key Components
Once established and embedded, the Quality and Document Management element of the Implementation Program Management Framework will include the following.

Quality Assurance Process
- Internal quality management process, including roles and responsibilities for each program and PMO deliverable

Outlining key steps in quality review, including:
- Reporting to RMO
- Reviews undertaken to identify programs nearing completion
- RMO audits undertaken to ensure application of program management framework and accuracy of reporting
- Executive endorsement for programs nearing completion, accompanied with a closure report
- Recommendations endorsed by the RMO and the portfolio governance forum

Change Request
- Clear change control process defined, requiring approval to ensure that program changes are identified and approved before work commences and that pending changes are highlighted for consideration
Quality Assurance Process

The quality assurance process provides regular assessments and reviews to optimise accountability. The Figure below demonstrates the transition from reporting to sign-off to ensure Agencies can successfully deliver programs and projects.

**Continual Reporting**: Continual reporting by Program managers to be provided to the RMO on progress against plans.

**Quarterly Reviews**: Quarterly review undertaken by the RMO as part of the continual reporting process to identify projects nearing completion.

**RMO Audits**: RMO to conduct spot audits of project delivery to ensure application of project management framework and accuracy of reporting.
Executive Endorsement: Projects recommended for completion as part of the quarterly review process must provide a Project Closure Report and receive executive endorsement of intent to complete.

Implementation Team Quality Assurance: Any recommendation must be endorsed by the RMO and the Standing Committee.

Quarterly Review

The purpose of Quarterly Review is to:

- Provide a holistic assessment of the reform programs at a point in time
- Identify positive practices and improvement opportunities
- Assist in providing assurance over the reform programs and improve controls and program management rigor
- Develop a report that presents a consistent assessment of the programs, highlighting positive practices and opportunities for improvement related to project and program management
- Provide an indication of project management maturity across the portfolio
- Present trend analysis through subsequent quarterly reviews

Critical success factors for Projects and Programs

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Governance</td>
<td>There is a defined structure, appropriate levels of authority and rules to govern the decision making process and escalation of issues</td>
</tr>
<tr>
<td>2</td>
<td>Planning</td>
<td>Work is planned and delivered according to the agreed objectives and scope and the boundaries and dependencies of the initiative are managed carefully</td>
</tr>
<tr>
<td>3</td>
<td>Reporting</td>
<td>Work is monitored actively and expectations around budget, resources, time and approach are managed</td>
</tr>
<tr>
<td>4</td>
<td>Strategic Alignment</td>
<td>There is alignment with the strategy and the future operating model is sustainable</td>
</tr>
<tr>
<td>5</td>
<td>Outcomes</td>
<td>Sustainable and achievable financial and non-financial outcomes are agreed and delivered</td>
</tr>
<tr>
<td>6</td>
<td>Risks and Issues</td>
<td>Risks and issues are regularly identified and managed actively to maintain progress against plan</td>
</tr>
<tr>
<td>7</td>
<td>Finance</td>
<td>Finances are within budget and under control or have acceptable reasons for variations and deviations</td>
</tr>
<tr>
<td>8</td>
<td>Resources</td>
<td>NT Govt. agencies have prepared personnel with the capability to deliver the required outcomes and the team culture is constructive</td>
</tr>
</tbody>
</table>
The development of work products have sufficient review and acceptance and outcomes meet the quality standards

The appropriate people are involved, consulted and communicated with effectively during the lifecycle of the initiative

There are appropriate standards, backups and version control in place to ensure a single source of truth for all critical program documents

**Change request**

The review process may identify the need to change certain aspects of a program or project scope, schedule or cost. The process to undertake this change is outlined in figure 18 below, and expanded on in more detail in the toolkit.

![Change Management Process and Tools](image)

**Knowledge management**

Knowledge management is a perpetual challenge and underpinned by a sound information system, standard operating procedures for file management and active documentation of reporting, planning and lessons learnt. Knowledge management is a discipline that promotes a
collaborative approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. This includes traceability for key decisions arising from meetings, key lessons learned from the quarterly review cycle, and lessons learned during after action reviews conducted post project close out. The filing and storage of information must be logical, accessible and robust.

Evaluation

A scheduled review of the IRF is integral to ongoing CPYJ Reform success. It also ensures the IRF remains relevant and the delivery architecture best suits CPYJ Reform needs. Assumptions made in during the development of the IRF will need to be tested and adjusted, in particular when key CPYJ Reform direction and guidance is provided.

It is proposed a 12 month review is conducted once the RMO is mobilised.
Effective organisational change management is critical to creating sustained performance after a change in the workplace has occurred. Change management is the process of guiding and shaping how a change will be delivered to and perceived by stakeholders while focusing on achieving the outcomes forecasted from the change. Figure 19 below outlines the process of organisational change management and the relevant tools at each step.

**Objective**
Ensure the change journey is clearly planned and articulated to the appropriate people in order to drive the transition to the future operating model.

**Value / Outcomes**
Effective change management promotes the consistent and effective implementation of change initiatives to maximise uptake and minimise disruption to stakeholders.

**Key Components**
Once established and embedded, the Change Management element of the IRF will include:

- **Change Management Strategy**
  - Summary of change management methodology, governance, monitoring and evaluation components
  - Key linkages with stakeholder and communications plans are outlined
  - The plan is designed

- **Organisational Readiness**
  - Outlines the stakeholder groups most likely to be affected by change in the program, looks at the main changes and impact of those changes
  - Change impact action plan details proactive steps to be taken to minimise negative impact of changes

- **Organisational Adaption**
  - A review to be conducted post-implementation to assess how successful the change/s have been taken up by the organisation

**Templates**
- Change Management Strategy
- Change Impact Assessment

**Key Roles**
- Portfolio Sponsors
- Program Managers
Organisational Change Management Process

Organisational Engagement + Organisational Readiness + Organisational Adoption = Sustained Change

- Organisational Engagement: Initiate, Design (e.g., Change Management Strategy, Stakeholder Engagement and Communications Strategy & Plan)
- Organisational Readiness: Pre-Implementation (e.g., Change Impact Assessment, Readiness Assessment Templates)
- Organisational Adoption: Reinforce & Sustain (e.g., Post-Implementation Reviews)

Figure 19 - Organisational Change Management Process and Tools
Financial Management

**Placeholder for future consideration.** Financial management is a key component of all portfolio and program management.

Financial Management is the efficient and effective management of funds and financial information in a manner that enables the accomplishment of the CPYJ Reform objectives. The relationship between funds invested and outcomes achieved should underpin the financial management approach.

This chapter outlines a Financial Management Framework to be adapted and/or developed once the CPYJ Reform Strategy and PDC Royal Commission outcomes are provided and planning conducted to develop an implementation approach (using this IRF).

<table>
<thead>
<tr>
<th>Objective</th>
<th>Provides effective control of funds, financial assets and resources facilitated through transparent planning and reporting.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value / Outcomes</td>
<td>A key success factor to effective reform implementation is a well-defined financial management framework with clear accountability and responsibility to program roles tasked with approving and managing the budget, preparing financial outlooks, and ensuring cash flow is managed in line with defined protocols. Strong program finance management ultimately ensures appropriate use of allocated program funds and that defined economic objectives are met.</td>
</tr>
</tbody>
</table>
| Key Activities | Once established and embedded, the Financial Management element of the IRF will include:  
Financial Management Strategy  
- Contingent on financial model developed  
- Supports the planning and management of the RMO financial resources, the allocation and spending of funds and the requirements for accountability and reporting  
- Describes components of the financial system and the procedures and accountabilities for the management of financial resources  
- An estimation and forecasting methodology is defined  
- Collated, captured and allocated costs associated with the program are performed in a structured fashion across work package programs  
Program Budget Management  
- Budget template identifies how the program objectives and outcomes will financially be supported  
- Deviations from the budget based on the program scope, schedule and resources are analysed, monitored and assessed  
- Analyse, update and report financial budget, forecast, cash flow and actual expenditure to both internal and external stakeholders.  
- Budgets are re-baselined when changes that are approved occur |
Once implementation plans are costed the financial management arrangements will need detailed consideration. Three financial management arrangements could be considered and will drive how and the extent of financial responsibility and accountability placed on the RMO or agencies: Implementation plans are costed and approved and funds are allocated and managed by the RMO; implementation plans are costed and approved and funds are allocated to agencies responsible for delivering projects within the IRF and RMO maintains visibility, but not accountability; or a hybrid of the two scenarios, where funds are distributed between multiple agencies and RMO for coordination and reporting.
5 Mobilisation Plan

The mobilisation plan is currently conceptual and relies on the development of the CPYJ Reform strategy and Royal Commission Final Report. This conceptual mobilisation plan described below outlines the key steps needed to bring the IRF to reality and commence operating. Figure 20 illustrates the mobilisation concept with RMO maturity on the Y Axis and time on X axis.

There are six key steps to mobilise the RMO to support delivery of CPYJ Reform direction:

<table>
<thead>
<tr>
<th>Mobilisation Stage</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| 1. Governance Approval & Strategic Communications | • Delegation of authority from Cabinet to the Children and Families Standing Committee to enable it to become an authorising environment for risk and issue management, change management and resource prioritisation.  
• Formalise the Standing Committee relationship with the Aboriginal Bi-Lateral Coordination Group  
• RMO scope confirmed and approved  
• RMO structure and coordination channels to agencies agreed and established  
• Issuing a CPYJ Reform narrative to align purpose |
<table>
<thead>
<tr>
<th>Mobilisation Stage</th>
<th>Key Tasks</th>
</tr>
</thead>
</table>
| **2. Resourcing**  | Approval of funding for:  
|                    | • RMO staff recruitment and selection  
|                    | • RMO working accommodation  
|                    | • IT guidance and support, including the cabinet reporting tool  
|                    | • Training / support: RMO functional training and capability uplift, scheduling, planning (per IRF tools)  |
| **3. Recruitment, training, change management** | The establishment of the RMO will create a number of FTE positions, the exact size is contingent on RMO scope however a director and headquarters function is required to provide the core functions, and portfolio and program management staff will be required as the delivery team to coordinate activity as per the delivery architecture. Training:  
| | • Capacity uplift through formal training in RMO functions, and management practices outlined in the IRF  
| | Change management: - Develop a plan considering the following:  
| | • Stakeholder engagement and communications  
| | • Impact on agency delivery personnel  
| | • Changes to existing agency project / program plans to adopt IRF methods – in particular outcomes management  
| | • Modification to agency reporting to inform RMO reporting requirements  |
| **4. Embedded Processes** | RMO processes aim to leverage existing agency processes, however it is anticipated some modification will be required  
| | The RMO is established, initial planning conducted and reporting channels open and cluster agencies understand their role in supporting CPYJ reform direction and habitual working relationships are established  |
| **5. Intermediate Operating Capability** | The RMO is coordinating the current work in progress across agencies and reporting to the Standing Committee on a monthly / as required basis  
| | The RMO is postured to respond to the PDC Royal Commission final report and use the IRF to assist planning and [future] implementation of CPYJ Reform direction  |
| **6. WoG CPYJ Reform Management** | The RMO effectively supports the implementation of the CPYJ Reform strategy  
| | Fully staffed and resourced and regarded as fully operational  |

The Mobilisation Plan assumes that the RMO and supporting functions are at intermediate operational capability before the PDC Royal Commission recommendations on the 1 August 2017.
The Gantt chart in Figure 21 details the anticipated timeline to mobilise the RMO.

![Gantt Chart]

**Figure 21 – Indicative timeline for RMO mobilisation**
6 Appendices

1. **The IRF Toolkit.** A PowerPoint document containing the next level of detail to use the IRF management practices and the tools and example templates to support the outputs required through various stages of the planning process.

2. **The Integrated Planning Workbook.** This is an excel workbook containing the requirements matrix spreadsheet, populated with the items gathered during the IRF development process, and draft prioritisation matrix spreadsheet for further development by the RMO staff.

3. **The Risk and Issue Management Workbook.** This is an excel workbook containing the necessary spreadsheets to identify, categorise, assess and mitigate risks. A risk register template is offered with a working example of risk included for consideration.
7 Glossary

Capability

The ability of an entity (department, agency, person) to achieve its objectives.

Capacity

The ability of an entity (department, agency, person) or resource, measured in quantity or level of quantity, over an extended period.

Categorisation

The process of allocating requirements (items of work) to specific portfolios of work in order to package requirements with similar characteristics.

Change Impact Assessment

Assessment of the likely impact that a change will have on an agency, its people and operations.

Change Management

The process of planning and managing change to minimise resistance to organisational change through involvement of key players and stakeholders.

Change Management Strategy

The documented plan outlining methodology, governance, monitoring, evaluation components, and key linkages with stakeholder and communications plans to move from the current state to the planned future state (through change).

Charter

A one-page summary document created at the initiation of any project, program or portfolio highlighting the scope, objectives, key risks, stakeholders and deliverables giving direction and defining the outcomes.

Children and Families Cluster

The Children and Families Cluster consists of the Department of Education (DoE), Department of Health (DoH), Department of Housing and Community Development (DHCD), NT Police, Fire and Emergency Service (NTPFES) and Territory Families. The Chief Executive (CE) of Territory Families (TF) is the nominated CE for the Children and Families Cluster.
**CPYJ Reform Strategy**

Is the strategy to be developed to articulate and deliver reform outcomes. Territory Families is intending to develop this strategy during 2017 for implementation by the RMO.

**Delivery Architecture**

The model that has been developed to organise the delivery of activity through top-down governance design and bottom-up requirements analysis that is used to categorise requirements into portfolios of work with similar characteristics, and the management structure to coordinate the work.

**Evaluation**

Analysis of completed or ongoing activities that drive efficiency, effectiveness and accountability – focusses on assessment of outcomes being achieved.

**External Stakeholders**

An entity (person, organisation or community) that has influence over and is influenced by an organisation but is not a member of it – in relation to CPYJ Reform this refers to entities outside the children and families cluster agencies.

**Financial Management**

The planning, oversight, organising and controlling of the monetary resources of an organisation/agency.

**Financial Management Strategy**

Strategy document outlining the supporting the planning and management of the RMO financial resources, the allocation and spending of funds and the requirements for accountability and reporting.

**Governance**

Establishment and ongoing monitoring of policies by members of the governing body/ies of an organisation/agency. Governance includes the mechanisms by which key decision-makers interact in order to drive effective action and ensure appropriate portfolio structure, resources and processes are in place.

**Integrated Master Plan**

An event-based, high level plan that provides benefits in planning and scheduling work efforts across large portfolios/programs. The plan identifies the timeline and milestones necessary to complete a program/project and ties each milestone with a key program/project event. The plan is used as a base to develop an integrated master schedule that supplements the plan with additional levels of detail of tasks and resources required.
Integrated Planning

An involved planning exercise that ensures the participation of all key stakeholders and affected parties. The objective of integrated planning is to mobilise teams and resources to develop a robust course of action and ensure outcomes are achievable.

Internal Stakeholders

An entity (employee, board member, executive, manager) that has influence over and is influenced by an organisation and is a member of it – in relation to CPYJ Reform this refers to the children and families cluster agencies and their staff contributing to CPYJ reform activity.

Issue

A relevant event that has happened, was not planned and requires management action. It could be a problem, query, concern, change request or risk that has occurred.

Outcome

The measurable improvement resulting from a deliberate activity perceived as an advantage by one or more stakeholders, and which contributes towards one or more organisational objectives.

Outcomes Map

Mapping tool used to generate an end state and define the linkages between an activity, its outcomes and the systemic goals of the portfolio and the high level outcomes of the reform.

Outcomes Register

A register of outcomes that enables assessment of value derived from program activity through identifying, measuring and monitoring delivery of expected outcomes.

Plan-on-a-page

A one page document at either portfolio, program or project level detailing a timeline with key milestones and dates for projects or programs. The plan allows key stakeholders to understand the key dates for projects/programs and key dependencies between them.

Portfolio

A portfolio is a group of programs grouped together to achieve higher level outcomes through better coordination, control and visibility of the work being undertaken.

Portfolio Sponsor

An individual who is responsible for overseeing a portfolio and committed to the direction and development of the portfolio – the responsibilities vary from agency to agency, however normally include (but not limited to): champion of issues for resolution, own the business case for new work and provide portfolio level direction and guidance to agency staff who contribute
to CPYJ reform activities. A portfolio sponsor should be assigned within each agency aligned to the agency contributions to service delivery sectors.

**Primary / Universal Services**

Those services that are offered to all Northern Territory residents by the Government. Examples of these services include primary healthcare services such as vaccination programs and schooling.

**Prioritisation**

The process of assessing items of work within projects and programs against the agreed criteria and placing them in order to most efficiently deliver desired outcomes. This involves utilising prioritisation criteria aligned with the desired outcomes to weight and prioritise projects and programs that best meet these outcomes.

**Prioritisation Criteria**

Criteria that has been selected to best represent the desired outcomes of a project/program/portfolio. Projects and programs are aligned against these criteria in order to prioritise the items of work within projects and programs that best achieve the desired outcomes.

**Program**

Is a number of Projects that are grouped together to achieve outcomes and control not possible by managing Projects individually.

**Program Owners**

Individuals responsible and accountable for overseeing and managing delivery of programs within a portfolio of work.

**Program risk**

A risk that impacts or extends beyond the delivery and implementation of a single project e.g. by impacting the plan, program governance, non-financial benefits, reporting, program management, coordination, communication etc.

**Project**

A temporary endeavour that is created for the purpose of delivering one or more business outputs according to a specified business case – it will have a defined start and end date, budget and outcomes.

**Project risk**

A risk that relates to the delivery and implementation of a project level activity – however with active management will not impact on dependant projects or program/s.
Quality Assurance

Encompasses all policies and systematic activities undertaken as a part of a quality system. Adopts an audit process outside of the routine reporting process and allows deeper analysis of areas of concern, or highlight success. The process would usually be led by the RMO.

Reform Management Office (RMO)

A functional organisation separate to the NTG Cluster agencies that defines and maintains the portfolio and program management standards for the CPYJ reforms. The RMO is accountable to the Children and Families Standing Committee to coordinate CPYJ Reform activities and achieves visibility and control of cross-agency work contributing to Reform objectives.

Register

A formal repository that is actively managed and is governed by protocols – for example an electronic document register to support RMO information management will need to comply with national archiving standards and DCIS policy. Other registers such as the risk register is managed by the responsible RMO staff member in accordance with the direction in the IRF.

Requirement(s)

Any work initiative that has been deemed as needed to be undertaken as a portion of the reform. This includes all items from portfolio classification through to singular activities however focuses largely around the project and program level.

Requirements Matrix

A register of all items of work that are deemed to contribute or impact on the reform portfolios. It is used as a tracking and categorisation tool in order to allocate projects to portfolios of work.

Risk

Something that may happen in the future that can have a negative or positive impact on the performance of an organisation or division. A key risk is one of the most important risks for the organisation to manage. Key risks are likely to be rated at the Inherent Level as Extreme or High.

Risk acceptance

An informed decision to accept the consequences of a particular risk without further treatment.

Risk appetite

The amount of risk at a broad level an organisation is prepared to accept in pursuit of its strategic objectives. i.e. program and portfolio level.

Risk assessment
The overall process where a risk is identified, analysed and evaluated.

**Risk management**

The identification, assessment and prioritisation of risks; and the coordinated application of resources to treat the risk (minimise, monitor, control, transfer or accept impacts).

**Risk Management Framework**

Set of components that provide the foundations and organisational arrangements for designing, implementing the risk management policy.

**Risk Owner**

This is the person with the most appropriate level of accountability and authority for managing a risk.

**Risk profile**

Refers to a collection of risks and describes the overall level of risk relating to that collection – for example the risk profile of a program is a collective view of the project risks within it.

**Risk rating**

The calculated risk rating by cross-referencing the anticipated consequence with the likelihood of occurrence. This is performed for each of the three levels of risk, including inherent, controlled and treated.

**Risk Register**

A tool for recording the details of identified risks that provide a picture of the risks impacting an organisation, division or unit. Types of risk register include strategic and operational.

**Risk tolerance**

The level of variation to achievement of specific outcomes or objectives an organisation is prepared to tolerate. i.e. before a project becomes unviable.

**Secondary / Target Services**

Those services targeted and tailored for children and/or families who have been identified ‘at risk’ in one or more care domains, such as mental health support, youth engagement programs and short term/transitional accommodation.

**Strategic risk**

A risk that could impact the achievement of the objectives of an organisation, both current and future, as defined by the strategic plan. Strategic risks are normally documented on a Strategic
Risk Register and require approval of the portfolio manager. Note that a project risk that is ‘high’ could impact on the portfolio level/strategic risk assessment.

**Stakeholder**

Any individual, group or organisation that can affect, be affected by or perceives itself to be affected by a program.

**System Design**

Is the process of defining the structure, components, interfaces and data to satisfy specified requirements. In the case of CPYJ Reform this refers to the reform environment in figure 3.

**System Enablers**

Those agency functions, capabilities and resources that contribute to the success of an organisation, portfolio, program or project. These include functional areas of an agency such as finance and human resources in addition to capabilities such as data.

**Tertiary / Individual Intervention Services**

Specific interventions for children and/or families for which the secondary service support strategy has been unsuccessful in resolving the social issue/s. This includes services such as apprehension and conviction, out of home care accommodation and disability services.

**Treated (Residual) level of risk**

An estimate of the level of risk post existing controls and implementation of all identified treatments.

**Treatment**

Planned activities or actions that when complete are designed to lower the controlled risk level, resulting in development of additional controls or strengthening of existing controls. Examples of common treatments include developing a policy, procedure or guideline, implementing a new process or commencing a project to implement a change initiative. A key treatment is the primary treatment or treatment(s) that contribute the most towards further mitigation of a risk.