



CYS Practice Manual

Project Plan

Version 0.1

Confidential

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This document has been derived from a template prepared by the Department of Premier and Cabinet, Tasmania. The structure is based on the *Tasmanian Government Project Management Guidelines*. For further details, refer to www.egovernment.tas.gov.au.

Abbreviations

APS	Adoptions and Permanency Services
AYDC	Ashley Youth Detention Centre
CHaPS	Child Health and Parenting Service
CPS	Child Protection Services
CYS	Children and Youth Services
CYSOPM	Children and Youth Services Online Practice Manual
DHHS	Department of Health and Human Services
ELT	Executive Leadership Team (CYS)
FVCSS	Family Violence Counselling and Support Services
ITS	Information Technology Services (DHHS)
OOHC	Out of Home Care
QIWD	Quality Improvement and Workforce Development
SDMS	Strategic Document Management System
SoS	Signs of Safety
YJS	Youth Justice Services

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1 PROJECT SCOPE

1.1 Purpose

This Project Plan outlines how Children and Youth Services (CYS) will develop and implement one integrated online practice manual for all of CYS.

For the purpose of this document the term 'policy documents' refers to policies and subordinate documents including procedures, protocols, practice guides, forms and fact sheets.

1.2 Project Background

CYS contains the program areas of Child Protection Services (CPS), Youth Justice Services (YJS), Family Violence and Counselling Support Services (FVCSS), Child Health and Parenting Services (CHaPS), and Adoption and Permanency Services (APS).

Traditionally, these program areas have had separate mechanisms for developing, storing and reviewing the policy documents (such as policies, procedures, practice guides and forms) specific to their business.

CPS and Community YJS each have a web-based practice manual. The content management software (SiteWrangler) used to develop these manuals does not include audit history, archiving functionality or version control. Access to the manuals is through non-standard Agency software which is not supported by Information Technology Services (ITS). There is currently no contract or service agreement for ongoing technical support, bug fixes or version upgrades resulting in individual invoicing for services. System hosting is also outside of the Agency servers and there is no current contract detailing requirements for system backups or emergency recovery.

Custodial YJS, CHAPS and APS store their manuals on various network drives as well as in hard copy. Version control and archiving arrangements differ between areas where they exist.

The individual program approach to policy documents has led to inconsistent practices across some Program areas and regions of CYS as well as issues with version control of documentation. Some manuals contain information that has not been approved, is out-dated, and duplicated with different versions. Policy documents have been written in different styles with different templates and different understandings of the purpose of each document. Further, the mandatory elements of practice (statutory obligations) are often indistinguishable as they are mixed in with practice advice.

This creates confusion for users, impacts on their ability to deliver a quality service and places CYS at significant risk.

While the manuals and approaches have served a purpose to date, it is time to revisit the policy framework and processes across CYS to ensure that we have a consistent whole of CYS approach to development, approval and implementation of policy documents with one user friendly and well maintained manual.

CYS is in a time of change. There are currently several projects and initiatives occurring across CYS aimed at redesigning the way we deliver services including the development of a CYS Service Delivery Framework, Out of Home Care Reform Project, Amendments to the *Children Young Persons and their Families Act 1997* and Signs of Safety. ELT has also endorsed the Moving Forward Strategy to bring all redesign projects under the one umbrella to ensure an integrated and joined up approach to the initiatives.

Undertaking a Practice Manual Project now will align neatly with the projects underway and provide a common link to ensure consistency of approach. The CYS Executive Leadership Team has therefore commissioned a project to develop a whole of CYS online practice manual.

The CYS online practice manual will be the single authoritative source for all policy documents produced by CYS for CYS.

1.3 Objective(s)

The objectives of the CYS Practice Manual Project are to:

- € Develop and implement a CYS online practice manual (CYSOPM) which includes all relevant CYS policy documentation (including but not limited to policies, procedures, practice guides and forms) that is practical, accessible and user friendly;
- € Improve consistency and ensure a whole of CYS approach to the development and review of policy documentation across CYS;
- € Streamline and systematise policy documentation across CYS;
- € Develop an overarching policy pillar framework;
- € Consolidate current content and develop CYS wide policies and procedures as appropriate;
- € Ensure policy documentation is clear, concise, evidence informed and relevant;
- € Ensure that statutory obligations and overarching CYS principles and priorities are clearly reflected in policy documentation;
- € Ensure that CYS is compliant with legislative requirements and best practice in respect of document retention, practice transparency and accountability; and
- € Develop a governance structure for the ongoing development and review of CYS documentation to ensure continued currency of content.

1.4 Target Outcomes

The following outcomes have been identified as the Target Outcomes for the CYS Practice Manual Project:

	Outcomes	Key Indicator/s
Project Level	A more user friendly, accessible and up to date CYSOPM	Positive staff feedback Robust review processes No out of date documents
	Greater consistency of all CYS policy documents in the one CYSOPM	Clear governance processes Use of approved templates All policy documents stored in the one place Staff understanding of document types, purpose and where to access
	Improved version control and history	Only 1 version of the document on CYSOPM Able to track history of versions
	Greater compliance with legislative requirements regarding archival of records	Documents archived in accordance with legislation

	Outcomes	Key Indicator/s
System Level	Increased staff confidence in their ability to quickly and reliably access service delivery documentation when they need it	Staff feedback
	Greater staff confidence in finding and understanding service delivery documentation on the CYSOPM	Staff feedback
	Improved confidence of staff in understanding principles and procedures for decision making where specific documentation is not available.	Staff feedback
	Increased awareness from staff of the core CYS principles and how they are applied to practice	Staff feedback
	Greater consolidation and streamlining of content	Reduction in number of documents No of overarching CYS documents
	Improved consistency of practice across the organisation	Adherence to policies and procedures
Population Level	Improved confidence in Tasmanian population that best practice is being followed in CYS	Moving Forward Evaluation
	Improved outcomes for children and their families	Moving Forward Evaluation

1.5 Scope of Work

In Scope:

The following has been identified as in scope for the project:

- € Identifying and implementing an appropriate information technology solution to host and provide user access to the CYSOPM;
- € Developing and building the structure and architecture of the manual;
- € Determining relevant content for the manual including document types and templates;
- € Establishing procedures for development and sign off of documents to be placed on the CYSOPM;
- € Undertaking consultation, seeking endorsement of content and arranging to have it placed on the CYSOPM during the life of the project;
- € Reviewing existing policy documents and developing new policy documents for inclusion on the manual. This will include a review of current operational processes and practice as required and may result in new practices and procedures;
- € Developing and implementing transition arrangements to decommission old manuals and launch the CYSOPM;
- € Providing information sessions and educational material for staff on how to use the CYSOPM;
- € Communicating with stakeholders and ensuring that users are aware of the project and how it will affect them;
- € Advising CYS staff as new content relevant to them is placed on the CYSOPM; and
- € Developing ongoing governance, review and system maintenance arrangements post project completion.

Not In Scope

The following will not form part of the Project:

- € Developing the CYS Service Delivery Framework or other CYS frameworks or strategic documents – ELT;
- € Developing policy documents that are outputs of existing or new projects (such as SoS, OoHC Reform) – The CYSOPM team will be available to work closely with the relevant project team and provide guidance and assistance in the development of documents but primary responsibility will rest with the relevant project team;
- € Developing or delivering training on new or updated content – The project team will provide advice on what the new content or procedure is but responsibility for training will be with Operational Units and/or QIWD depending on content;
- € Updating CYS training manuals/materials for training to reflect new policies and procedures – Operational Units where training is delivered by those Units and QIWD where training is delivered by QIWD;
- € Audit of compliance with policies and procedures against performance indicators – Operational Units;
- € Appraisals of identified quality indicators - QIWD
- € Developing or delivering training on IT use - ITS

Under Consideration

The following is under consideration and will be determined as the project progresses:

- € Loading information onto the SDMS - currently this is undertaken by Online Services. This has not been a satisfactory arrangement due to the time lag for loading. There are moves to devolve this to business units but it has not been confirmed at this stage;
- € Uploading documents and creating the links within the CYSOPM – while the CYSOPM team will undertake this function during the project, ongoing arrangements will need to be determined;
- € Ongoing responsibility for development and review of policy documents post project completion; and
- € Ongoing maintenance of the practice manual itself.

1.6 Project Schedule

The Practice Manual Project consists of four distinct but interrelated phases:

- € Project Establishment;
- € Building the CYSOPM (software and structure);
- € Developing, reviewing and updating content (at both CYS and operational specific levels);
- € Management and review.

The following outlines the higher level activities and milestones/outputs for each of the four phases.

A more detailed work plan will be developed and maintained by the Project Team. Reporting to the Steering Committee will be against these higher level activities.

It should be noted that timeframes are indicative and will be dependent on staffing resources.

Phase 1: Establishment

Id	Description	Who	Scheduled Finish	Milestone/Outputs
1.1	Identify project governance structure	Project team	Nov 14	Project Plan and Terms of reference
1.2	Develop project plan	Project team	Nov 14	Project plan
1.3	Develop communication strategy	Project team	Dec 14	Communication strategy
1.4	Implementation of communication strategy	Project team	Ongoing	Website Communiques Reports
1.5	Establish project team	ELT	Initial by Nov 14 and ongoing as required	Project Team
1.6	Complement the project team with practice experts to support content review and development	Project Manager	As required	Expressions of Interest for operational staff to join Project Team

Phase 2: Building the Manual

Id	Description	Who	Scheduled Finish	Output
2.1	Identify required functionality for practice manual and research and review options	Project team / IMT	Dec 14	Options paper with recommended IT solution
2.2	Identify document types, relationship between document types, design templates and quality control processes	Project team /	Feb 15	Templates for all required document types
2.3	Identify and structure manual using a cascading approach (strategic policy pillars, generic processes, bespoke practice and procedures)	Project team	Feb 15	Options paper with recommended content tree / menu structure and searching capability
2.4	Build and test prototype	Project team / IMT	Apr – Jun 15	User testing and transition plan
2.5	Deploy manual and organise end user training in navigation and content	Project team / ITS	Jun 15	Options paper and recommendation for deployment of manual and end user training
2.6	Launch manual	ITS	1 July 2015	Manual goes live
2.7	Decommission old manuals	Project team / IMT	Aug 15	Communicate new arrangements to all parties

Phase 3: Developing Content for the Manual

Id	Description	Who	Schedule d Finish	Output
3.1	Develop checklist and approval processes to ensure a consistent and integrated approach to content development	Project team	Dec 14	Procedure and checklist to guide content development and approval processes
3.2	Prioritise and schedule development of manual content (taking into account existing projects)	Project team	Mar 15	Work schedule for content development
3.3	Content development, consultation and approval process	Project team	Ongoing	New and revised policies, procedures and supporting documentation
3.4	Policy Pillar Descriptions	Project Team	Dec 14	
3.5	Generic CYS Policies	Project Team	Mar 15	
3.6	Generic CYS Procedures	Project Team	June 15	
3.7	Urgent policy documents	Project Team	As required	
na	<i>^OOHC Phase 2 policy documents</i>	<i>OoHC Team</i>		
na	<i>^Family Partnerships policy documents</i>	<i>FP Team</i>		
na	<i>^SOS policy documents</i>	<i>SoS Team</i>		
na	<i>^CHAPS Review policy documents</i>	<i>CHaPS Team</i>		
na	<i>^Amendments to Act policy documents</i>	<i>A2A Team</i>		
3.8	*Program specific – Adoptions & Permanency	Project Team	Ongoing from 2015	
3.9	*Program specific - Child Protection	Project Team	Ongoing from 2015	
3.10	*Program specific Youth Justice (Community YJ and AYDC)	Project Team	Ongoing from 2015	
3.11	*Program specific CHaPS	Project Team	Ongoing from 2015	
3.12	Program specific - FVCSS	Project Team	Ongoing from 2015	

* As some of these existing documents have not been reviewed for some time, there will be a need to review practice, evidence base, etc and may give rise to mini sub projects that chunk a heap of processes together and will need to be resourced by those with appropriate content knowledge and skills.

^ – content developed through other existing projects, included for context.

Phase 4: Management and Review

Id	Description	Who	Scheduled Finish	Milestone/Outputs
4.1	Develop ongoing governance, review arrangements and system maintenance arrangements	Project team	Early 2016	Clear understanding of ongoing roles and responsibilities
4.2	Review functionality of Manual, ease of use, relevance of content, staff satisfaction, etc	Project team	Early 2016	Evaluation Report with recommendations

1.7 Budget & Expenditure

The budget and resources required for this project will be met from within existing CYS resources. FTE savings requirements may impact timelines and deliverables. In the event that funding is required for any aspect of the project, the Project Team will present a case to the Steering Committee for endorsement.

1.8 Other Resources

The Practice Manual Project will require relevant CYS program areas to work together in order to develop and implement the CYSOPM. The CYS program areas involved will include:

- Planning, Program Development and Legislation
- Information Management
- Performance and Evaluation
- Quality Improvement and Workforce Development
- Operations

Assistance with developing an IT Solution will also be sought from the Office of the Chief Information Officer.

1.9 Assumptions and Constraints

Assumptions:

The following assumptions are made during this project with regard to its planning and implementation. These assumptions will be monitored and, if established as being incorrect, will require reconsideration of the project plan and outcomes.

- € The project will have sufficient resources to complete the project including staff allocation;
- € A CYS Service Delivery Framework will be developed to inform the structure and content of the CYSOPM;
- € An IT solution can be sourced from within available, agency approved software at no cost to CYS;
- € Deadlines will be flexible according to budget and staffing constraints.
- € Staff with relevant expertise will be available to support the development of the CYSOPM platform and content;
- € Operational staff will be released through an expression of interest process to support content review and development in the Project Team;
- € There will be ongoing CYS support for a staged implementation of the CYSOPM;
- € There will be ongoing CYS commitment to manage and maintain the CYSOPM;

- € Training and development of staff will be in line with and consistent with the content of the CYSOPM once launched;
- € The Agency will deliver improvements to the intranet search engine within the current specified timeframe;
- € The review of SDMS will not adversely impact on the development of the CYSOPM;
- € CYS will be granted permission to upload documents onto SDMS so there is greater control over the timeliness of uploads.

Constraints:

The following constraints can potentially affect project outcomes or timelines. These constraints will be monitored, any adverse impact on the project determined and adjustments to the project undertaken where necessary to protect project outcomes.

- € There is no formal budget allocation for the project;
- € Staff may not always be available to meet project timeframes due to competing priorities;
- € The expectations of CYSOPM from stakeholders may not be realistic and achievable;
- € CYS must adhere to Agency frameworks, policies and style guides where relevant;
- € Delivery of the project will in part rely on advice and support from other areas of the Agency also with competing priorities;
- € There is an Agency review process underway with a clear mandate to reduce the number of positions within the Agency;
- € The project does not exist in isolation but has dependencies on and interdependencies with other projects.

1.10 Relevant Government Policy, Legislation and Rules

Government Election Commitments

The following Government Election Commitments provide an overarching mandate and direction for work undertaken within the Practice Manual Project:

- € Promoting early intervention and support of vulnerable families as a first line approach;
- € Working pro-actively with at-risk families and providing a culture that gives families every opportunity to stay together;
- € Ensuring that children in state care have the best level of care available and that child protection processes and decision making are transparent and inclusive of families;
- € Working towards a team model of child protection- that will provide greater back-up and support to workers, by creating small child protection teams which work together for a group of families or children.

Legislation

The CYS Practice Manual Project will be undertaken in accordance with the following legislation:

- € *Archives Act 1983*
- € *Children, Young Persons and their Families Act 1997*
- € *Adoption Act 1988*
- € *Bail Act 1994*
- € *Family Violence Act 2004*

- € *Forensic Procedures Act 2000*
- € *Justices Act 1959*
- € *Personal Information Protection Act 2004*
- € *Right to Information Act 2009*
- € *Sentencing Act 1997*
- € *Youth Justice Act 1997*
- € *Youth Justice Regulations 2009*
- € *Family Law Act 1975 (Cwth)*
- € *Privacy Act 1988 (Cwth)*

Government Policy

The project will also need to consider the following Agency policies and directives:

- € Policy Management -DHHS Wide - Policy/Procedure and Key Word Listing - 20130501
- € Corporate Style Guide

2 Project Management Plan

2.1 Governance

The governance structure for this Project is based on the Project Management Guidelines published by the Department of Premier and Cabinet.

The CYS Practice Manual will adopt the governance structure of the Moving Forward Strategy.

Project Sponsor

The Project Sponsor has the delegated authority of the Steering Committee to assist with business management and project management issues that arise outside the formal business of the Steering Committee. The Sponsor for the Project is: Dr Susan Diamond, Director - Strategy, Program Development and Evaluation, Children and Youth Services.

Steering Committee

The Steering Committee is responsible for policy and resourcing decisions essential for the delivery of project outputs and outcomes. It is also responsible for ensuring appropriate management of the project components outlined in this Business Plan. The Steering Committee is the Moving Forward Steering Committee.

Business Owner(s)

Business Owners are responsible for utilising the project outputs. Business Owners are accountable to senior management for the delivery of project outcomes and for assisting the project team from a business knowledge perspective to enable the delivery of the project outputs. The Business Owners for this project are CYS Operational Programs.

Project Manager

The Project Manager is contracted by the Project Sponsor and Steering Committee to deliver the defined project outputs. They are responsible for organising and managing the day-to-day aspects of the project, developing and maintaining project plans, resolving planning and implementation issues and monitoring progress and budget. The Project Manager will:

- € Develop and maintain the Project Business Plan;
- € Manage and monitor project activity through plans and schedules;
- € Report to the Project Sponsor and Steering Committee at regular intervals; and
- € Manage (client, provider and stakeholder) expectations through formal specification and agreement of goals, outcomes, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities.

The Project Manager is: Jane Wood

Project Team

The Project Team is led by the Project Manager, working for the successful delivery of the project outputs.

Working Group/s

Working groups and/or reference groups will be established as required for various aspects of the project that require expert advice, or require collaboration across CYS work areas

2.2 Monitoring and Reporting

Regular monitoring and reporting are important elements in ensuring progress towards meeting the objectives of the Project.

Risks identified on the risk register (Appendix A) will be reviewed on a regular basis and risk status reported to the Steering Committee. An Issues Register will also be maintained throughout the life of the project to identify, monitor and issues arising.

Progress reports will be provided to major stakeholders as follows:

Reported by	To whom	Reporting requirements	Frequency	Format
<i>Project Manager</i>	<i>Project Sponsor</i>	<i>Status and updates</i>	<i>Fortnightly</i>	<i>Verbal</i>
<i>Project Manager</i>	<i>Deputy Secretary</i>	<i>Status and updates</i>	<i>Monthly</i>	<i>Verbal</i>
<i>Project Manager</i>	<i>Steering Committee</i>	<i>Status Report</i>	<i>Bi Monthly</i>	<i>Written and verbal</i>
<i>Project Manager Project Sponsor</i>	<i>Secretary, DHHS Minister for Children</i>	<i>Updates</i>	<i>As required</i>	<i>Written</i>

2.3 Stakeholder Management & Communication

A separate stakeholder management and communication plan will be developed for this project.

2.4 Related Projects

Moving Forward

The Practice Manual project falls under the CYS Moving Forward Strategy and as such has dependencies and interdependencies with the projects listed below. These linkages will be monitored, discussed and progressed through the Moving Forward Steering Committee and Working Groups/Reference Groups as appropriate. The development of document types and templates within this Project will be critical for all other projects developing policy documents and the establishment of the manual for hosting them.

Project Title	Project Manager/s
Out of Home Care Reform	Colleen Moran-Ford
Amendments to the Children, Young Persons and their Families Act	Megan Hill
Health Assessments in OoHC	Anita Torok/Megan Hill
CHaPS Project	Susan Price
Family Partnerships	Claire Lovell
Signs of Safety	Shane Hayes
CPS Redesign	Liz O'Malley

ELT Priorities

The following have been identified as ELT priorities for the current year and will inform the Practice Manual Project:

- € **Practice and Service Development:** The development of a Service Delivery Framework and Strategic Policy Pillars will be critical in providing a structure and approach to the development of the CYSOPM. Having one Service Delivery Framework across all of CYS will ensure the development of policy documents occurs through a consistent lens.
- € **Out of Home Care:** The Practice Manual Project will work closely with this project in relation to the development of policy documents.
- € **Workforce Development:** It is anticipated that the development of the CYSOPM will initiate new processes and new ways of working. There is a critical need to ensure the workforce is adequately skilled and equipped to work in these new ways and in line with our policy framework.

Strategic Document Management System

The Strategic Document Management System (SDMS) is currently the Agency approved system for storing (via TRIM) and accessing Departmental policy documents. This has now been in use for several years and, due to identified limitations, system requirements for a new or upgraded system are being developed through an Agency project.

The SDMS in its current form is not considered an appropriate or user friendly access point for the CYSOPM. While the new solution may be, the timeframes for delivery are unknown and likely to be well beyond the timeframes for the CYSOPM. The CYSOPM will therefore develop its own user front end. While not a significant risk to the Practice Manual Project, it will be important to keep a watching brief on SDMS developments.

3 RISK MANAGEMENT PLAN

A Project Risk Register is included as Appendix A and outlines the project risks and the proposed risk management strategies. Initial risks for the project were identified by the Working Group, taking into account the relevant assumptions and constraints.

The Risk Register will be reviewed and monitored by the Project Manager, with regular reports to the Project Sponsor/Deputy Secretary and bimonthly reports to the Steering Committee.

4 QUALITY MANAGEMENT PLAN

This Project will be managed in accordance with the Tasmanian Government Project Management Guidelines.

Progress reports regarding risk and issue management will be presented to the Steering Committee on a regular basis throughout the project.

Consultation with stakeholders will occur to ensure that outputs are fit for purpose.

Development of documents will be in accordance with DHHS Policy Frameworks, style guides and templates.

5 PROJECT CLOSURE

Project closure will occur when all content is placed on the CYSOPM and with sign off by the Moving Forward Steering Committee.

6 APPENDICES

Appendix A: Risk Register
