

# **Keep Them Safe Change Management Plan: The Outlook for 2011**

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## Purpose of this session

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- ▶ To gain CPAG input on the rollout of the Change Management Plan in 2011
- ▶ To provide guidance on envisaged 2011 activities (especially in Q1)
- ▶ To provide updates on planning already underway

# Your input on 2011 implementation

Firstly, a reminder of the key elements of the plan....

# Objectives of change management plan

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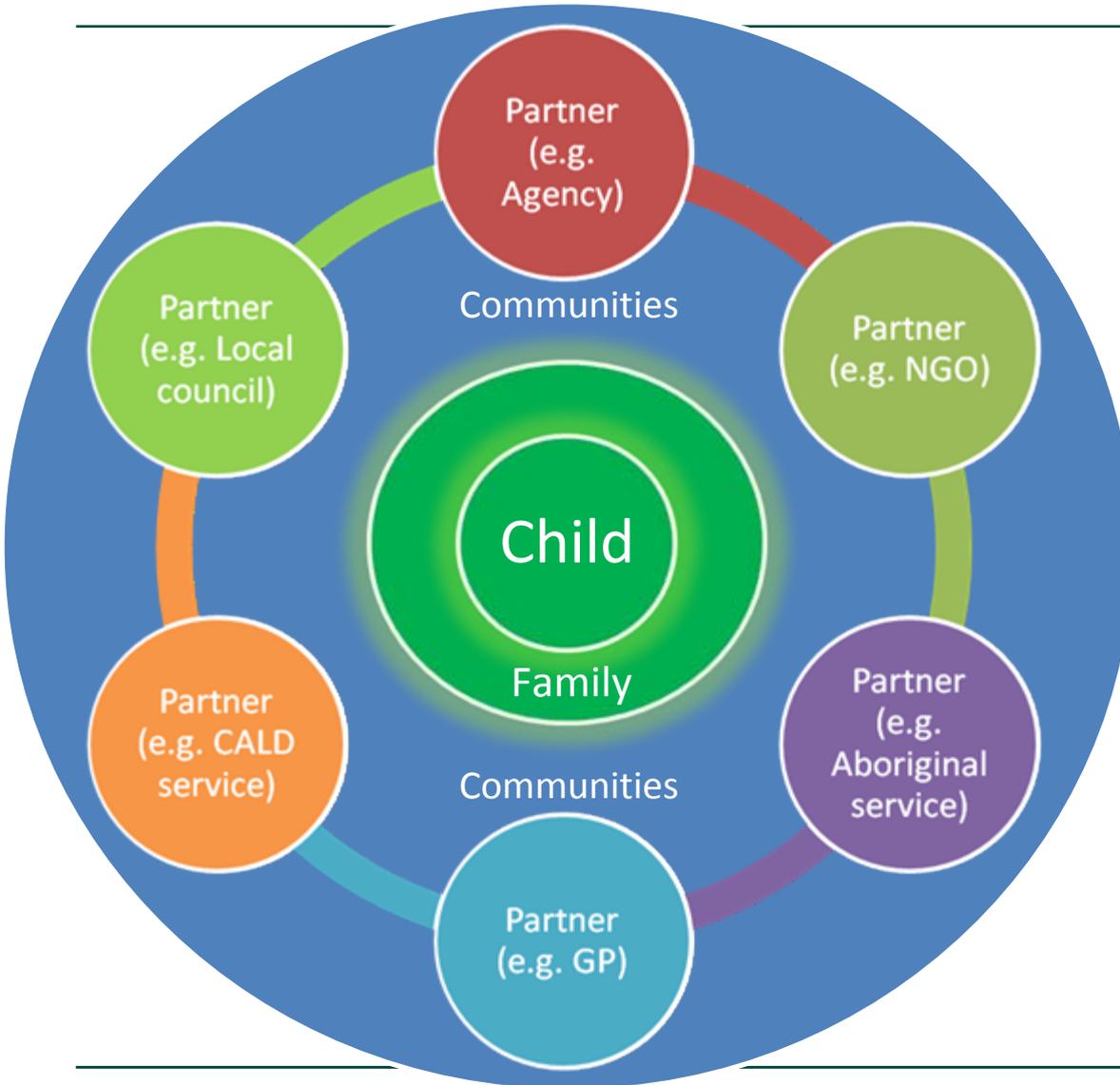
- ▶ To provide Keep Them Safe leaders with a toolkit for managing the change process
- ▶ To set out a clear sense of what the change process is aiming to achieve
- ▶ To provide guidance on what techniques and strategies are likely to be most effective in creating change
- ▶ To act as a basis for achievable implementation
- ▶ NB The suggested measures of success for the plan would be the extent to which the characteristics of the ideal culture are achieved.
- ▶ NB This plan does not start from a zero base. It builds on the great work already done to enhance the child wellbeing sector culture in NSW.

## Goals for the Keep Them Safe culture

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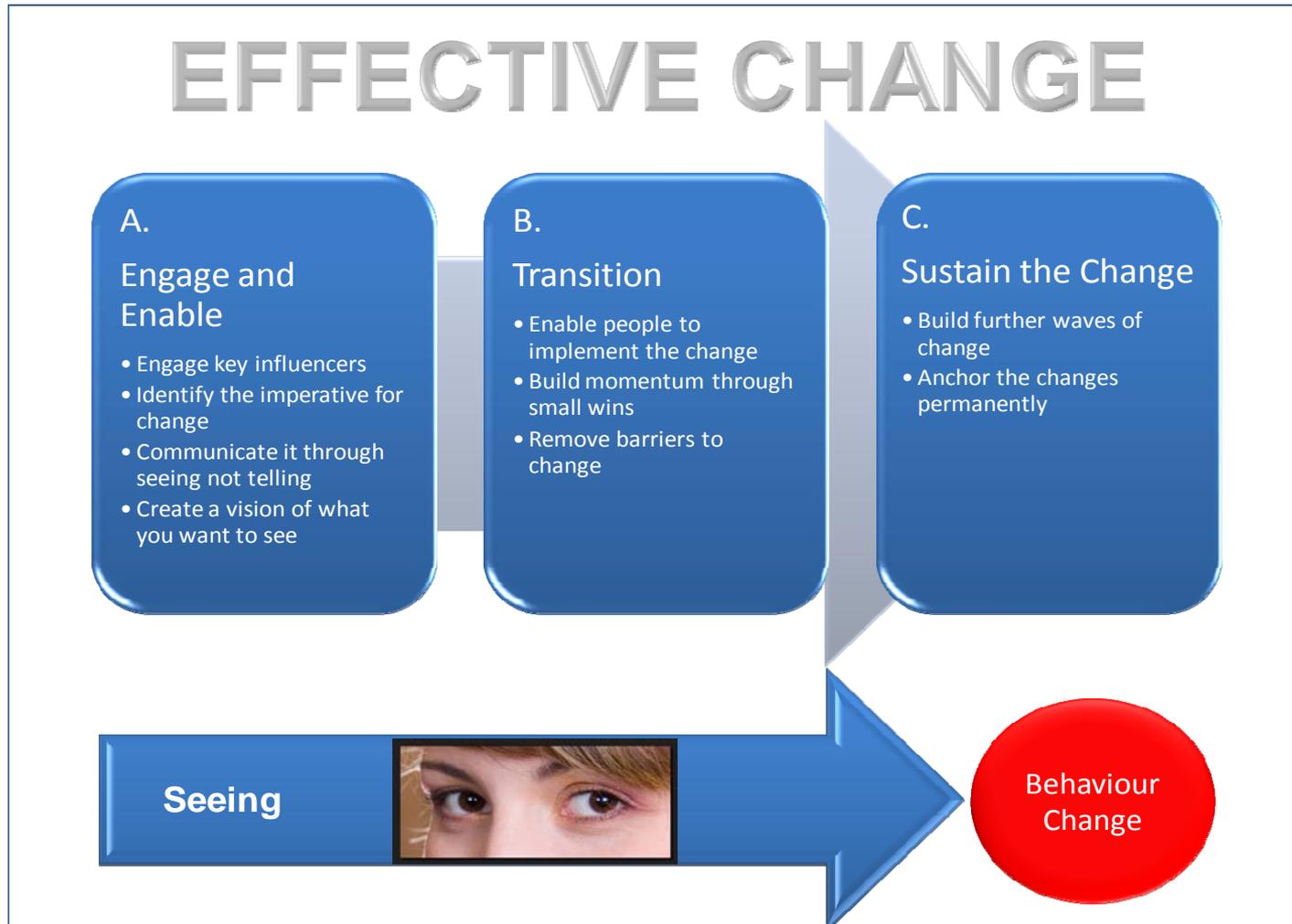
- ▶ **Confidence, throughout the sector, that child wellbeing is managed well**
- ▶ **All decisions result in actions that promote children's wellbeing**
- ▶ **A high percentage of activity is concerned with early intervention**
- ▶ **Actions occur at a pace consistent with 'a child's sense of time'**
- ▶ **Improved outcomes for Aboriginal children**
- ▶ **CALD communities feeling a part of the child wellbeing system**
- ▶ **Increased community capacity for managing child wellbeing**
- ▶ **Equitable outcomes (e.g. access, resources, approvals) across NSW**
- ▶ **Strong collaboration, displaying mutual understanding, trust, and natural cross-organisation formation of teams**

# The Meaning of Keep Them Safe – agreement on the ideal culture



- ▶ Child at the centre; family-focused; community as the context
- ▶ Collaboration and information sharing between all parties
- ▶ Multi-organisation solutions
- ▶ Focused on outcomes

# General change management principles



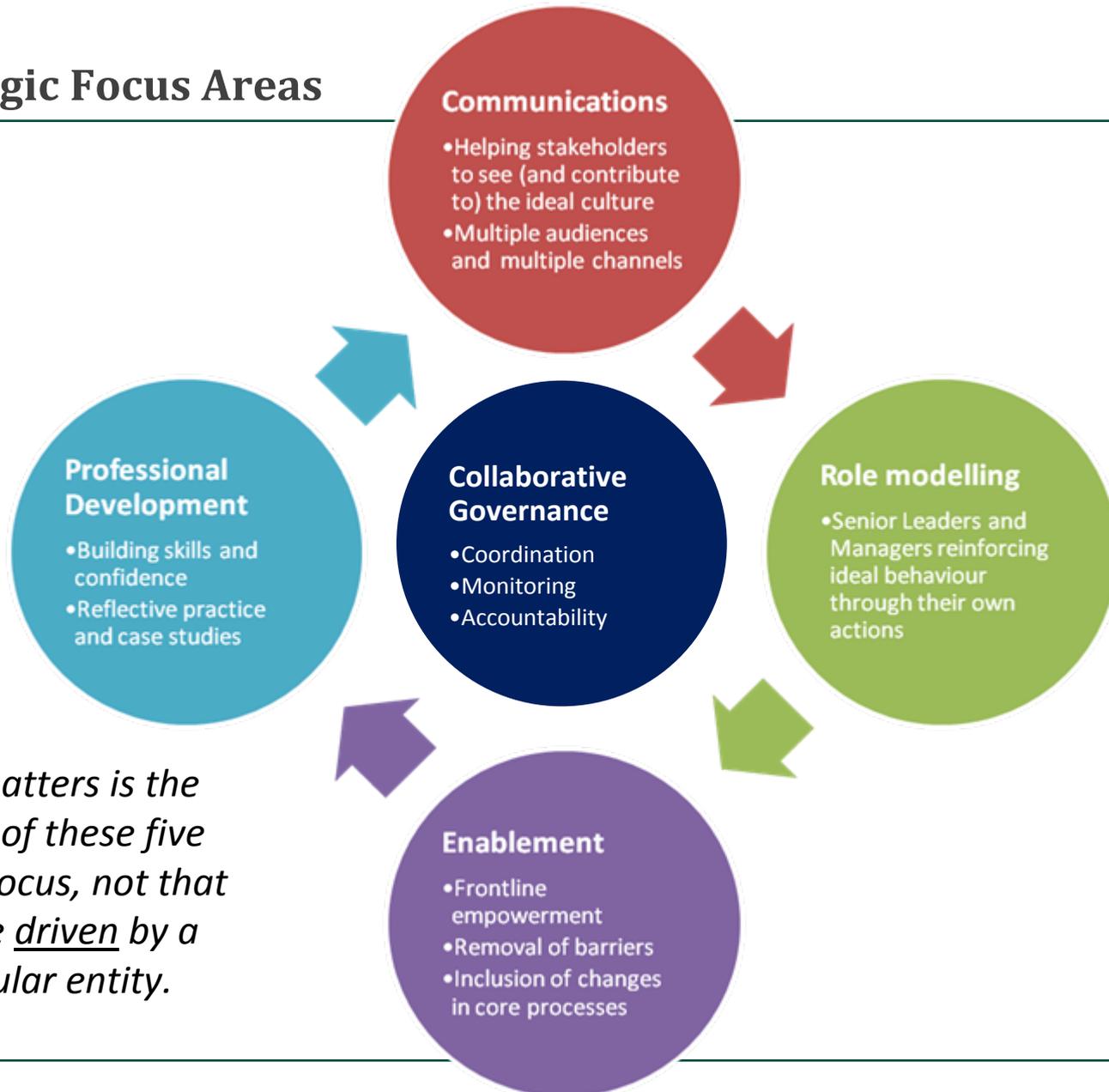
# Key Keep Them Safe Change Management Principles

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1. Focus on creating and maintaining *behaviours* consistent with the ideal Keep Them Safe culture
2. Use *multiple strategies* to build capability, commitment, ownership and accountability
3. Run the change process at *regional and local* levels, while maintaining whole-of-sector consistency
4. Create solutions that can be *replicated* (e.g. for new people) and *sustained*
5. Create solutions that can be implemented in *isolated locations* or *without technology*
6. Create solutions that work in *Aboriginal* contexts
7. Create solutions that work in *CALD* contexts
8. *Show* (more than tell) so that people see for themselves and contribute to creating solutions
9. Increase percentage of activities involving both government and non-government participation
10. Focus on progress rather than perfection

## 5 Strategic Focus Areas

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*What matters is the delivery of these five areas of focus, not that they are driven by a particular entity.*

## About the five *inter-dependent* strategies

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- ▶ Communications: the creation of change via giving participants in the system the chance to see for themselves the necessity, meaning and benefits of the new culture in easily understood terms and to contribute their own views on the ideal culture
- ▶ Role modelling: the creation of change via the visible display by the most influential leaders of the key behaviours required in the new culture, leading to other stakeholders mirroring such behaviours
- ▶ Enablement: the creation of change via the encouragement and facilitation of new behaviours and removal of barriers to these new behaviours
- ▶ Professional development: the creation of change via equipping participants in the system with the knowledge, skills and confidence to exhibit the desired new behaviours
- ▶ Collaborative governance: the creation of change via structures and processes that allow for the monitoring, control and refinement of the change management process

## A. Communications – Strategic Actions

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- A1. Regions to form and assemble groups of leaders (covering all agencies, Peak Bodies, geographies, Aboriginal and other communities) who will convey simple change messages
- A2. With input from these leaders, agree the messages themselves, including principles and hypothetical case studies
- A3. Find ways of translating the messages into two-way narratives that are compelling for different audiences
- A4. Develop an informal communications calendar, across different channels, involving each leader multiple times
- A5. Conduct communications (through 2011 and beyond), repeatedly, by numerous leaders, via multiple channels
- A6. In parallel, conduct similar but more low-key communications, through many more managers in a variety of roles and locations
- A7. Once the simple messages have been effectively communicated, move to more evolving dialogue and publicise examples of positive new behaviours (see C below)

## B. Role Modelling – Strategic Actions

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- B1. The ‘KTS Communications Leaders’ meet (at the ‘summits’ set out in the Communications Strategies above) to create a KTS Leadership Charter to describe:
- The behaviours they believe they, and others, must role model
  - The outcomes they seek to produce as change leaders
  - Concrete examples of how they would behave in test cases
- B2. The ‘KTS Communications Leaders’ model the Charter and coach their key leaders to do the same, especially in important case cases as they arise
- B3. The ‘KTS Communications Leaders’ meet from time to time to discuss the challenges they have faced in modelling the Charter and provide mutual advice on how best to model the way for others

## C. Enablement – Strategic Actions

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- C1. Form a task force specifically focused on enablement to:
- Identify ‘barriers to new behaviours’ and how these may be removed from the system
  - Identify ‘enablers of new behaviours’ and how these may be added to the system
  - Include examples of ‘new behaviours’ in the communications process (A above), so that these are publically applauded and thus reinforced
- C2. Identify where the KTS reforms can be aligned with other reform processes so that they are mutually reinforcing and non-conflicting
- C3. Inculcate major elements of this change management plan in the Interagency Guidelines

## D. Professional development – Strategic Actions

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- D1. Each region identifies a set of major professional development requirements (through a process that includes stakeholder consultation), grouped by location, organisation and importance/urgency of need. These would then be collated centrally to identify common themes (and to ensure a consistent approach to the training provided).
- D2. For the most important development requirements across the state, identify the best training mechanisms (with special consideration for remote location, non-technological, Aboriginal and CALD requirements) and create template session plans (that can be tailored at a regional level)
- D3. Create a professional development calendar, including training providers (which may be internal)
- D4. Deliver the inter-organisational professional development, collecting feedback on remaining developmental needs that can inform future training

## E. Collaborative Governance – Strategic Actions

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- E1. Confirm the governance structure(s) to be used for the roll-out of the change management plan, and their terms of reference (including other reform processes requiring mutual alignment)
- E2. Sign off the change management plan (in its detailed form) and agree monitoring and feedback processes
- E3. Undertake governance role, acting on any material deviations from the agreed plan, and using the feedback loop for learning and future planning

# Key Implementation Matters

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- ▶ Summits
- ▶ Professional development
- ▶ Governance

## Making the 'summits' happen

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- ▶ Utilise structures such as the Regional Coordination Program to coordinate the planning and delivery on a regional basis
- ▶ Plan for 11+ summits – at least one for each location in which there is a Regional Project Manager (and therefore two summits in both Western NSW and Western Sydney).
- ▶ In regions, assemble large groups of key influencers. (NB Regions should decide for themselves how best to take account of any similar summits that have already occurred, or are planned, in the region.) *Aboriginal leaders should be invited to play a material role.*
- ▶ Participation should be inclusive – if the person is regarded as a key influencer and would be likely to contribute constructively, then invite them
- ▶ With expert facilitation to ensure consistency across NSW, groups should be empowered to agree their key messages, communications activities and so on
- ▶ Facilitators would assist the group to understand what sorts of communications techniques are required for change management purposes and to devise simple messages that are easy to visualise, potentially based on principles and hypothetical case studies
- ▶ The key outcomes from the summits would be:
  - agreed messages;
  - agreed communication techniques; and
  - commitment from each attendee to their personal 'communication calendar'

# The Joint Professional Development Sessions

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- ▶ As much as possible, all aspects of the professional development would be run *jointly* – involving multiple organisations across both government and non-government entities. This includes not only running the sessions through local inter-agencies with the attendance by diverse organisations at professional development sessions (which is essential) but also the identification of development needs, the agreement of case studies to be covered and the post-session actions.
- ▶ An initial list of 3-5 topics would be agreed (following the input from each region) but possible areas include:
  - Integrated case management in the KTS environment.
  - Effective cross-organisation collaboration
  - Effective information exchange between organisations in practice
  - Child-centred and family-centred practice
  - Cultural competence
- ▶ Content would leverage material in the Interagency Guidelines
- ▶ Once agreed, these topics would be shaped into a ‘professional development kit’ that could be used by different mixed groups around the region, giving them guidance to self-facilitate their way through reflective practice sessions

## Governance changes

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- ▶ There are two tiers of governance to consider: whole-of-sector; and regional (e.g. via the Regional Managers Clusters). At a *whole-of-sector* level, we envisage an expanded and more broadly inclusive version of the current SOG, as follows:
  - For change management purposes, the SOG would widen to include non-government participants (e.g. those represented in CPAG)
  - In alternate months, the SOG would have additional ‘change management meeting’ attended by this broader membership (utilising video-conferencing for participation of regionally-based persons)
  - For change management purposes, the SOG would report to both CPAG and to the Justice and Human Services CEOs Forum
- ▶ This collaborative governance strategy should not detract from the ongoing need for a central role played by DPC. It is important to have a non-partisan, whole-of-sector entity at the heart of the governance structure. It is also a symbolic representation of the ‘cross-organisation’ ethos of Keep Them Safe. Accordingly, it is recommended that a DPC role maintains a specific responsibility within the governance of the change management process.
- ▶ At a regional level, we would see governance occurring via the existing Regional Managers Clusters.

## Getting started – a symbolic and practical opportunity

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- ▶ In February or March (before the summits), we recommend that that first ‘expanded SOG’ meeting be run
- ▶ This would be a ‘special’ meeting, with a longer timeframe and a specific workshop on ‘Leading the Culture Change Process’

## Other key steps

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- ▶ Finalising the steps, timing and responsibilities for the implementation of this plan (based on the 'suggested timing' and 'suggested responsibilities' above)
- ▶ Confirming and constituting the bodies for the governance of this plan
- ▶ Working with regions to scope and plan the 'summits' set out in Communications Strategy A1
- ▶ Confirming the internal resources required for the implementation of this plan, especially the most time-sensitive elements (e.g. 'enablement task force', communications and governance resources)
- ▶ Confirming and contracting any external resources required for the implementation of this plan, especially the most time-sensitive elements (e.g. summit coordination and facilitation, assistance with commencement of the new governance processes, identification of best professional development mechanisms)
- ▶ Forecasting of approximate costs for the implementation of the above and gaining budgetary signoff

**Thank you for the opportunity to collaborate  
with you on this plan**

Congratulations on all the positive change you have  
achieved in 2010

All the best for further progress in 2011