

Child and Youth Protection Services Office for Children Youth and Family Support **Government Response to Recommendation 3** The Integrated Management System



January 2016

OCYFS Keeping Children and young
people

Strong Safe Connected

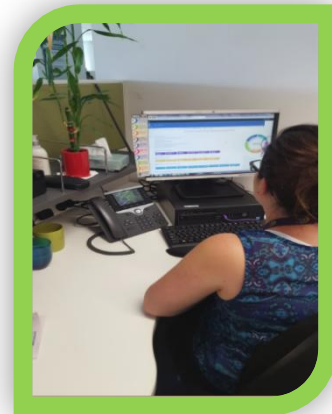
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Executive Summary

In September 2015 the ACT Government Standing Committee on Public Accounts released a report on a review of the Auditor-General's Report no. 1 of 2013: Care and Protection System. Recommendation 1.2 requested a *"Comprehensive description of the Integrated Management System, specifying to what extent it is an administrative, training and/or software system."* This report provides the response to this request.

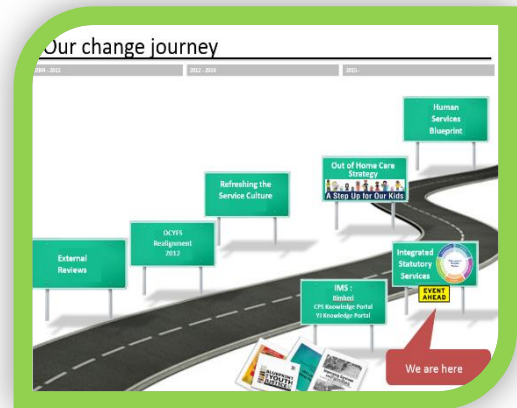
Integrated Management System (IMS) is the overarching term for the framework which the organisational policies, procedures, practice guidance, risk management and compliance requirements belong. An IMS framework aims to ensure this information is provided to staff in a coherent, interdependent and unified way so that service delivery is consistent, builds quality services, prioritises activity which decreases risk and improves outcomes for the children, young people and their families who have involvement with Child and Youth Protection. To ensure system integrity is sustained a strong IMS governance structure has been established and a system of audits and checks have also been developed to monitor the effectiveness of the systems.



Between 2011 and 2015 Integrated Management Systems have been developed and implemented for Bimberi Youth Justice Centre, Care and Protection Services and Youth Justice Case Management. To deliver this every procedure for these services was reviewed and updated to ensure casework processes supported better practice and was compliant with legislation. An IMS provides "one source of truth" for service delivery staff and management. On 1 July 2015 the Office of Children Youth and Support launched the new Child and Youth Protection Services which combines child protection and youth justice services with the aim of streamlining and improving services for children and young people in statutory services in Child and Youth Protection Services. Continuing work is currently underway to reflect these changes by creating one central CYPS Knowledge Portal.

IMS practice guidance is physically represented as an online Knowledge Portal with dedicated modules for practice. In addition to the Knowledge Portals each branch IMS has a series of frameworks and registers for risk and compliance monitoring that are reviewed regularly and identify priority improvements to practice and process. Examples of the types of modules for child protection work include Intake and Appraisal, Working with Families and Managing Placements. In each of these modules there are portal pages for significant steps within the module, and each page has links to the relevant policies, procedures, practice guidance and flowcharts about the processes. Priorities for changes to policies and procedures are influenced by any actions arising from risk and compliance monitoring. Embedded in the Knowledge Portal information is also direct guidance about how information should be recorded on the supporting business systems and there are also business system help guides to support staff.

The IMS and supporting governance have delivered easily accessible information for staff, centralised and standardised practice procedures and a sustainable repeatable way to continuously improve services. This report will focus on the child protection IMS.



1. Background

Since 2011 the Office of Children Youth and Family Support has been undertaking a major reform agenda focusing on the areas of Youth Justice and Care and Protection Services. This reform commenced in part as a response to three major reviews of the Care and Protection Services, two by the Public Advocate (released Oct 2011 and May 2012) and the Auditor General's report (released March 2013). In parallel Youth Justice reform also commenced.

Central to both program area reform agendas was the requirement to develop an improved strategic policy and practice framework that was standardised and accessible for all staff. This framework needed to ensure it prioritised practice guidance which decreases risk, improves practice and compliance and standardised feedback and improvement processes. Development of an Integrated Management System (IMS) was determined as the solution. Work on a Bimberi IMS commenced in 2011, and on Care and Protection Services (CPS) in 2012.

1.1 IMS Definition

Integrated Management System (IMS) is the overarching term for the framework which the organisational policies, procedures, practice guidance, risk management and compliance requirements belong. An IMS framework aims to ensure this information is provided to staff in a coherent, interdependent and unified way so that service delivery is consistent, builds quality services, and prioritises activity which decreases risk and improves outcomes for the children and young people and families who Child and Youth Protection Services staff work with.

An IMS is a connected management system where links are identified between compliance processes, risk management, daily operations, stakeholder requirements and other elements relating to the functioning of the organisation. Having an IMS ensures that the organisation operates as a coordinated unit to achieve identified goals.

The IMS is primarily an interactive administrative system built on organisational learning principles that incorporate feedback and review to facilitate iterative change to policy, procedures and practice guidance expressed through a particular IT platform and used at various times as a reference and training tool for staff.

IMS practice guidance is physically represented as an online Knowledge Portal with dedicated modules for practice. In addition to the Knowledge Portals each branch IMS has a

series of frameworks and registers for risk and compliance monitoring that are reviewed and identify priority improvements to practice and process

1.2 IMS Project

To deliver the IMS a major Directorate strategic project was initiated, a team created and a significant staff consultation process was developed to build and implement the Integrated Management Systems. This work commenced with the Bimberi IMS in 2011 and incorporated the CPS IMS work from 2012.

Through this process every procedure was captured, reviewed and updated to ensure casework processes were and compliant with legislation, and supported better practice.

Knowledge Portals using the Microsoft product SharePoint were created and workflows were designed. SharePoint is a web platform that works similarly to an internal internet site. Owners of the system can manage documents of many different forms, control user access, create web pages and allows workflow to be represented so that users can move logically from one step to another and search for what they are looking for.

1.3 Go Live

After two years of significant review and work the Intake and Appraisal module of the Care and Protection IMS was operationalised on 30 January 2014. All Care and Protection modules were then rolled out, with all modules live on the Knowledge Portal by 15 September 2014. A significant training program accompanied the program (see section 3).

Risk management and compliance frameworks were also developed and have been reviewed and monitored over this time with relevant actions relating to policies and procedures incorporated into the Knowledge Portal.

To ensure system integrity is sustained a strong IMS governance has also been established and a system of audits and checks have also been developed to monitor the effectiveness of the systems.

2. IMS Components

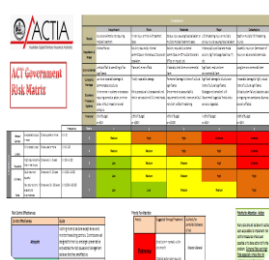
The components of the Integrated Management System work together to achieve a coordinated approach to ensure the organisation operates as a coordinated unit.

The components which are integral to delivering an effective IMS are as follows:



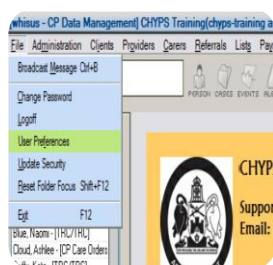
A. The Knowledge Portal (on SharePoint)

- Practice Guidelines
- Practice Tools
- Flowcharts
- Forms
- Policies
- Procedures



B. System Reporting and Feedback from Practice

- Risk Registers and Compliance Activity
- Feedback from Staff, Community Stakeholders, Children, Young People and Families
- Internal Audits
- Complaints
- Reviews
- Oversight Bodies



C. Business Systems and Change Registers

- Improved recording practices on the client Management Systems
- Guidance documents and links on how to action policy and procedures on the Client Management Systems YJIS and CHYPS
- Change registers
- Issue Registers



D. Governance, Communication and Training

- Directorate and Division Strategic Framework
- IMS Governance structure
- Announcements
- Newsletters to staff and stakeholders
- Training face to face and online
- Supporting Guides
- Change management

Figure 1 IMS Components

2.1 A. The Knowledge Portal

The Knowledge Portal content on the SharePoint Site has been rigorously developed and is informed by relevant legislation (eg: the *ACT Children and Young People Act 2008*), standards (eg: the Out of Home Care Standards) and registers (eg: risk) and delegations (CSD Delegation of Expenditure).

Staff access the knowledge portal via a home page that identifies the relevant modules and staff navigate the portal by clicking on relevant modules

For example:

- a) A staff member may click on Transition and Aftercare module below

Child protection processes



- b) This will then open up a module page giving workers quick access to relevant policies and procedures and practice papers to do their work.

Transition and Aftercare

What is Transition and Aftercare?

Transition and after care is the process of staff¹ working with young people before, and young adults after, the end of their Care and Protection Order to assist them to achieve success in adulthood.

There are three (3) main activities in transition and after care:

1. [Planning](#)
2. [Transition and independence](#)
3. [Young people accessing their records](#)

1 'Staff' refers to people with delegated responsibility under the *Children and Young People Act 2008*.

What practice papers are available?

Practice Papers

☐ Name

[Cultural dictionary and directory](#)
[Recognising abuse and neglect in practice](#)

[Add document](#)

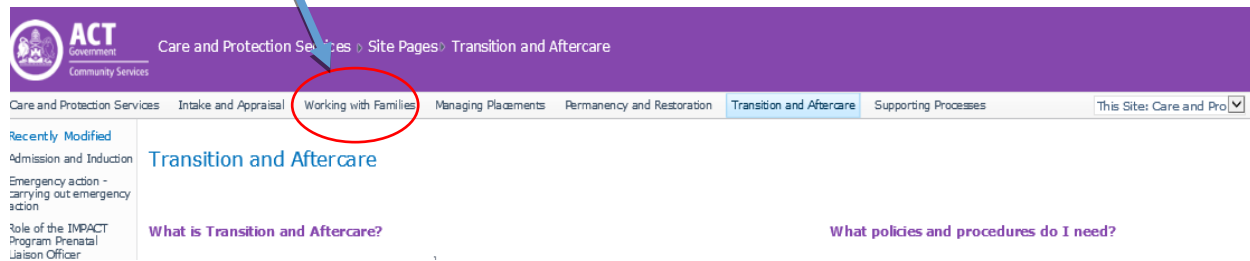
What policies and procedures do I need?

Transition and Aftercare policies and procedures

☐ URL

[After Care Support and Assistance Policy](#)
[Annual Review Policy](#)
[Annual Review Procedures](#)
[Care Plan Procedures](#)
[Case Management Policy](#)
[Financial Support Policy](#)
[Grandfathered Subsidy Guidelines](#)
[Interim Contingency Guidelines](#)
[Occupational Violence Worker Safety Procedures](#)
[Occupational Violence Worker Safety Policy](#)
[OCYFS Information Sharing Policy](#)
[OCYFS Supervision Framework](#)
[Risk Assessment Framework 2014](#)
[Safety Planning Policy](#)
[Safety Planning Procedures](#)
[Subsidy Guidelines](#)
[Subsidy Levels and Contingency Guidelines 2014-15](#)
[Transition to adulthood policy](#)

- c) Caseworkers can easily navigate between modules by using the navigation bars at the top of the page at any time.



Any changes to the portal are managed through a formalised change control process. All significant change recommendations (which may be based on recent risk analysis or a new initiative being introduced) that impact on practice are taken to the IMS governance group for authorisation.

2.2 B. System Reporting and Feedback from Practice

Child and Youth and Protection Services (CYPS) has a range of procedures to manage and monitor performance and manage risk, compliance and feedback from stakeholders. This includes regular government and management reporting, internal audit checks of performance, findings from complaints and recommendations from reviews and audits.

Any issues, findings or new initiatives that are identified from these processes that will impact on policy and procedure is considered by the IMS Governance Change Committee. The information is considered against existing change proposals, placed on a relevant Issue Register and prioritised for change when appropriate. This ensures a balance between sustaining business as usual and introducing new change is achieved.

2.3 C. Business Systems and Change Registers

Information about proposed changes and issues identified in system reporting (as identified in 2.2) needs to be accessed easily and kept in a standardised form. The Knowledge Portal has an Issues Register that is used to monitor the number of changes received and number of changes made. These actions can be tracked and the register is an integral part of the IMS.

Similarly many of the Knowledge Portal procedures require information about children and young people to be recorded on the relevant business systems. CHYPS currently stores all client information about children and young people in the child protection system and changes to CHYPS forms and codes have occurred as a direct result of the implementation of the IMS. CHYPS guides are available on the portal and links to the Knowledge Portal are available on the CHYPS System. The two systems are interdependent.

2.4 Governance, Communication Training

Integral to the success of the system is a strong governance structure, timely communication about the system, opportunities for feedback and what works and what doesn't work and training. The following has been established to support the IMS in these areas:

- An IMS Governance Committee has been established that meets regularly. Major changes are presented for approval to the IMS Governance Committee
- Changes to the Knowledge Portal are distributed through an "announcement" to all staff which can then be accessed on the portal
- A "Systems Supporting Practice" newsletter is distributed fortnightly to advise staff of changes and update on practice hints.
- Significant training accompanied the introduction of the portal (see section 3) and a training plan has been developed for ongoing staff practice development which includes introductions to the portal

3. Training

The Office for Children Youth and Family Support acknowledged the importance of a thorough training regime to accompany the introduction of the Portal.

In 2014 to introduce the Knowledge Portal all Care and Protection staff were asked to attend 8 training workshops about the module that ranged from a ½ day to 2 ½ days duration for a total of 9 days.

A total of 52 workshops were held attended by 1,135 attendees (staff were expected to attend all 8 workshops).

Feedback during training sessions, from evaluations, emails and direct conversations indicated that staff found the information clear and relevant to their day to day work practices. No major issues were identified in the implementation phase.

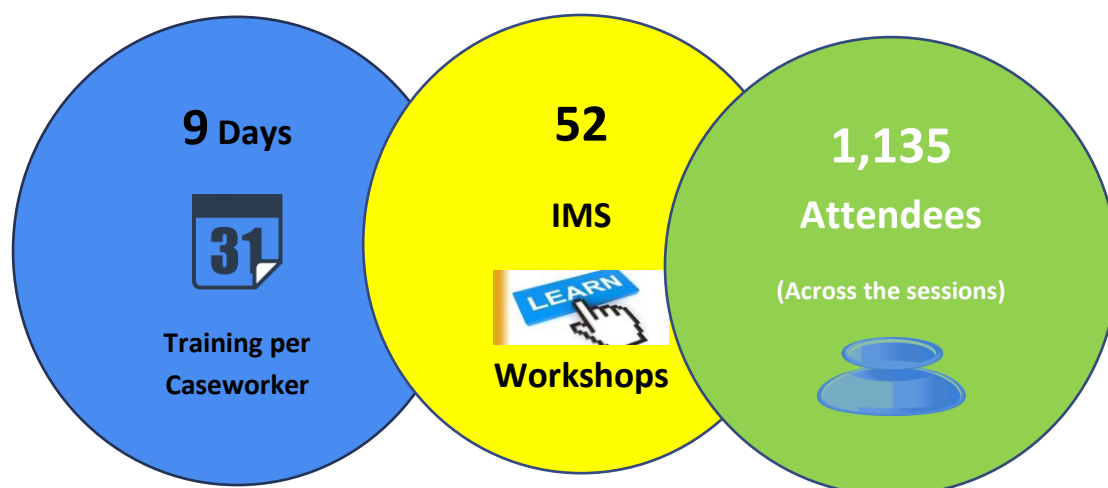


Figure 2 IMS Training Summary

Knowledge Portal training is ongoing. There are different mechanism to increase awareness about the Portals (eg: newsletters and "how to" guides) and training modules refer where appropriate to the Knowledge Portals.

4. Feedback about the IMS

The IMS has now been in place for over a year. Over 260 Child and Youth Protection Services staff now have access the Knowledge Portals for information on Care and Protection and Youth Justices processes and practices.

The IMS is having a positive effect on how workers undertake the delivery of their role. The IMS have assisted staff with:

- improving record keeping and compliance with legislation, policies and procedures
- having readily available, consistent and compliant policies and procedures
- access to tools and information workers need to make timely and consistent decisions about children and young people
- reminders in all tools about the importance of the voice of the child in everyday practice
- improved capacity of the Children and Young People System (CHYPS) data collection and reporting
- ready access to accurate information on each child or young people in out of home care
- improving quality control processes to check that qualitative information for each child and young person is available and annually considered.



Staff can make suggestions about improvements and changes by contacting the IMS project team and talking to their team leaders. Significant changes are approved through the IMS Governance Committee.

CYPS also run a series of pulse surveys about staff practice and at different times ask questions about their understanding and use of the Knowledge Portal. In September 2014 and December 2014 staff were asked key questions about the effectiveness of the Knowledge Portal.

Staff responses (the December sample was 38 respondents) indicated staff's understanding of the Portal and how it assists there daily work has been growing regularly.

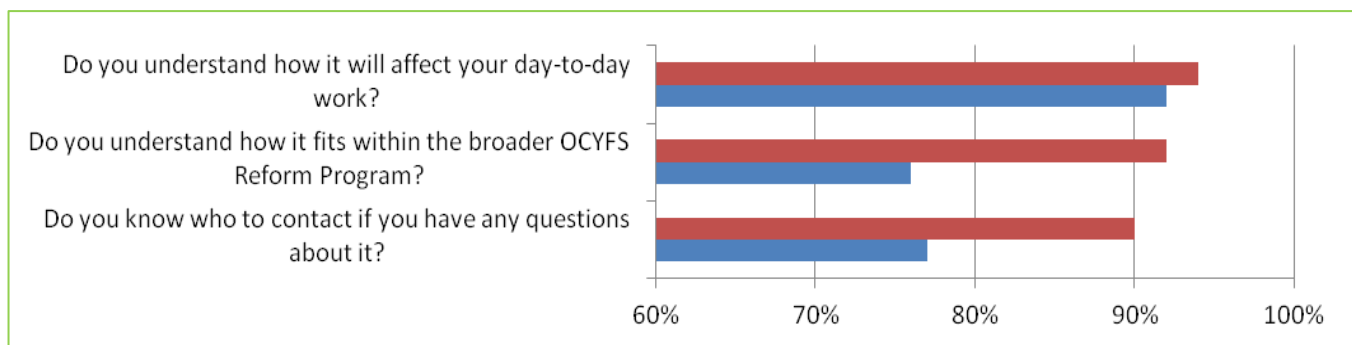
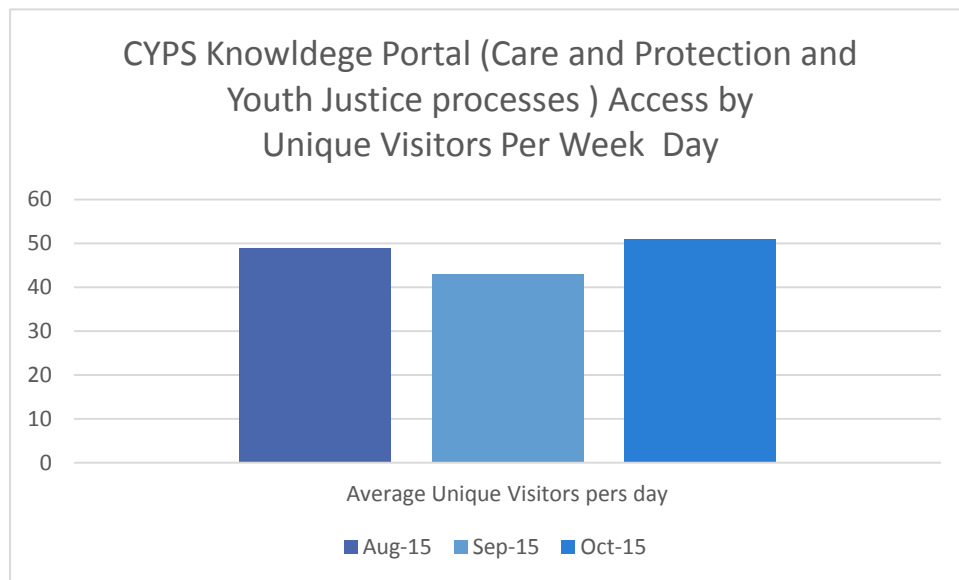


Figure 3 Pulse Survey Feedback 2014

Legend: ■ September 2014 ■ December 2014

The number of people accessing the Knowledge Portal's is also being monitored and indicates that there is a solid pattern of use of the Portal.

Between June and October 2015 the average number of unique visitors (which may change every day) to the Care and Protection and Youth Justice Knowledge Portals has been steady.



Staff will access the Portal as required. The slight decrease in September can be attributed to the school holiday period. More experienced staff are likely to access the portal less often.

5. Future Planning

The logic of the IMS structure has continuous improvement embedded in its processes to ensure it maintains relevance to practice and process.

There is a dedicated IMS team in the OCYFS which monitors and assists in implementing ongoing changes, feedback and improvements to the IMS including the Knowledge Portals.

On 1 July 2015 the Office of Children Youth and Support launched the new Child and Youth Protection Services which combines child protection and youth justice services with the aim of streamlining and improving services for children and young people in statutory services to achieve the implementation of:

- an integrated single case management approach for children and young people; and
- an organisation structure that encourages collaboration and information sharing.

The aim of Child and Youth Protection Services is to CYPS works in partnership with the community to protect children and young people from being harmed and from harming others.

Work is currently are underway to combine the child protection Knowledge Portal with the Youth Justice Knowledge Portals into one portal to reflect the new Child and Youth Protection Services. Work has already commenced with a new common home page for all staff already in place.

Work has also commenced on the changes required to be incorporated into the Knowledge Portal for the implementation of A "Step up for Our Kids", Out of Home Care Strategy 2015-2020.

Staff continue to be updated about the IMS and improvements through:

- Newsletters
- Staff Meetings
- Announcements
- Training sessions
- Lunch and Learn sessions; and
- Individual supervision and assistance

The IMS has become an essential tool to support caseworker's to deliver quality services. It continues to be reviewed, improved and updated to reflect the practice and process changes that occur as a normal part of operational service delivery.