



Family &
Community Services
Community Services



**MINISTERIAL ADVISORY GROUP ON TRANSITION OF
OUT-OF-HOME-CARE (OOHC) SERVICE PROVISION IN NSW
TO THE NON-GOVERNMENT SECTOR**

**OOHC TRANSITION
IMPLEMENTATION FRAMEWORK**

DECEMBER 2011

PREPARED BY THE MAG TRANSITION PLANNING UNIT

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1. Introduction

Background

The first stage of the OOHC transition plan was approved by the Minister for Community Services, the Hon. Pru Goward MP in November 2011. That plan outlines the “who” and the “when” of the transition of children and young people in Community Services OOHC to placements with the non-government sector. It was agreed that the transition would focus on children in Statutory Foster Care and Statutory Relative/Kinship Care. The first stage plan also articulated the principles that have guided the preparation of this second stage plan – a framework for transition planning and implementation.

The reshaping and transition of OOHC will be planned and implemented jointly by the government and non-government sectors.

Joint work has been underway since July 2011 when the *Ministerial Advisory Group (MAG) on Transition of OOHC Service Provision in NSW to NGOs* was formed to agree on a transition plan, and to provide advice to the Minister on the broader reforms needed to reduce entries to OOHC, maximise restorations and achieve better outcomes for children in OOHC.

The MAG is jointly chaired by the CEO of ACWA and the DG of FACS, with membership from ACWA, FACS and AbSec. Reporting to the MAG, a Transition Planning Unit (TPU) was tasked with developing the plan. The TPU, also comprising representatives from FACS, ACWA and AbSec, has been working with FACS and non-government agency staff to develop principles for transition, identifies the cohorts for progressive transfer over the next five years, and start shaping the new system.

It is important that opportunities for joint work, joint decision making and joint reflection on good practice continues and permeates across the OOHC system at all levels – from governance arrangements through to everyday practice.

The Implementation Planning Framework

This framework provides for the development, implementation and monitoring of Regional Transition Plans. Local planning must be consistent with agreed long term goals and outcomes, overarching strategies and associated actions. Local planning should also make use of existing resources, services and processes where these are available and appropriate. The framework will guide transition rollout, and ensure consistency across regions while allowing opportunities for innovation and the flexibility to respond to local needs.

As part of the regional planning process, Regional Implementation Groups will be jointly responsible for identifying their own targets and ways of working to implement the agreed actions. In defining these local targets and activities, consideration will be given to the local OOHC population, service capacity and existing planning forums or working groups.

The scope of the Regional Transition Plans will include many of the actions listed in the implementation framework under the six key strategies. Actions considered out of scope for regional planning are generally those associated with the establishment of statewide governance arrangements, guidelines for practice consistency, contract reform, the development of new service models, and the transition of responsibility for carer

recruitment to non-government agencies. These activities will be progressed centrally by the Statewide Governance Group.

Cultural change.

The success of the transition depends on how well government and non-government agencies adapt to working together differently. This will mean respecting and valuing the different experiences agencies bring to the partnerships.

Cultural change is required not only to support the business changes regionally, but also the move to a more preventative/restorative approach to OOHC supported by genuinely collegiate partnerships.

The success of the transition also depends on non-government service providers working to increase their capacity over time while Community Services capacity as the provider of last resort diminishes. Taking on the responsibility for placing all children and young people in statutory OOHC means non-government agencies will need to work together at a local level to respond when placements are at risk of breakdown or unplanned placement changes are required.

2. Implementation Framework

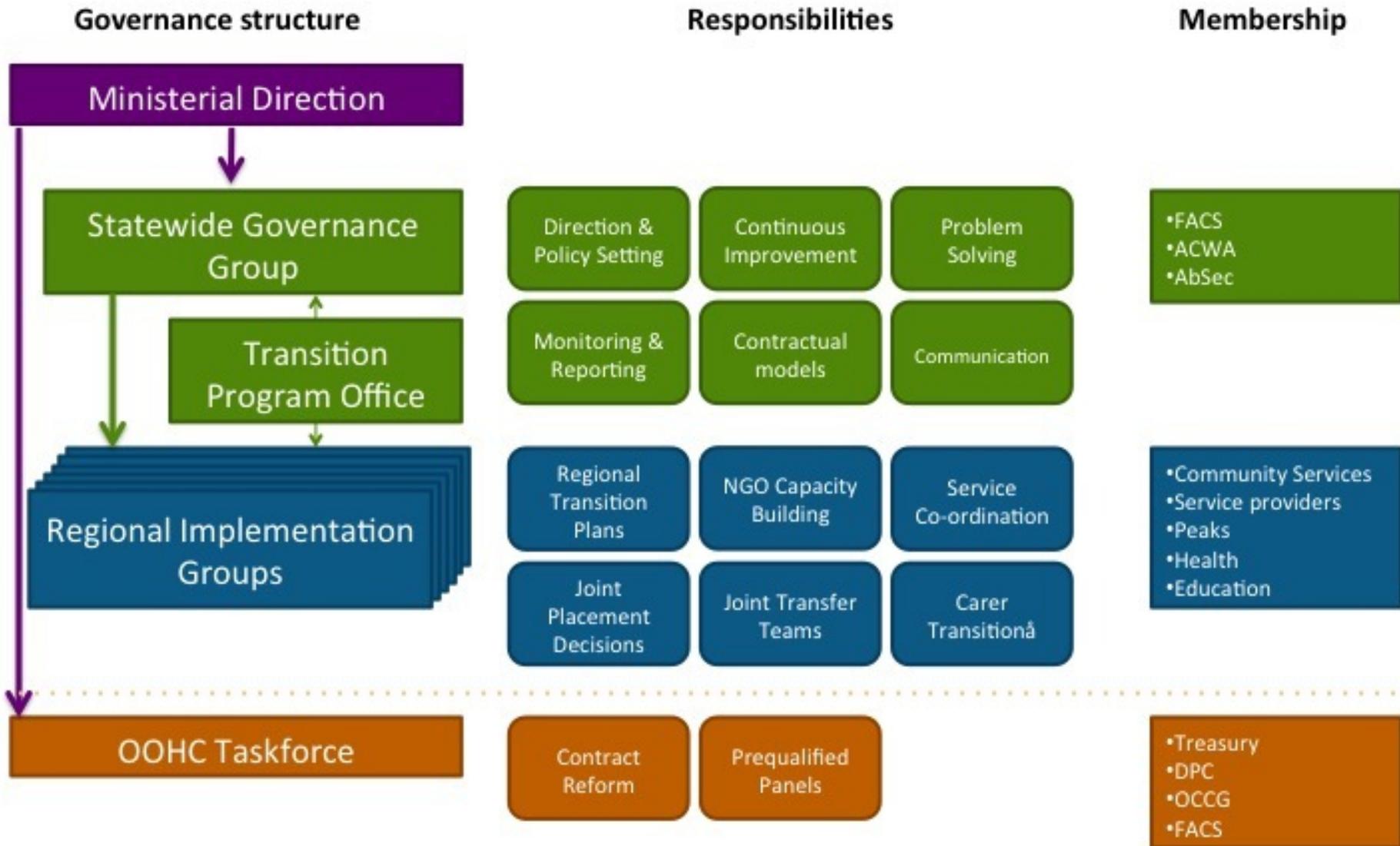
Objective: Build a vibrant, responsive, sustainable non-government Out-of-Home Care sector that has the capacity to achieve the best possible outcomes for children, young people and their families.

Outcomes	Measures
<ul style="list-style-type: none"> All children and young people in statutory Out-of-Home Care (OOHC) are placed and case managed by the non government sector 	<ul style="list-style-type: none"> Number and % of children and young people in statutory OOHC who are placed with and case managed by non-government agencies
<ul style="list-style-type: none"> All Aboriginal children and young people in statutory OOHC are placed with Aboriginal carers 	<ul style="list-style-type: none"> Number and % of Aboriginal children and young people in statutory OOHC who are placed with Aboriginal carers
<ul style="list-style-type: none"> Placements of all Aboriginal children and young people in statutory OOHC are supported by Aboriginal Agencies 	<ul style="list-style-type: none"> Number and % of Aboriginal children and young people in statutory OOHC whose placement is managed by Aboriginal agencies
<ul style="list-style-type: none"> Innovative regional practices increase the number of children and young people who remain safely at home or are restored to a safe environment 	<ul style="list-style-type: none"> Number and % of successful family preservation interventions Number and % of successful restorations

How will we achieve this?

	1	2	3	4	5	6
Strategies	<p>Embed governance and cultural change. Transition is planned, managed and implemented jointly by government and non-government agencies within agreed budget.</p>	<p>Champion capacity building as the key for sustainable transition. Build a vibrant non-government sector that is able to deliver a wide range of services in all areas of the state.</p>	<p>Increase focus on preservation and restoration through enhanced collaboration Children and young people at high risk of entering or remaining in statutory OOHC receive a collaborative NGO/CS response that is appropriate to their (and their families') needs.</p>	<p>Base placement decisions on the needs of the child or young person. All placement decisions for children and young people are based on need and made according to agreed principles.</p>	<p>Drive placement transfers through regional processes. Children, young people and their carers currently in CS placements are actively transferred to non-government services through supportive and flexible regional processes.</p>	<p>Recruit the carers that children and young people need. Recruitment, training and support for all carers of children and young people in statutory OOHC is led by the non-government sector.</p>
Actions	<ul style="list-style-type: none"> Establish a Statewide Governance Group, Regional Implementation Groups and a Transition Program Office Develop and implement regional plans and monitor and report on progress Establish clear escalation mechanisms to respond to risks and issues Establish mechanisms that champion innovation and promote continuous improvement Develop contractual models for OOHC with greater emphasis on permanency, restoration and preservation 	<ul style="list-style-type: none"> Support accredited OOHC agencies to increase capacity Support organisations to achieve accreditation Establish partnerships to create new Aboriginal agencies Establish prequalified provider panels Establish mechanisms for workforce development 	<ul style="list-style-type: none"> Establish consistent collaborative approaches for responding early to high risk children Develop joint casework approaches focused on family preservation and restoration Determine clear roles and responsibilities for CS and NGO casework Establish joint panels to co-ordinate and integrate pre-OOHC services for families 	<ul style="list-style-type: none"> Implement the OOHC Child Assessment Tool for placement matching Establish mechanisms for making joint placement decisions Include Aboriginal children, carers, parents and relatives at key decision points Apply Aboriginal Placement Principles Develop cultural care plans for all CALD and Aboriginal children Establish mechanisms for managing emergency placements Establish mechanisms for regular joint practice reviews 	<ul style="list-style-type: none"> Establish joint regional teams and processes for transferring children, young people, and their and carers to non-government agencies Provide children, young people and their carers with information so they make informed choices Develop and implement guidelines for transferring case files and carer files Develop and implement new case management transfer policy 	<ul style="list-style-type: none"> Establish consultation mechanisms with representative carer groups Establish mechanisms for recruiting the number and types of carers needed to support the non-government placements Ensure all carers have access to support and development opportunities

Governance Framework



Note: The program management approach is based on *Managing Successful Programmes* (<http://www.msp-officialsite.com/>).

3. Strategies

Strategy 1: Embed governance and cultural change

Transition is planned, managed and implemented jointly by government and non-government agencies within agreed budget.

The Statewide Governance Group

A Statewide Governance Group will be established to drive, monitor and report regularly to the Minister on the transition.

The Statewide Governance Group is responsible for defining and driving the Transition Program and ensuring that overall alignment of the transition is in keeping with the OOHC Transition's guiding principles and the Government's strategic directions, and for ensuring the Transition's objectives are achieved.

The Statewide Governance Group oversees the work of the Regional Implementation Groups. The Statewide Governance Group and the Regional Implementation Groups will be decision making bodies. These groups will play a major role in building the joined up system components and establishing new ways for working together in equal partnership to achieve better outcomes for children and young people in care and their families.

Functions:

In equal partnership, members of the Statewide Governance Group will be responsible for:

- Developing solutions for achieving the broader reforms needed to reduce entries to OOHC, maximise restorations and achieve better outcomes for children in care.
- Providing strategic direction to the Regional Implementation Groups on the transition, and achieving better outcomes for children in OOHC, including collaborative practice, joint decision making, new service models, workforce development and non-government sector capacity building.
- Developing contractual models for OOHC with greater emphasis on permanency, restoration and preservation.
- Establishing consultation mechanisms with groups representing families, children, young people and carers.
- Endorsing Regional Transition Plans, including any amendments to these plans.
- Reviewing implementation progress reports provided by the Regional Implementation Groups.
- The resolution of strategic risk and issues associated with implementation where these cannot be resolved locally.

Membership:

- The Statewide Governance Group will be jointly chaired by a non-government and a government representative.

- Membership, if not co-chairing, should include the Chief Executive Officer AbSec, the Chief Executive Officer ACWA, and the Chief Executive FACS-CS, or senior representatives from these organisations.
- Other membership to be determined by the Minister on advice from the group.

Reporting:

- Quarterly reports to the Minister, or otherwise as required.

Support:

- Secretariat support for the Statewide Governance Group will be provided by the Transition Program Office.

Regional Implementation Groups

Regional Implementation Groups will be established in each of the seven Community Services regions to plan for, drive, monitor and report on the progress of the transition. With the support of the Transition Program Office, and the Statewide Governance Group, the Regional Implementation Groups will finalise seven Regional Transition Plans within the first six months of the transition.

Guided by an overall Transition and Project Plan, the Regional Implementation Groups are responsible for identifying Transition deliverables and performance measures, articulating them in the Regional Implementation Plans, and monitoring and reporting on the Region's progress towards achieving them.

Functions:

In equal partnership, members of each Regional Implementation Group will be responsible for:

- Developing a Regional Transition Plan in accordance with the implementation framework.
- Implementing the Regional Transition Plan.
- Driving cultural change and the local OOHC reform agenda to achieve better outcomes for children in care.
- Establishing localised collaborative practice and joint decision making processes.
- Monitoring and acting on regular status reports in relation to any transition projects established within the Region.
- Identifying and addressing risks and resolving local implementation issues or escalating these so they can be resolved by the Statewide Governance Group.
- Reporting to the Statewide Governance Group on transition progress.

Membership:

- Regional Implementation Groups will be jointly chaired by a non-government and a government representative.
- The number of members and composition of each Regional Implementation Group will be dependent on the characteristics of the Region and is to be at the discretion of the Statewide Governance Group. At a minimum, membership should include representatives from local NGOs, including Aboriginal NGOs or the Aboriginal peak, and government agencies.
- Where possible, regional governance structures already in place and working well could be recognised to fill this role.

Support

- The planning, monitoring and reporting functions of the Regional Implementation Groups will be supported by the Transition Program Office.
- Secretariat support will be provided by Community Services regional offices.

The Transition Program Office

A Transition Program Office made up of government and non-government professionals will be established as a temporary program management office, for a period of up to two years, to coordinate transition implementation activities across the Regions and maintain a connection between the Regional Implementation Groups and the Statewide Governance Group.

It is vital that all stakeholders receive timely and consistent information. Information packages and communication tools will be developed by the Transition Program Office to assist Regional Implementation Groups to manage local communication.

Responsibilities:

- Develop and implement an overall OOHC Transition Project Plan.
- Identify the need for, and coordinate the development of common policies and procedures across the system, as required.
- Assist the Regions to develop and monitor their own Regional Transition Plans.
- Capture and share good practice and successes.
- Develop and implement a program monitoring and reporting framework.
- Strategic identification and management of interdependencies, risks and issues across the state.
- Regular reporting to the Statewide Governance Group on key statistics, program status and program outcomes.
- Develop and coordinate stakeholder management and communication strategies.
- Develop and coordinate a cultural change strategy.
- Provide secretariat support to the Statewide Governance Group.
- Coordinate responses to all external requests for program information.

Structure:

- The Transition Program Office will be hosted by FACS Community Services.
- A Team Leader will be appointed by the Statewide Governance Group.
- A team of Program Officers representative of government and non-government agencies working in equal partnership under the Team Leader.
- Appointments of additional team members to specific expert advisory roles will also be considered.

Strategy 2: Champion capacity building as the key for sustainable transition

Build a vibrant non-government sector that is able to deliver a wide range of services in all areas of the state.

In order to implement the transition plan there is a need to have accredited agencies delivering services in all regions.

In order to follow the principles of the transition plan there is also a need to have Aboriginal community controlled accredited agencies delivering services in all regions.

In order to meet demand, it is expected that existing agencies will grow and new agencies will seek accreditation. While some agencies will be able to manage this growth internally, other agencies will require support through a funded and strategic capacity building program.

Three models have been identified to help build the capacity of non-government agencies:

1. **Growth:** Support for agencies already accredited to provide and/or providing out-of-home care to increase capacity. Most existing agencies will increase the number of placements they provide within the current region; some agencies will also expand to other locations and set up new regional branches.
2. **Accreditation:** Accreditation support for existing organisations currently providing services other than OOHC. A large number of non-government agencies provide services to families and children and are interested in diversifying into OOHC, and agencies accredited in other states may be interested in expanding into NSW. Peak bodies and Community Services have an important role in supporting agencies through the accreditation process.
3. **Partnership:** Support for collaboration between an accredited agency and a local agency. Seeding new accredited agencies through partnerships is likely to be more successful than starting new agencies independently. This model is most appropriate for increasing the number of Aboriginal agencies.

AbSec and Community Services will develop capacity building plans for the 21 geographic areas that will eventually be serviced by independent Aboriginal community controlled agencies. Each Regional Implementation Group is expected to support the plans at a regional level.

The Statewide Governance Group will:

- Establish prequalified provider panels in all regions.
- Review and endorse capacity building components of the transition project plan.
- Provide strategic direction during the start-up and the implementation phase.
- Resolve systemic issues identified by key stakeholders and escalated by the Program Office during the start-up and implementation phase.
- Monitor the progress of the three capacity building models.

Regional Implementation Groups will:

- Identify gaps in local service provision.
- Input to capacity building plans.
- Establish mechanisms for information sharing across local accredited and new agencies and partnerships.

The Transition Program Office will:

- Develop components of the transition project plans aimed at achieving growth, accreditation and partnership equitably across all regions.
- Establish monitoring and reporting frameworks to ensure the timely completion of planned milestones.
- Establish and implement a risks and issues register.
- Develop, establish and implement an escalation system to the Statewide Governance Group where issues cannot be resolved by the Program Office.
- Establish consultation mechanisms, communication channels and forums to enable information exchange.
- Report project status to key stakeholders.

Strategy 3: Increase focus on preservation and restoration through enhanced collaboration

Children and young people at high risk of entering or remaining in statutory OOHC receive a collaborative NGO/CS response that is appropriate to their (and their families') needs.

While the transition plan primarily focuses on new entries and transferring children and young people currently in statutory OOHC with CS to NGO care, it also signals new ways of working together with families to:

- Reduce the likelihood of children entering statutory care;
- Reduce the length of time children remain in care before they can return to their family and kinship network; or
- Where this is not possible, reduce the amount of time it takes for an alternative permanent placement option to be secured.

These practices will complement and strengthen existing Government initiatives of restoration and permanency planning. This will involve non-government and Community Services caseworkers working together to harness existing family based services and wider community resources so that children and young people, where possible, are successfully restored to their families and families receive timely, local intervention to prevent entry into OOHC.

In line with the Government's directions for expanding the non-government sector's role in the provision of prevention and early intervention services, Regional Implementation Groups will need to consider how they can increase the use of intensive family based services, family group conferencing and restoration services as joined up services at an earlier point in the child protection continuum. The formation of locally based service coordination teams that bring together service providers in order to 'match' the needs of high risk families with appropriate interventions to prevent OOHC entry will be considered.

The Statewide Governance Group will:

- Develop strategic policies to enable greater collaboration between CS and NGOs.
- Review and make recommendations on current preservation and restoration programs.
- Ensure that objectives and outcomes of the project plan complement the suite of reforms and objectives in the child protection continuum.
- Review and endorse preservation and restoration components of the transition project plan.
- Provide strategic direction during the start-up and the implementation phase.
- Resolve systemic issues identified by key stakeholders and escalated by the Program Office during the start-up and implementation phase.
- Monitor the progress of the preservation and restoration elements of the project plan.

Regional Implementation Groups will:

- Establish consistent collaborative approaches for responding early to high risk children.
- Develop joint casework approaches focused on family preservation and restoration.
- Determine clear roles and responsibilities for CS and NGO casework.
- Establish joint teams to co-ordinate and integrate preservation and restoration services for families.
- Inform the Statewide Governance group on current preservation and restoration programs.

The Transition Program Office will:

- Develop components of the transition project plan aimed at achieving better outcomes for children and their families through preservation and restoration services.
- Establish monitoring and reporting frameworks to ensure the timely completion of planned milestones.
- Establish and implement a risks and issues register.
- Report project status to key stakeholders.
- Develop, establish and implement an escalation system to the Statewide Governance Group where issues cannot be resolved by the Program Office.
- Establish consultation mechanisms, communication channels and forums to enable information exchange.

Strategy 4: Base placement decisions on the needs of the child or young person

All placement decisions for children and young people are based on needs and made jointly according to agreed principles.

In the spirit of partnership, joint placement decision-making promotes transparency and information-sharing, and provides a context of shared responsibility, problem-solving and support.

The joint placement panel that has been trialled in FACS Metro West is an example of a joint practice decision-making mechanism that could be adapted to other metro areas.

Ideally, when children enter care, or their placements break down, they should have immediate access to a placement that will meet their needs. In practice however, suitable placements cannot always be found at short notice. In such situations, placement decisions are made quickly in less than ideal circumstances and with limited options. To address these limitations a new model for Emergency General Foster Care will be considered by the Statewide Governance Group, in conjunction with the OOHC Taskforce. This approach aims to ensure that there are funded services available that have capacity to place children immediately for a limited period of time, 24 hours a day, seven days a week.

In addition, a Statutory Relative/Kinship model will be developed and implemented to allow for flexible and suitable placements for children entering care and for the transfer of existing children placed with CS under this placement type. This will allow children and their carers to access quality, sustainable and accessible placements during the transition period and beyond.

Agreed placement principles that put the child at the forefront of practice include:

- The needs of the child will be paramount.
- Placements are made on the basis of least disruption to the children and placement stability.
- Cultural placement and consultation principles are maintained for Aboriginal children to ensure that they are placed in culturally appropriate placements that meet their needs.
- Cultural placement principles are maintained for CALD children to ensure that they are placed in culturally appropriate placements that meet their needs.
- Children and young people should be placed as close geographically as possible to maintain school, family and community connections, where it is safe to do so.
- Where possible and appropriate, sibling groups should be maintained.

The Statewide Governance Group will:

- Provide strategic direction to the Regional Implementation Groups to ensure timely implementation of joint decision-making mechanisms.

- Develop guidelines for approved Aboriginal consultation mechanisms.
- Review and endorse mechanisms developed by Regional Implementation Groups for making joint placement decisions.
- Review and endorse joint placement decision-making components of the transition project plan.
- Monitor progress reports and statistics provided by the Regional Implementation Groups.
- Establish consultation mechanisms to facilitate information exchange between key stakeholders.

Regional Implementation Groups will:

- Establish mechanisms for making joint placement decisions
- Implement guidelines for approved Aboriginal consultation mechanisms.
- Ensure that Aboriginal children, carers, parents and relatives are included at key decision points.
- Ensure that Aboriginal Placement Principles are applied.
- Ensure that cultural care plans are developed for all CALD and Aboriginal children.
- Establish mechanisms for managing emergency placements.
- Establish mechanisms for regular joint practice reviews.

The Transition Program Office will:

- Develop components of the transition project plan aimed at achieving joint placement decision-making based on the needs of the child or young person.
- Establish monitoring and reporting frameworks to ensure the timely completion of planned milestones.
- Establish and implement a risks and issues register.
- Report project status to key stakeholders.
- Develop, establish and implement an escalation system to the Statewide Governance Group where issues cannot be resolved by the Program Office.
- Establish consultation mechanisms, communication channels and forums to enable information exchange.

Strategy 5: Drive placement transfers through regional processes

Children, young people and their carers currently in CS placements are actively transferred to non-government services through supportive and flexible regional processes.

While the parameters and principles of transition will be set at a Statewide level, operational process will be developed at a regional level to take into account local issues.

Issues that vary across different regions that will impact on how each area manages the transition include number, type and stability of placements, geography and size of the region, capacity of CS and non-government staff, case management ratios and case file backlog.

Community Services and non-government staff will work in joint teams to ensure that the transfer decisions are made based on clear evidence and in a transparent manner.

The agreed placement principles as listed under Strategy 4 will guide the transfer process as well as the rate that children, young people and their carers are transferred to the non-government sector.

The Statewide Governance group will:

- Develop and implement a new case management transfer policy.
- Develop guidelines for transferring case files and carer files.
- Review and endorse transfer through regional processes components of the transition project plan.

Regional Implementation Groups will:

- Establish joint regional teams and processes for transferring children, young people, and their carers to non-government agencies.
- Implement approved guidelines for transferring case files and carer files.
- Provide children, young people and their carers with information to make informed choices.
- Implement new case management transfer policy.
- Ensure that children and young people who are the subjects of the Pathways of Care Longitudinal Study remain engaged in this research when they transfer.

The Transition Program Office will:

- Develop components of the transition project plan aimed at achieving transfer through supportive and flexible regional processes according to approved guidelines.
- Review Stage 1 Transition Plan and determine the transition targets according to the Plan Principles.
- Establish monitoring and reporting frameworks to ensure the timely completion of planned milestones.
- Establish and implement a risks and issues register.

- Report project status to key stakeholders.
- Develop, establish and implement an escalation system to the Statewide Governance Group where issues cannot be resolved by the Program Office.
- Establish consultation mechanisms, communication channels and forums to enable information exchange.

Strategy 6: Recruit the carers that children and young people need

Recruitment, training and support for all carers of children and young people in statutory OOHC is led by the non-government sector.

A coordinated and systematic approach to recruiting, training and supporting carers is required to ensure the success of the transition plan. The roles of the peak bodies and Karitane (Connecting Carers) as well as the responsibilities of the individual agencies will need to be clarified and appropriate funding identified.

Over time it is expected that carer capacity within Community Services will reduce with the expansion of capacity within the non-government sector. The pace at which this occurs will vary across regions depending upon the capacity of the non-government sector to assume overall responsibility of children in care. Some Community Services regions will be able to stop recruiting caregivers earlier than others.

Most non-government agencies directly recruit carers and some work with Karitane (Connecting Carers) and AbSec to assist with training and support. As agencies take on more placements their recruitment, training and support functions will have to increase.

The Statewide Governance group will:

- Establish consultation mechanisms with representative carer groups.
- Develop strategic direction to drive the recruitment of new carers.
- Review and endorse culturally appropriate carer recruitment, support and training components of the transition project plan.
- Resolve issues identified by key stakeholders.
- Resolve systemic issues identified by key stakeholders and escalated by the Program Office during the start-up and implementation phase.

Regional Implementation Groups will:

- Establish mechanisms for recruiting the number and types of carers needed to support the non-government placements.
- Ensure all carers have access to support and development opportunities.
- Implement communication strategy to ensure children and their carers are well informed.

The Transition Program Office will:

- Develop components of the transition project plan aimed at achieving successful carer recruitment, training and support.
- Establish monitoring and reporting frameworks to ensure the timely completion of planned milestones.
- Establish and implement a risks and issues register.
- Report project status to key stakeholders.
- Develop, establish and implement an escalation system to the Statewide Governance Group where issues cannot be resolved by the Program Office.

- Establish consultation mechanisms, communication channels and forums to enable information exchange.

4. Communication information package

Government agencies, peak bodies and NGOs will have access to an information package that will be updated regularly by the Transition Program Office to inform their staff, members and clients about the transition. Joint development and use of a common set of tools will ensure that consistent and clear communication messages are available to all stakeholders.

The proposed content of the information package is shown below.

Content	Format	Principle audience				Purpose	Release date
		CS	NGO	Carers	Kids		
Stage 1 Plan	PDF		✓			Explain the “who” and the “when”	Nov 2011
FAQ 1	PDF Word	✓	✓	✓	✓	Plain language explanation of the Stage 1 Transition Plan and its impact	Nov 2011
Implementation plan	PDF	✓	✓			Explain the “how”	Jan 2012
FAQ 2	PDF Word	✓	✓	✓	✓	Plain language explanation of the Implementation Plan and its impact	Feb 2012
Communiqués	PDF	✓	✓			Clarity of principles of plan	Oct 2011
						Launch stage 1 plan	Nov 2011
						Launch implementation plan	Feb 2012
Useful statistics	PDF	✓	✓			Share information on 09/10 placements	Nov 2011
Key statistics	PPT	✓	✓	✓		Demonstrate key info on 09/10 and 10/11 data	Feb 2012
Overview of Child Protection reform	PPT	✓	✓			Clarify government direction and policy drivers	Feb 2012
Overview of governance structures	PPT	✓	✓			Confirm roles and responsibilities of agreed central and regional governance bodies	Jan 2012
	PDF						
Regional planning kit	Word	✓	✓			Share agreed tools for planning and reporting	Feb 2012
	Excel						

