7. IMPLEMENTATION

The initiatives identified by this study will help CCS to refocus its strategy and operations as an effective and efficient corrections agency.

This chapter identifies implementation issues and key success factors for implementation.

7.1 Change Enablement and Program Management

The initiatives identified will require an organisational transition consisting of organisational changes in structures, processes, and systems. These changes are critical to successfully implement CCS' new vision and strategy. The organisational transition is critical because it provides the "backbone" of the entire transition process. In many ways, the organisational transition provides the "hardware" for the change program, where as personal transitions provide the "software" for the change program. There are three distinct phases in the required organisational transition:

1. Leading: Preparing CCS to design and begin realising outcomes specified in CCS' new vision and strategy,
2. Designing: Creating and enacting a change plan to close the gap between the current state and desired future by defining the major tasks and activities for the transition period, and determining the structures and management mechanisms necessary to accomplish those tasks.
3. Realising: Enacting desired changes, measuring results, and identifying required adjustments to the change plan.

Despite the initiatives leading only to a moderate organisational transition, a significant readiness for change from an individual perspective will be required.
To increase the readiness for change a number of issues need to be resolved:

- Culture and change alignment: Organisational values and behaviours support CCS' new vision and strategy
- Leadership capacity and stakeholder commitment: Leaders' values and behaviours are aligned with CCS' new vision and strategy; leaders possess the skills and accept responsibility to drive the change. Other key stakeholders are committed and involved
- Individual and team capacity: Individuals and teams have the abilities to take effective action to enact and support CCS' new vision and strategy
- Communication: Structures are in place for effectively building awareness of change goals, updating change progress, and encouraging collective ownership of the change process and outcomes, and
- Performance Management: Performance measures and goals, and reward systems must support the change

For lasting change in CCS strategy and operations, a determined and concerted effort based on a shared vision by CCS and OCSC with continued support from the Victorian Government is needed.

Implementation of the identified initiatives will need a program management approach due to the large number of related projects. A program management approach coordinates the linkages and focuses on the synergies between the projects and initiatives. It orchestrates the magnitude, style, pace, and sequencing of the initiatives and maps the stages and timing of the transition for the organization and for individuals.

An overall program will have to be set up to obtain benefits, which are not available from managing initiatives individually.

7.2 Implementation Structure

The identified initiatives are combined into eight projects as shown below. Each project contains a set of initiatives that are mutually dependent.
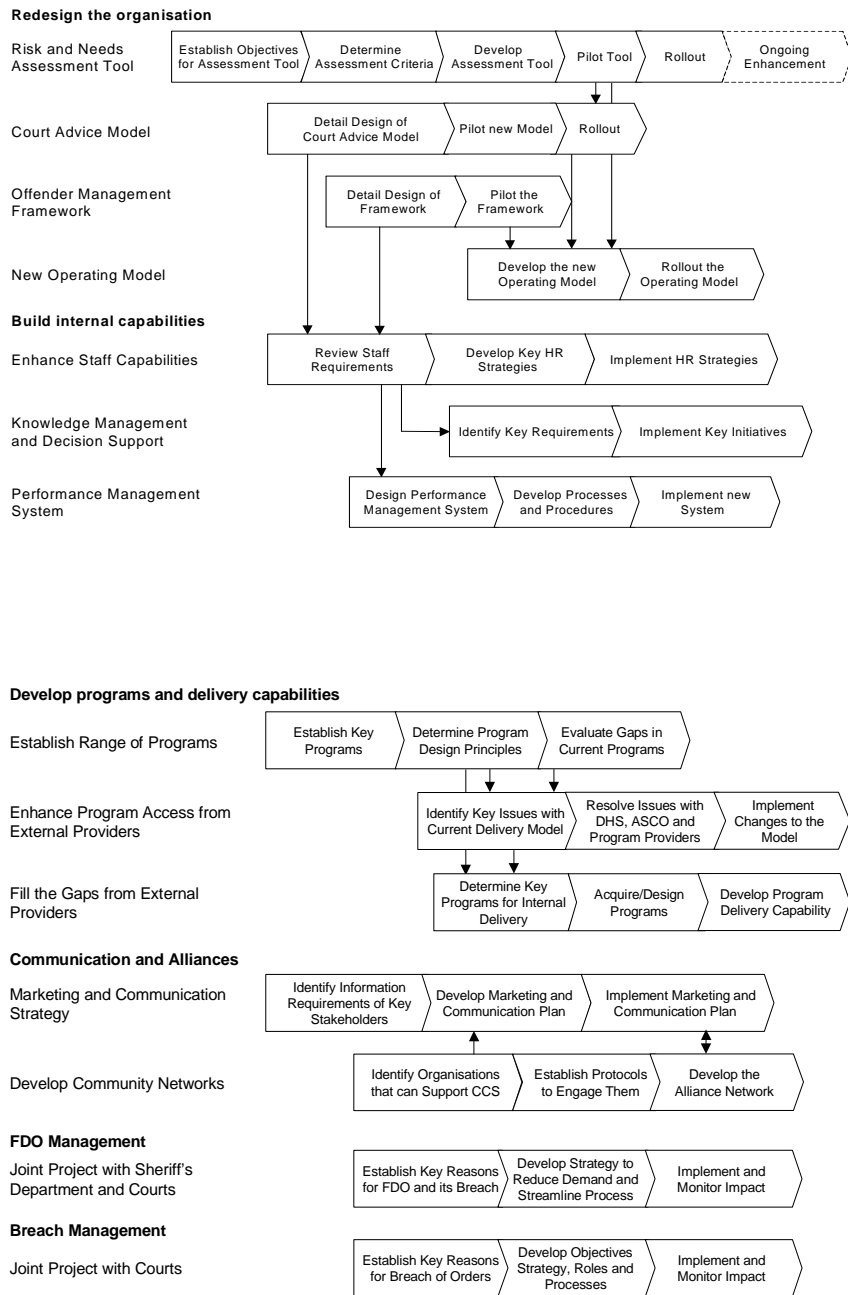
Table 19. Initiative bundled to eight projects

Projects	Initiatives
1. Redesign the organisation	• Offender management framework • Court advice model • Risk and needs assessment tool • Operating model
2. Build internal capabilities	• Staff capabilities • Knowledge management • Performance management
3. Develop program brokerage/delivery capabilities	• New/effective programs • Service delivery model • Special programs for parolees, crisis intervention and flexible breach management
4. Communication and alliances	• Communication strategy • Community and government alliances
5. FDO Management	• Reduce FDO demand • Streamline the process of managing FDO
6. "Fee for Service" for managing FDO	
7. Breach project with courts	
8. Sentencing review	

An overall implementation plan will need to be developed and managed by a program office reporting to a steering committee consisting of representatives of the major stakeholder groups.

The program office will need a concrete schedule for implementation and will need to coordinate any linkages and dependencies across the projects and initiatives.

The figure below shows a high-level implementation plan for the projects and initiatives.

Figure 36. High level implementation plan

Redesign the organisation

Risk and Needs Assessment Tool: Establish Objectives for Assessment Tool → Determine Assessment Criteria → Develop Assessment Tool → Pilot Tool → Rollout → Ongoing Enhancement

Court Advice Model: Detail Design of Court Advice Model → Pilot new Model → Rollout

Offender Management Framework: Detail Design of Framework → Pilot the Framework

New Operating Model: Develop the new Operating Model → Rollout the Operating Model

Build internal capabilities

Enhance Staff Capabilities: Review Staff Requirements → Develop Key HR Strategies → Implement HR Strategies

Knowledge Management and Decision Support: Identify Key Requirements → Implement Key Initiatives

Performance Management System: Design Performance Management System → Develop Processes and Procedures → Implement new System

Develop programs and delivery capabilities

Establish Range of Programs: Establish Key Programs → Determine Program Design Principles → Evaluate Gaps in Current Programs

Enhance Program Access from External Providers: Identify Key Issues with Current Delivery Model → Resolve Issues with DHS, ASCO and Program Providers → Implement Changes to the Model

Fill the Gaps from External Providers: Determine Key Programs for Internal Delivery → Acquire/Design Programs → Develop Program Delivery Capability

Communication and Alliances

Marketing and Communication Strategy: Identify Information Requirements of Key Stakeholders → Develop Marketing and Communication Plan → Implement Marketing and Communication Plan

Develop Community Networks: Identify Organisations that can Support CCS → Establish Protocols to Engage Them → Develop the Alliance Network

FDO Management

Joint Project with Sheriff's Department and Courts: Establish Key Reasons for FDO and its Breach → Develop Strategy to Reduce Demand and Streamline Process → Implement and Monitor Impact

Breach Management

Joint Project with Courts: Establish Key Reasons for Breach of Orders → Develop Objectives Strategy, Roles and Processes → Implement and Monitor Impact

Most of the projects will have three key phases of planning, pilot and rollout. Some programs may need to stagger the initiatives. It is suggested that the projects

- Redesign the organisation
- Build internal capabilities
- Develop program brokerage/delivery capabilities
- Facilitate communication and alliances

Sentencing Reviews are initiated, planned and executed together due to the underlying synergies. The table below shows the projects and initiatives and the possible roles of different related agencies.

Table 20. Projects and Roles of Government Agencies

No.	Projects	CORE/CCS	OCSC	Courts	Other
1	*Redesign the organisation* • Offender Management Framework • Court Advice Model • Risk and Needs Assessment Tool • Operating Model	• Develop detailed design and pilots • Ensure implementation within CCS	• Provide guidelines and objectives	• Communicate function and support new court advice model	
2	*Build internal capabilities* • Staff capabilities • Knowledge management • Performance management	• Identify key requirements • Initiate projects to build capabilities	• Determine new performance measures for CCS		
3	*Develop program delivery capabilities* • New/effective programs • Program delivery model • Special programs for parolees, crisis intervention and flexible breach management	• Identify program related issues and resolution strategies • Pilot special programs	• Monitor program effectiveness		• DHS to provide funding for CCS specific programs • ASCO to coordinate CCS access to program providers
4	*Communication and alliances* • Communication strategy • Community and government alliances	• Develop and implement a communication and alliance strategy	• Reinforce CCS strategies within DOJ and the criminal justice system	• Reinforce CCS communication strategy within courts	• DHS to reinforce CCS strategies within community organisations
5	*FDO Management* • Reduce FDO demand • Streamline the process of managing FDO	• Raise FDO issue within DOJ • Coordinate project with Sheriff's office to streamline process	• Support FDO issue within DOJ		• Sheriff's office to coordinate project with CCS to streamline process
6	*"Fee for Service" for managing FDO*		• Raise issue with government		
7	*Breach project with courts*	• Coordinate project with courts		• Coordinate project with CCS	
8	*Sentencing Review*				• Legal Policy Division to conduct review

A detailed workplan will need to be developed for each program.

7.3 Key Success Factors for Implementation

To ensure that the objectives of the program, projects and initiatives are achieved, the following key success factors will need to be considered:

- Enable change of stakeholder's perceptions and attitudes – changes to the current state must be aligned with the goals of corrections system. The successful implementation of these initiatives requires CCS, judiciary and the community to change attitudes and perceptions about community-based sentences. Buy-in will need to be developed internally and externally for these initiatives and cultural change will need to be initiated within CCS.
- Strong leadership with a shared vision and continued government support for implementation – strong and visionary leadership should be shown by OCSC, CORE and CCS to implement these initiatives. The complexity of the changes involved means that there will be obstacles during implementation. The leadership combined with government support for change can deal with the issues and build the vision for the future.
- Patience for evidence of impact on outcomes – the outcome of these initiatives will not be visible immediately. The underlying problems are endemic within the society and solutions will take a long time to impact the correction system. The Government must show patience while continued monitoring and evaluation of the initiatives.
- Key program implementation team – a dedicated program team will need to manage the program, projects and initiatives. The team will need to have skills in program management and change enablement and report directly to the steering committee.
- Performance measurement – the success of the implementation will have to be monitored with respect to achieving the desired results. On a regular basis, data needs to be collected and evaluated against predefined metrics and milestones as specified in the implementation plan.