Approved: [date]

Owner: NDIA Program Management Office

Contact: s22(1)(a)(ii) -

Project Review and Closure Report

Document Purpose

The Project Review and Closure Report is the final document produced for the project and completed when all the project outputs have been delivered to the Business Owner or when it has been decided to close the project for some other reason.

Project Information

Category	Description
Project Name	ECEI Pathway 3.1 Early Childhood Early Intervention (ECEI) Prioritisation Framework and Communication Strategy
Business Owner	s22(1)(a)(ii) - Branch Manager, Early Childhood Services (ECS)
Project Delivery Lead	s22(1)(a)(ii) - , Director, Early Childhood Services
Project Manager	s22(1)(a)(ii) - , Participant Pathway Deployment Branch
Project Description	ECEI Pathway Enhancement – Increment 1 – Prioritisation Framework and Communication Strategy is designed to implement a subset of pathway enhancement recommendations as set out in the Detailed Tailored Pathways documentation (May 2018). - Improve initial contact response time between Parent / Carer and ECEI Partner by enabling the ECEI Partner to direct Parents / Carers at first contact avoiding being added to enquiry waitlist for call back. Enablement delivered through the development of a Prioritisation Framework which will be developed with input from ECEI Partners and rolled out nationally. -The Communication Action Plan was developed to assist the ECS Branch in reviewing and updating current ECEI products. The ECEI Booklet was developed to provide information to a parent/carer on the ECEI Best Practice Approach. -This is a resource for Partners only to guide their discussions with parents/carers. - Specialised ECEI resources have been recruited to assist planners to make planning decisions and to build capabilities in the jurisdictions with ECEI Partners and Delegates.
Strategic Alignment	Aspiration 1.2.1.Corporate Plan

Category	Description
Summary of Benefits	Improve initial contact response time by enabling ECEI Partners to direct Parents / Carers at first contact, rather than adding the enquiry to a waitlist
	Assist the ECS Branch in reviewing and updating current ECEI products.
	Provide parents/carers with up to date information on the ECEI best practice approach.
	Improve capabilities in the jursidicions for EC Partners and Delegates.
	The above aligns to the benefits targeted for the Participant Pathways Business Case as of September 2018: B-1: Participant Experience; Increased Satisfaction; Easier Access; Save Time; Flow-on benefits for families and carers; Access to mainstream and community supports.

Branch / Division	Early Childhood Services Branch

Document Sign-Off

Document Version	Name	Title	Date	Detail of Amendment
V0.1	s22(1)(a)(ii) -	Project Manager	20/05/2019	Initial Draft
V0.2	s22(1)(a)(ii) -	Project Manager	17/06/2019	Feedback from CM, TB
V1.0	s22(1)(a)(ii) -	Program Manager Deploy	18/06/2019	Feedback from TMO Ready for Sign off
V1.1	s22(1)(a)(ii) -	Acting Program Manager	20/06/2019	Feedback from closure meeting
V1.2	s22(1)(a)(ii) -	Acting Program Manager	21/06/2019	Inclusion of Design and Build and Branch Milestones
V1.3	s22(1)(a)(ii) -	Acting Program Manager	24/06/2019	Feedback from SH
V1.4	s22(1)(a)(ii) -	Acting Program Manager	11 July 2019	Feedback from SH

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Executive Summary

Background

Prior to the introduction of the National Disability Insurance Scheme (NDIS), the approach to providing support to children with developmental delay or disability varied among the states and territories. Given the national responsibility of the NDIS, a single, Best Practice approach to early childhood intervention to meet individual needs was required. As such, the National Disability Insurance Agency (NDIA) has designed the Early Childhood Early Intervention (ECEI) approach using a strong research and evidence base and the current ECEI pathway has been in operation since May 2016.

The ECEI approach provides early intervention support to children under the age of seven with developmental delay or disability, through a specialised ECEI Partner with early childhood expertise. The ECEI teams comprise of specialist skills across a range of disabilities - especially autism given the high percentage of children in this cohort. As 0-6 are the formative years for children, this approach, together with timely early intervention and the expertise demanded by the agency is critical for successful childhood development.

The ECEI Partner staff undertake an evidenced based functional assessment of the child's needs and in partnership with the family, determine the appropriate pathway for supports. This includes access to specialist disability supports as required. The ECEI approach aims to optimise children's outcomes and therefore supports the scheme sustainability by potentially reducing long term support needs.

Key features include a flexible, individualised support model (including the option for short-term Initial Supports delivered by an ECEI Partner) with clear transition opportunities. This is to address the wide variation of needs in children, and the uncertainty of the long-term functional impact of a developmental delay or disability in young children.

In March 2017, the National Disability Insurance Agency (NDIA) initiated a Pathway Review in response to feedback from participants and providers that their experience with the National Disability Insurance Scheme (NDIS) had not met expected standards, with specific emphasis on the planning process.

In October 2017, the NDIA released details about a new NDIS participant pathway, designed to significantly improve the experience people and organisations have with the NDIS. This included scoping for Tailored pathways that included Complex Support Needs, Early Childhood Early Intervention, Psychosocial, Cultural and Linguistic Diversity and Aboriginal and Torres Strait Islander Communities.

Since operationalisation, the ECEI Pathway has undergone several reviews. The ECEI Joint Standing Committee report (December 2017) contained 20 key recommendations which were considered through the Detailed Tailored Pathways documentation (May 2018). This resulted in 17 recommended Pathway Enhancements to meet the needs of Parents / Carers, children, ECEI Partners, Peak Advocacy Groups and Local Organisations.

This project was established to deliver on key recommendations:

1. Regional specialised engagement resources to be appointed to support the ECEI approach at a local level. This role will have a direct working relationship with the ECEI National Team and would target the early childhood mainstream interfaces at a local level.
2. Clear and efficient pathways for children with profound disability to ensure timely access to funded support through the establishment of a robust initial response resource (referenced as the Prioritisation Framework within the Detailed Tailored Pathways, May 2018).
3. Development of a Communication & Engagement Framework for implementation across the early childhood sector (inclusive of enhanced tools and materials that are culturally appropriate) to support the knowledge and understanding of the ECEI approach. This includes the development of clear messages that are accessible to families of all cultures to support understanding of how to access an Early Childhood Partner and what to expect.

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Project Overall Objective	Deliverables

Improve initial contact response time between Parent / Carer and ECEI Partner by enabling the ECEI Partner to direct Parents / Carers at first contact avoiding being added to enquiry waitlists for call backs. Enablement delivered through the development of a Prioritisation Framework developed with input from ECEI Partners and rolled out nationally.	**People:**
	
	1) External Communications to support the rollout of the Prioritisation Framework
	
	Process
	
	2) Prioritisation Criteria associated with the Prioritisation Framework
	3) Work Protocols to support the rollout of the Prioritisation Framework. Materials to support the rollout of the Prioritisation Framework, including:
	    • Work Instructions
	    • Practice Guide
	4) Evaluation Plan to support the rollout of the Prioritisation Framework

Developing a clear path forward for the development/improvement of communications, including the participant cohorts, by developing a Communications Action Plan. This plan will be passed to the appropriate Communications team for deployment in conjunction with the ECEI National Team.	-ECEI Communications Action Plan
Ensure Parents / Carers have a good understanding of the ECEI Approach, best practice in early intervention and access to pathways by developing and releasing an ECEI Information Booklet specific to families	-ECEI Information Booklet
Ensuring the delegate makes an accurate plan decision and communicates reasoning to the ECEI Partner to ensure messaging and reasonable and necessary decision making is well understood by the Parent / Carer by building capabilities within the region through the deployment of specialist ECEI Resources.	- Roles and Responsibilities Documentation to support Specialist Regional Resources - Position description and other required documentation to support Recruitment of Specialist Regional Resources - Dedicated Regional ECEI Trained resources

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Reason for Closing the Project

Project has been delivered in accordance with the business case, delivery schedule and project management plan.

This document is prepared in order to support transition of any activities to the business owner, Early Childhood Services.

Highlights and Innovations

A nationally consistent method of ECEI prioritisation.

Enhanced relationships between ECEI partners and the NDIA in the collaborative approach to implementing the Prioritisation Framework, the ECEI Information Booklet, factsheet and other specialised ECEI communication tools, and the recruitment and deployment of Specialised ECEI Resources..

Summary of Recommendations

It is recommended the project close and the delivered risk be owned by the ECS branch.

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Contents

1. Project Performance

Performance against Objectives

No.	Objective	Assessment of performance
1	Improve initial contact response time between Parent / Carer and ECEI Partner by enabling the ECEI Partner to direct Parents / Carers at first contact avoiding being added to enquiry waitlist for call back. Enablement delivered through the development of a Prioritisation Framework which will be developed with input from ECEI Partners and rolled out nationally.	Education sessions to implement a nationally consistent framework have been delivered. ECS branch are to evaluate its performance in 6 months (December 2019). An evaluation plan has been provided and is in line with the evaluation strategy for the Pathways Program.
2.	Developing a clear path forward for the development/improvement of communications, including the participant cohorts, by developing a Communications Action Plan. This plan will be passed to the appropriate Communications team for deployment in conjunction with the ECEI National Team.	-ECEI Communications Action Plan was picked up by the ECS branch and actioned. Two action items were delivered by the Design and build team which were; information about developmental delay for Referrers to NDIS and a pamphlet connecting a parent to a Early Childhood Partner. The balance of the plan was actioned by the ECS Branch.+
3.	Ensure Parents / Carers have a good understanding of the ECEI Approach, best practice in early intervention and access to pathways by developing and releasing an ECEI Information Booklet specific to families	-ECEI Information Booklet published and distributed to ECEI Partners as per the Communications Plan on 31 March 2019
4.	Ensuring the delegate makes an accurate plan decision and communicates reasoning to the ECEI Partner to ensure messaging and reasoning is well understood by the Parent / Carer by building capabilities within the region through the deployment of specialist ECEI Resources.	Dedicated Regional ECEI Trained resources have been recuited and deployed as planned by the Branch. These specialist resources will also support and reinforce the prioritisation framework and use of the ECEI Information Booklet.

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Performance against Budget

This section is not applicable to this project as costs are accounted for and tracked at a Program level by the Participant Pathway Transformational Management Office.

Approved Budget	Actual Spend	Assessment of performance
N/A	N/A	N/A

Performance against Schedule

No.	Milestone/Key Activity	Est. completion	Act. completion	Assessment of performance
1	Delivery of ECEI Prioritisation framework education sessions.	22/05/2019	22/05/2019	Education session delivered on schedule as per Participant pathways program roadmap. Note: CR 05 Raised on the 18h of December 2018 to alter the scope of the product from a tool to a framework. CR 25 Raised on the 19th of February to extend the delivery of the communication activity to 22nd of February 2019. CR47 Raised on the 2nd April 2019 to transfer ownership of the product from Design to Deploy in the Participant Pathway Program.
2	Delivery of Communications Action Plan	19 February 2019	19 February 2019	CR19 ECEI Increment 1 - Updated delivery dates for ECEI Communication Action Plan from 21 December 2018 to 1 February 2019 due to additional feedback review from Strategic Communication team. CR25 Extend the completion date for the Communication Action Plan from 1 February 2019 to 22 February 2019 to account for the additional review cycle and timeframe between the Early Childhood Services Branch and the Pathways Communications Team

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No.	Milestone/Key Activity	Est. completion	Act. completion	Assessment of performance
3	Delivery of ECEI Booklet	31 March 2019	31 March 2019	CR04 ECEI Increment 1 (Information Booklet) - Milestone date extension to deliver the Information Booklet. Change from 7 December 2018 to 1 March 2019, dependent on Communications resourcing.
				CR06 ECEI Increment 1 (Information Booklet)- Information booklet has changed from an electronic document to a printed booklet increasing scope and significantly impacted schedule with completion on 31 March 2019
4	Recruitment and Training of Specialised ECEI resources	22 February 2019	22 February 2019	Fourteen ECEI practice leads are now in place nationally. Their role is to provide specialised support and help build ECEI capabilities across the NDIS and Early Childhood (EC) Partner workforce.
				Practice leads are mobile across their respective states and territories.
				CR 20 ECEI Out-posted resources - Milestone for out-posted resources APS6 recruitment process is delayed and require an extension from 8 February 2019 to 22 February 2019 impacting project schedule. This is due to the Early Childhood Services Branch experiencing resource constraints due to delayed recruitment decisions and prioritising EL1 recruitment
				CR26 ECEI Out-posted resources - Milestone for out-posted resources APS6 recruitment process is delayed and require an extension from 8 February 2019 to 22 February 2019 impacting project schedule. This is due to the Early Childhood Services Branch experiencing resource constraints due to delayed recruitment decisions and prioritising EL1 recruitment

Performance against Risk

No critical or high risks were mitigated during the delivery of this project. Less critical risks are stored in the RAID located in the Project Portfolio Management (PPM) tool.

Key project risks mitigated

No.	Risk	Consequences	Risk Rating	Control/Treatment Actions

Risk transferred to BAU operations

No.	Risk	Consequences	Risk Rating	Control/Treatment Actions	Risk Owner
1	The establishment of the ECEI prioritisation framework practice does not produce the outcome/benefit of expediting the processing of the volume of enquiries (DELIVERED)	A less than significant improvement in Participant experience for the ECEI cohort.	Medium	ECEI Partners are obligated to process a finite number of enquiries (KPI) which holds them to account to get to that quantum. Participant Experience (Customer Satisfaction) holds ECEI partners to account in terms of having the objective to reduce enquiries. Education sessions are being held with EC Partners to communicate the use of the Prioritisation framework. NDIA will continue to monitor Partner data regarding wait times and response activity. ECEI Practice leads will work directly with ECEI Partners as required.	ECS Branch

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Performance against Change

Change Objective	Measure	Assessment of performance
Awareness	All ECEI Partners have had the relevant communications and are aware of the prioritisation framework which will ultimately result in Best Practice operations.	Communications and Virtual classroom training has been conducted for this Cohort. The prioritisation framework has been documented.
Acceptance	ECEI Partners accept that they need to practice in a way that will improve the Participant Experience by having clear ownership through initial contact and reducing follow up calls.	Virtual classroom training feedback was on a scale of neutral to positive where ECEI Partners in attendance could see the value of operating within the framework. Generally there is an expectation of a lower feedback scale for virtual training than if the training is face to face.
Adoption	This is a Branch controlled and managed change in process and way of working. ECEI Practice leads will work with ECEI Partners to continuously improve and increase adoption of this this process. The Prioritisation Framework is non mandatory and adoption will be managed by the Early Childhood Services Branch. The use of the Prioritsation Framework will be reinforced by the specialised ECEI leads.	An evaluation of the adoption of this process will be undertaken by the Early Childhood Services Branch in 6 months. It is important to note that the delivered risks relating to ECEI Partner KPI's may impact the uptake of this framework. The ECEI Remediation Strategy endorsed by the Board will see a move outside normal BAU arrangements for the next 6 months. This may impact on the evaluation of the use and effectiveness of the Prioritisation Framework.
	All other products and services identified in the communications plan were accepted by the Branch for Deployment. There was no Change resources from the Pathways Program supporting the Deploment of these resources.	

Performance against Benefits

In the absence of a benefits realisation plan in the program initiation documents refer to the Business Case and map accordingly.

No.	Milestone or Key Activity	On-track?	Assessment of performance
1	Improve initial contact response time by enabling ECEI Partners to direct Parents / Carers at first contact, rather than adding the enquiry to a waitlist	Yes	An Evaluation Plan has been handed over to the ECS Branch to evaluate benefit in 6 months. This contributes to B-1.

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5. Lessons Learnt

What Worked Well? What Went Right? And Why?

No.	Description
1	The development of the Communications Talking Points and Education session gave structure and framed the education sessions well.

What Could Be Improved? What Went Wrong? And Why?

No.	Description
1	The delivery of the education sessions via Virtual Classrooms is a process that needs some work. Issues with the cap on the number of callers into a line were experienced (limited to 30 even though quoted as 100). Compatibility issues around browsers used to access the Virtual Classroom was an issue. For some it worked through Microsoft Edge and others through Google Chrome

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6. Closure Activities

Closure Activities

No.	Activities	Description
1	Project staff	Released back to the program
2	Issues management	Open issues have been closed
3	Risk management	Identified remaining risks to be transferred to the operational branch and branch manager (see section 1. Performance against Risk) along with corporate risk branch to take on responsibility for monitoring, controlling and mitigating. They have been captured in the transition products: Business Impact Analysis, Risk Action Plan and Closure report.
4	Financial management	Funding is managed at the Program Level. . Not applicable to the project
5	Records management	All project documents are stored on the R drive in line with PMO requirements and the PPM tool
6	Post project responsibilities	Early Childhood Services branch to accept delivered risk and risk action plan.
7	Submissions to Program Control Council	CR05 - Approved by the PCC on 18 December 2018 subject to Design Authority approval, further information requested at 16 January Design Authority CR 25 - Approved by PCC on 19 Feb 2019 CR 47 - Noted by PCC on 2 April 2019
6	Evaluation Plan	Evaluation Plan with the ECS Branch to evaluate benefit in 6 months and will be included in the Operational Dashboard of monthly Steerco pack: • Initial contact response time for Parents / Carers at first contact Evaluation team will arrange with the Business for inclusion of data in the Pathways dashboard.

Recommendations

No.	Recommending party	Description
1	Deploy Branch	Project 3.1 to be close
2	Deploy Branch	Evaluation Plan with the ECS Branch to evaluate benefit in 6 months and include in the Operational Dashboard.

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7. Appendix

No.	Document name	Location
1	20181010_Project Plan ECEI Increment 1 - V0.3.3 (Approved by CMc)	Refer to; s22(1)(a)(ii) - irrelevant material ▮▮▮▮▮ ▮▮▮▮▮ Also in the PPM Project

8. Project Closure Approval

	Name
Report prepared by	s22(1)(a)(ii) - ▮▮▮
Project closure approved by	s22(1)(a)(ii) - ▮▮▮ Branch Manager Early Childhood Services
Business Owner signature	
Approval date	Click here to enter text.

	Name
Date received by the TMO	Insert date
TMO Approver	Insert name and title
Date approved by the TMO	Insert date

	Name
Date received by the PMO	Insert date
PMO Approver	Insert name and title
Date approved by the PMO	Insert date

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