



INTRODUCING AN INTEGRATED APPROACH AT SDN: WHAT'S NEW?

AUGUST 2011

1. The organisational structure (how we arrange external service delivery and internal support functions) is an *immediate* change.

This new organisational structure replaces the Community of Learners pilot project.

What prompted the new structure?

- We identified the need to better address inequalities faced by children.
- To do this, we needed to change our practices.
- To change our practices, we needed to change our structure.

What's new about the structure?

Changes for services (centres and programs):

- There are no separate divisions at the service delivery level. That is centres and programs are not grouped separately.
- All centres and programs are grouped together into 7 geographical hubs called 'Communities.'
- Each Community is coordinated by a Community Leader.
- All centre directors and area managers of programs who are providing services to children and families directly will report to a Community Leader.
- Community Leaders will report to a Regional Manager, who will report to a new role Executive Director, Integrated Services and Organisational Development.

Other facilitating functions will flow through all the Communities:

- There are two streams of practice facilitators, each led by Director level positions. There is a new position of Director, Early Childhood Education and Care Practice, who will have a position of Practice Lead: Infants reporting to her/him.
- There will be a new Director, Inclusive Practice, who will head up the Inclusive Practice Unit.
- The Inclusive Practice Unit will contain Early Childhood Facilitators, ISAs and SCAN.
- Both the Director, Early Childhood Education and Care Practice and the Director, Inclusive Practice report to the Executive Director, Integrated Services and Organisational Development. They will also be members of the new enlarged Senior Leadership Team.

Another support to service delivery and organisational accountability will be:

- A new Service Delivery Accountability Unit.
- This unit will support:
 1. Legislative compliance across all areas of our service delivery practice (including health and safety compliance) via a Senior Operations Manager (Compliance).
 2. Data collection and internal and external reporting and evaluation via a Senior Operations Manager (Evaluation).
 3. Business Development, in conjunction with other parts of the organisation.
- The Service Delivery Accountability Unit will report to the Executive Director, Integrated Services and Organisational Development.

Other changes:

- Senior leadership of the organisation will be carried by an enlarged Senior Leadership Team: see chart for details of the positions on this new 11 person team.
- Executive leadership of the organisation will be carried by three new Executive Director positions:

- Executive Director, People and Organisation Development,
 - Executive Director, Corporate Services and Organisational Development,
 - Executive Director, Integrated Services and Organisation Development.
- The Director of Ngara Nanga Mai, Deb Mann will remain heading up all programs contained in the Aboriginal Unit, while also taking on a Regional Manager role. This Unit will have an Operations Manager, Kate Frost and a Projects Coordinator, Samantha Knight.
 - A new role of Director, Government and Sector Engagement will be taken on by Julie Druce who will also have a Regional Manger role.
 - The new People and Organisation Development Unit will contain three new manager roles: Learning and Development Manager, Rachel Evans; HR Manager, Kate Benaicha and Payroll Manager, Laurie Taylor. Under Kate will be a new full-time HR Advisor, and Return to Work Coordinator, both to be advertised for. We will not have a Health and Safety Manager. The interweaving of health and safety compliance into our practice will be supported by the Service Delivery Accountability Unit.
 - Our Child Wellbeing Advisor will also now report to the Executive Director, Integrated Services and Organisation Development to more closely link Diana's work with service delivery practices and policies.

2. How and when will the new structure be implemented?

The new reporting lines will take effect from Monday 22nd August for all staff, with the exception of the Inclusive Practice Unit and the Service Delivery Accountability Unit.

The physical locations of a few staff members are yet to be finalised. We recognise that there will be a transition period and we are supporting that process. We are aiming to fill the new vacant positions as soon as possible.

3. What else is new: This new integrated structure will support new integrated practices, which will be *gradual* changes

What new things will we do?

- Quarterly Leaders' meetings, involving centre directors, managers, Community Leaders, Regional Managers and all those with manager coordination or leadership responsibility in the organisation.
- More meetings and working together of centre and program staff at the local Community level.
- Parenting groups happening in and through centres.

What new things will we know?

Leaders across the organisation will know everything that SDN does and can provide for children and families.

Who will benefit from these new ways of working?

Outcomes for children:

Children's learning and development will be enhanced, especially those children who have more requirements.

Outcomes for families:

- More comprehensive help from SDN.
- Easier and quicker access for children and families to everything SDN provides.

Outcomes for staff:

Learning from and about different disciplines, enhancing our own world views.

Outcomes for society:

SDN will be modelling an inclusive community.

What new attitudes will we have towards our work?

- We will have a sense of shared ownership of issues and challenges.
- We will not say: “my children” “my families” “my centre” or “my program”.
- We will make decisions as a result of asking:
 - Who else (besides me) needs to be involved in making this decision?
 - Who else has something to bring to this decision?
 - How can we all get together to make the best decision?

Outcomes for the organisation:

Decision making will be slower but more effective.

- We will ask ourselves when we don't like a situation:
 - “What did I do or say or think that contributed to this situation?”
 - “What could I change about my behaviour or my words or my attitude to achieve a different outcome?”

Outcome for the organisation:

We will all take a share in being responsible for what happens.

What will we see? How will we know we are achieving the potential of the new structure and new practices?

- We will see more diversity of children and families in our centres and programs, a diversity that reflects the local communities the centres and programs belong to.
- More meetings happening between people of different disciplines.
- More use of the resources of SDN to help us all (children, families, staff and communities) thrive!