Figure 2.3

Stages of implementation: **The Orange Door — Central Highlands**

Decide what needs to change and for whom

The Orange Door sites are partnerships between Family Safety Victoria (FSV), the Department of Health and Human Services and local community service organisations including specialist family violence, perpetrator, child and family, and Aboriginal services.

A matrix management model supports practitioners to work as a coordinated team while still reporting to their employing organisation.

Late 2018 **2019** **2020** **2021**

Engage and explore

Adopt initiative

Minister announced funding for The Orange Door — Central Highlands

Engaging stakeholders

FSV engaged local partners

Process enabler
12-month pre-implementation period was crucial for building readiness

People enabler
Hub leadership were effective in addressing program complexities

Establish implementation structures

Hub manager and service system navigator roles recruited

Governance established:

- Hub Leadership Group
- Operations Leadership Group

Assess barriers and enablers to readiness

- Existing ways of working among partners assessed
- Forums held to engage local service sector
- Key issues, risks and opportunities identified

Process enabler
Good early engagement between FSV and partner organisations

Organisation enabler
Utilised knowledge and expertise (within FSV) from previous The Orange Door sites

People enabler
Built on existing relationships between partner organisations

Plan and prepare

Make a plan

Area-level implementation plan and implementation schedule established

Process enabler
Strong integrated planning between partner agencies

System barrier
Limited FSV-led engagement with non-partner agencies inhibited full integration with service system

Process enabler
Thorough implementation schedule, which made the process transparent

Program barrier
Integration of disability expertise given less attention in preparing activity

Build readiness

- 48 Orange Door staff recruited — meeting pre-commencement criteria
- Prerequisite training packages rolled out
- Executed partnership agreements
- Matrix management arrangements agreed
- Decisions on site location
- Engagement with Aboriginal Advisory Group and Ballarat and District Aboriginal Co-operative
- Interface agency agreements

Organisation enabler
Integrated workforce of practitioners established through team structures, matrix management, wage parity

Program enabler
Extensive guidance resources strengthened the knowledge and skills of staff

Decide how to monitor implementation quality

Regular governance meetings to oversee implementation plan

Initiate and refine

Process barrier
Challenges leasing a site and COVID-19 delayed service commencement

Pre-commencement practices

Creating and familiarising localised policies with practitioners

Delayed commencement due to coronavirus (COVID-19) pandemic

Commence operations/delivery

Service commenced 14 October 2020

NOTE: At the time of this review The Orange Door — Central Highlands had just commenced operations and was not yet at the sustain and scale stage.