Emergency Services Reform Project

Work Plan 2015 -16 (ESR)

Approved by Project Sponsor:_____ Name/Title:_____

Contact Person:_____ Title:_____ Contact Number:_____

2015-16 Strategies

Projects

Strategies/Activity	Major tasks/services	Indicative Dates		Evidence of success/KPIs/timeframes	Person Responsible
		Start	Finish		
Develop Planning Documents for Reform	• Develop Communications Plan • Develop Risk Register • Develop Work Plan (incl Gant Chart) • Develop Project Charter • Develop Reporting Documents (dashboard) for stakeholders • Develop Change Management Plan • Prepare Business Case	Jan 2015		Plans completed and endorsed by sponsor	Proj Mgr Proj Mgr Proj Mgr Proj Dir Proj Dir/Mgr Proj Dir Proj Dir/Mgr
Establish Working Groups	• Develop templates and administrative tools • Outline structure and purpose of working groups • Schedule working groups • Send out EOI and select working groups	Jan 2015	March 2015	Working groups are established and have clear outcomes. They are supported and monitored to ensure their work is progressing the reform agenda	Proj Mgr Proj Mgr Proj Mgr Proj Mgr
Recruit Commissioner	• Determine legislative requirements • Prepare Role Statement • Appoint recruitment firm • Evaluate applicants • Appoint Commissioner	Jan 2015	June 2015	Commissioner is appointed	Proj Dir Proj Dir Proj Dir Proj Dir Proj Dir
Submissions to Discussion Paper	• Review submissions and collate information • Respond to submission authors • Sort information to provide to working groups for consideration	Jan 2015	Feb 2015	Summary of submissions developed Letters drafted to authors of submissions Key themes collated	Proj Sup Proj Sup Proj Sup

Develop SWOT analysis	• Develop SWOT analysis	Feb 2015	Mar 2015	SWOT prepared for Reference Group meeting	CO SES
WG1: Develop a vision/mission/principles	• Develop key documents that provide the new organisation with a common foundation	Mar 2015	May 2015	Mission Statement Values Vision Statement of Purpose	Working Group 1

WG2: Legislation	• Prepare documentation to amend legislation to include:
	  • Volunteer Charters
	  • Holloway recommendations
		Mar 2015	June 2016	Drafting instructions prepared
				Cabinet Submission prepared
					Working Group 2

WG3: Workforce Planning	• Develop new workforce plan for each of the six 'functions' (Phase 1 corporate, phase 2 operational) • Determine the functional facilities (ie accommodation) for each of the six 'functions' (Phase 1 corporate, phase 2 operational)	Phase 1:Mar 2015 Phase 2: July 2015	Phase 1: July 2015 Phase 2: July 2016	Organisation Charts developed Corporate functional areas located together Position descriptions prepared Costings for new structure prepared	Working Group 3
WG4: Standards	• Set initial benchmarks (corporate and operational) to enable measurement of improvement • Determine the process for setting, measuring and reporting on standards/KPIs (Corporate) • Determine the process for setting, measuring and reporting on standards/KPIs (Operational) (incl flexible service delivery options)	Mar 2015	July 2016	Benchmarks established Reporting mechanisms determined Resources allocated on risk Service delivery modelling	Working Group 4

WG5: Service Delivery Boundaries/Zones	• Identify the new regions for the sector giving consideration to State and Local Government Boundaries	April 2015	Dec 2015	New regions/zones are identified Services to be delivered are identified	Working Group 5
WG6: IT Systems	• Provide recommendations and work-plan to ensure a coordinated approach to corporate systems (Phase 1) • Provide recommendations and work-plan to ensure a coordinated approach to operational systems (Phase 2)	Phase 1: April 2015 Phase 2: August 2015	Phase 1 July 2015 Phase 2 July 2016	IT infrastructure, systems and solutions are considered to promote efficiency, consistency, accountability and transparency throughout the organisation	Working Group 6
WG7: Image and Branding	• Develop a common brand for the organisation (retaining identity of 3 services) • New website • Corporate branding templates for the new organisation	April 2015	June 2015	Simple website developed Corporate brand developed Basic templates developed	Working Group 7
WG8: Training	• Creation of one RTO • Development of a training model to ensure training needs of the organisation are being met • Development of a sector wide training framework with pathways, and consideration of non-operational training	May 2015	June 2016	One RTO created New integrated training model developed	Working Group 8
WG9: Response Boundaries	• Examine the response boundaries and ensure that the community is responded to by the closest service with the capacity to complete the task	May 2015	June 2016	There is mutual acceptance that the response boundaries ensure the best response for the community	Working Group 9

WG10: Specialist Capabilities	• Identify how specialist capabilities will be utilised within the organisation	June 2015	July 2016	Clear guidelines for the activation of specialist capabilities, in line with AIIMS Clear guidelines for the day-to-day management of specialist capabilities	Working Group 10
WG11: Command and control	• Determine and formalise the 'everyday' chain of command • Determine and formalise the 'operational' chain of command, including 'on call' roles • Formalise the IM for large scale incidents (include process for establishing and activating IMTs)	June 2015	July 2016	AIIMS is embedded into whole organisation. Dual roles are considered. Chain of command formalised for each service and how this links to the other functional areas	Working Group 11
WG12: Doctrine	• Development of a complementary doctrine that extends throughout the organisation	June 2015	July 2016	Policies/procedures updated. Consistency in the language, pedagogy and content when training	Working Group 12
WG13: Working with the Community	• Determine how public information will be communicated both during an incident (all services) and during non-operational periods	June 2015	July 2016	Understanding of the relationship between education, engagement, public warnings and media. Include the trigger for SEICCC	Working Group 13
Budget process 2015-16	• Prepare sector budget for 2015-16	Mar 2015	May 2015	Government budget processes followed and timelines adhered to	Commissioner (TBC) Proj Dir SAFECOM Finance

Routine Activities

Strategies	Major tasks/services	Key dates	Evidence of success/KPIs/timeframes	Person Responsible
Ongoing management of ESRO Office	• HR requirements (timesheets, leave, performance development) • Financial Management for ESRO • Managing resources	Ongoing	Government requirements are fulfilled	Proj Dir Proj Dir Proj Dir
Communication	• Regular newsletter • Update website • Monitor and respond to correspondence • Organise site visits • Attend site visits	Ongoing	Newsletter prepared weekly Website maintained as required Correspondence responded to in a timely manner Attend 10 brigades/stations/units	Proj Mgr Proj Mgr Proj Mgr/Sup Proj Sup All
Reference Group Support	• Provide effective EO support	Ongoing	Papers provided in a timely fashion	Proj Sup
Briefings	• Prepare Ministerial Briefings, PBNs, Cabinet documents etc	Ongoing	Documents prepared to meet timelines	Proj Dir Proj Mgr
Working Group Support	• Prepare surveys or other administrative tasks • Provide advice and support to working groups	Ongoing	Working groups are supported and outcomes delivered to agreed timelines	Proj Mgr/Sup Proj Mgr/Sup

Risks to achieving these strategies

Refer to Risk Register