



**Department  
of Primary  
Industries**

## **Project Plan - Transfer of OHS Regulation from Department of Primary Industries to Victorian WorkCover Authority**

### **Amendment history**

<b>Version</b>	<b>Date</b>	<b>Reviewed by</b>	<b>Changes</b>
0.5	15/02/07	Steering Committee	Amendments to risk mitigation actions following discussion at steering committee meeting (13/02/07).

### **Approval**

<b>Title / name</b>	<b>Signature</b>	<b>Date</b>

## Program Summary

	<b>DPI</b>	<b>VWA</b>
<b>Sponsors</b>	Richard Aldous	John Merritt
<b>Steering Committee</b>	John Mitas Phil Roberts	Cath Duane Pieter Rienks Geoff Thomas

## Background

On 24th October 2006 the former Ministers of DPI and WorkCover announced that responsibilities for OHS regulation of the earth resources industry would transfer from DPI to VWA in order to “cut red tape” and ensure “consistent and independent regulation”. Their decision is consistent with Neil Pope’s report (Option 4), commissioned by DPI, but without any resource transfer.

## Project overview

This project seeks to manage the transition of OHS responsibilities from the Department of Primary Industries (DPI) to the Victorian WorkCover Authority (VWA) so that the VWA is in a position to undertake those responsibilities from 1<sup>st</sup> January 2008.

## Broad scope

The scope of this project includes:-

<b>IN</b>	<b>OUT</b>
Recruitment	DPI people management
Resource contingency plan	Transfer of DPI staff
WorkSafe to build capability	Tenement arrangements
MoU & legislation	Royalties
Work Plan & operations plan OHS components	On shore pipeline requirements (to Energy Safe Victoria)
Industry sectors – mines, quarries, petroleum	PSL Act
Field program	Pipelines Act
Licences (explosives, DG, certification)	
Operational procedures	
Data, files	
National consistency, harmonisation	
Learnings from other jurisdictions, models	
Interagency co-operation	
Tripartite committee	
Emerging issues in the sectors	

## Key dependencies

- New Work Plan model & legislative change
- VWA sector model & operational support systems and procedures
- Data review & any system changes or data transfer issues

- Recruitment & DPI resource contingency plan

### Assumptions

It is assumed that:-

- Both agencies will adequately resource the project to ensure a smooth transition with no deterioration of safety standards for industry.

### Constraints

Constraints identified include:-

- WorkSafe must be able to undertake the regulatory function from 1<sup>st</sup> January 2008.

## **Project objective**

The objective of the project is to implement a planned approach to the transfer of OHS regulation from the Department of Primary Industries to the Victorian WorkCover Authority for full implementation by 1<sup>st</sup> January 2008 that:-

- Builds the capability of the VWA to undertake this new responsibility; and
- Brings external stakeholders along the transition journey with the two agencies.

## **Strategy and broad timeline**

### Strategy

The broad approach of the project will be to:-

- Preserve the good working relationship between the two agencies;
- Continue to work with industry stakeholders and actively contribute to national consistency;
- Apply learnings from other models;
- Recognise that this change provides an opportunity for evaluation and continuous improvement;
- Be sensitive to the people impact of this change on staff from both organisations;
- Maintain safety standards throughout the transition period and beyond whilst providing the smoothest transition possible for industry.

### Phases:

<b>Project phase</b>	<b>Approximate timeframe</b>
Knowledge exchange	Jan 07 – Mar 07
Capability building	Apr 07 – Oct 07
Transition management	Nov 07 – Jan 08
Review	Feb – Mar 08

### Sub-project streams

Sub-project streams identified are:-

- People management
- Safety assessment model
- Management of industry sectors
- Legislative instruments & operational support
- Data, files and information

- Licensing (see attachment)

In addition, there will be on-going communications with external stakeholders primarily through the industry Tripartite Committee established by DPI.

#### Key deliverables

Key deliverables will be determined for each sub-project stream with particular deliverables tagged for steering committee approval (see attachment).

### **Project risks**

The overall risk rating of this project is “medium”.

The major risk factors to this project are:-

<b>Factor:</b> VWA not being able to attract and retain suitable personnel especially. Mining Engineers	
<b>Likelihood:</b> very high	<b>Impact:</b> critical
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Understand broad recruitment environment</li> <li>• Be mindful of the impact on individuals and address DPI staff needs</li> <li>• Allow sufficient lead time for negotiations</li> <li>• Development of resource contingency plan</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• Monitoring interest expressed in positions &amp; actual applications received</li> </ul>	

<b>Factor:</b> not achieving clarity of roles and process for OHS component of work plan/operations plan approval process	
<b>Likelihood:</b> medium	<b>Impact:</b> high
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Gain a thorough understanding of DPI’s current process</li> <li>• Apply learnings from other interagency arrangements</li> <li>• Work collaboratively to develop a new model and trial if possible</li> <li>• Incorporate new process into new MoU</li> <li>• Monitor lead time to change Regulations</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• Conduct trial to test the new process if possible</li> </ul>	

<b>Factor:</b> stakeholders and/or staff feel that they are not in the loop or are not travelling with us on the change process	
<b>Likelihood:</b> medium	<b>Impact:</b> high
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Where possible utilise existing forums/mediums for communications e.g. the Tripartite Committee</li> <li>• Ensure consistent communications are delivered to minimise the opportunity for misunderstandings</li> <li>• Develop and articulate a stakeholder communications plan</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• Stakeholder &amp; staff feedback</li> </ul>	

<b>Factor:</b> maintenance of safety standards during the transition and beyond	
<b>Likelihood:</b> medium - high	<b>Impact:</b> critical
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Joint contingency resource planning</li> <li>• Maximising opportunities for joint visits and activities</li> <li>• Communications with stakeholders for transparency and clarity during the transition period</li> <li>• DPI internal communications reinforce the need to maintain the focus during the transition period</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• Early warning of resourcing critical periods</li> </ul>	

<b>Factor:</b> not having powers in the correct legislative instrument at the correct level	
<b>Likelihood:</b> low	<b>Impact:</b> medium
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Identify possible areas for legislative change as work progresses</li> <li>• Obtain legal advice to ensure powers are suitable</li> <li>• Allow sufficient lead time to enable instruments to be amended</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• Legal advice to provide direction</li> </ul>	

<b>Factor:</b> Victoria setting up a model that is not compatible with other Australian jurisdictions	
<b>Likelihood:</b> low	<b>Impact:</b> medium
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Be informed by other jurisdictions' activities and the national framework through existing forums and ad hoc communications</li> </ul>	
<b>Monitoring measures</b>	
<ul style="list-style-type: none"> <li>• On-going reporting following such forums</li> </ul>	

<b>Factor:</b> any possible changes imposed due to the change of both Ministers since the election.	
<b>Likelihood:</b> low	<b>Impact:</b> low
<b>Mitigation actions</b>	
<ul style="list-style-type: none"> <li>• Confirm existing arrangements will continue to apply re Ministerial representation</li> <li>• Organise any other supporting arrangements with dual representation as required at officer level</li> </ul>	
<b>Monitoring measures</b>	

## **Stakeholders**

A list of stakeholders, their degree of impact and the service involved is listed in Attachment A.

## **Related projects**

None identified.

## **Costs**

The key costs are internal Department of Primary Industry and WorkSafe staff time.

WorkSafe will incur advertising costs with recruitment activity for both Inspectors & Engineers. Secondments may need to be offered as a contingency for adequate resourcing.

Costs will be incurred with the transfer of hard copy files (courier costs, cataloguing costs).

There may be some costs associated with the development of reporting systems to align with national statistical reporting.

## **Benefits / strategic impact**

The major benefits of conducting this project are:-

- To effect the transfer of responsibilities from DPI to VWA through building the VWA's capability to undertake this work;
- To continue to build relationships between the two agencies;

Failure to conduct this project will mean:-

- There is an ad hoc approach to the transfer of responsibilities between the agencies;
- WorkSafe may not have suitably qualified personnel to take on the OHS responsibilities previously undertaken by DPI for 2008;
- Industry will not find the transition smooth

## **Project governance**

A project Steering Committee consisting of representatives from DPI and WorkSafe will provide direction and make key project decisions. Both agencies have appointed a project sponsor. The steering committee will report to the Sponsors quarterly and as escalation of issues requires.

## **Monitoring and evaluation**

Monthly progress reports will be provided to the project Steering Committee highlighting achievements, forthcoming activities, progress on any open issues and management of any open risks or opportunities. A summary report will be prepared for the Sponsors quarterly.

At the conclusion of the project, a final report will be prepared including the capture of lessons learnt during the conduct of the project.

### **Change control**

The impact of proposed changes needs to be assessed before the project scope or significant changes to the schedule can be amended. Such decisions will be made by the Steering Committee. Any changes approved by the Steering Committee will be recorded in a Change Log.

### **Quality management**

Standardised naming conventions and version control will be applied to project documentation.

### **Risk, issues and opportunities management**

During the conduct of the project it is anticipated that all parties will actively raise any potential risks or opportunities as well as issues as they arise.

Any risks, issues or opportunities identified will be logged in the appropriate register in order to actively manage them accordingly.

### **Project administration**

Project documentation will be centralised and held by the project manager.

### **Definitions**

DPI Department of Primary Industries

WorkSafe WorkSafe Victoria, a division of the Victorian WorkCover Authority

### **Attachments**

Attachment A – Stakeholders

Attachment B – Key deliverables

Attachment C – Sub-project schedules

### Attachment A - Stakeholders

**Degree of Impact (D.I.):** Critical (C), Essential (E) or Non-Essential (NE).

<b>ID</b>	<b>Stakeholder</b>	<b>Service Involved</b>	<b>D. I.</b>
1	Steering committee members	Provide feedback on project scope, approach & sub-projects; actively support the resourcing of the project; make key decisions concerning management of issues & risks; facilitate communications on the project to both internal & external stakeholders	C
2	DPI & VWA staff	Undertake tasks assigned to them, raise issues & opportunities as they arise; ensure good communication so that there are no misunderstandings that might cause delays or re-work.	C
3	Stakeholder tripartite committee	Communicate matters related to the transition to their respective members; raise any issues they may have to the DPI & VWA representatives on the committee.	E
4	Sponsors	Actively support & promote the project; manage issues escalated for resolution.	C



### Attachment B – Key deliverables

Sub project	Deliverable [developed by...]	Timing	Approved by?
<b>People Management</b>	Inspector Recruitment Plan [Human Resources Management]	Feb 07	Human Resources Management
	Engineer Recruitment Plan [Human Resources Management]	Feb 07	Human Resources Management
	VWA-DPI resource contingency plan [HR teams]	May 07	<b>Steering Committee</b>
<b>Safety assessment model</b>	Agreed model [Team]	June 07	<b>Steering Committee</b>
	Transfer strategy for OHS assessments in work plans, operations plans [Team]	Beg. Sept 07	<b>Steering Committee</b>
	Assessment tools / templates [Team]	End Sept 07	Team
<b>VWA management of industry sectors</b>	Board Paper finalised [VWA Managers]	early Mar 07	VWA Board
	Field projects & tools	Beg. Dec 07?	VWA processes
<b>Legislative instruments &amp; Operational Support</b>	Memorandum of Understanding #1 & #2 [Team] #2 includes work plan assessment process & accessing hard copy files	Feb 07 (#1) End Nov (#2)	DPI & VWA CEOs
	Procedures mapped (Field & HR) [Teams]	End Mar 07	Team
	Any legislative changes	Early Nov 07	Legal Officers & formal processes
	Procedures (new, amended) (Field Operations, HR) [Team]	End July 07	VWA approval processes
	Any systems development work	Beg. Nov 07?	VWA processes
<b>Licensing</b>	Transfer strategy for Licensing [Team]	May 07	<b>Steering Committee</b>
	Permissioning documentation [Team – VWA lead]	Beg. Sept 07	Licensing team
<b>Data, files &amp; information management</b>	Transfer strategy for electronic data [Team]	May 07	<b>Steering Committee</b>
	DPI catalogue framework notes [Team]	March 07	Records Mgt team
	Transfer strategy for hard copy files [Team]	May 07	<b>Steering Committee</b>
	Transfer strategy for Statistical Reporting [Team]	May 07	<b>Steering Committee</b>

**Attachment C – Sub-project schedules (summary level) (based on current knowledge)**

**People management**

ID	Task Name	Duration	Start	Finish	2007											
					Qtr 1, 2007			Qtr 2, 2007			Qtr 3, 2007			Qtr 4, 2007		
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Inspector Recruitment	194 days	Mon 8/01/07	Fri 12/10/07	[Gantt bar from Jan to Oct]											
7	Engineer Recruitment	184 days	Mon 22/01/07	Fri 12/10/07	[Gantt bar from Feb to Oct]											
13	Contingency planning	32 days	Mon 19/03/07	Fri 4/05/07	[Gantt bar from Mar to May]											
19	Actual Resource position	25 days	Mon 4/06/07	Mon 9/07/07	[Gantt bar from Jun to Jul]											

**Work plan assessment model**

ID	Task Name	Duration	Start	Finish	2007											
					Qtr 1, 2007			Qtr 2, 2007			Qtr 3, 2007			Qtr 4, 2007		
					Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1	Current Process	21 days	Fri 23/02/07	Mon 26/03/07	[Gantt bar from Feb to Mar]											
4	Develop new model	65 days	Tue 27/03/07	Fri 29/06/07	[Gantt bar from Mar to Jun]											
12	Transfer Strategy	33 days	Mon 2/07/07	Wed 15/08/07	[Gantt bar from Jul to Aug]											
18	New Model Trial	40 days	Thu 16/08/07	Wed 10/10/07	[Gantt bar from Aug to Oct]											
22	Legislative Instrument Ch	80 days	Thu 2/08/07	Thu 22/11/07	[Gantt bar from Aug to Nov]											
25	Implement New Model	32 days	Mon 12/11/07	Thu 27/12/07	[Gantt bar from Nov to Dec]											
28	Transition Management	25 days	Wed 12/12/07	Thu 17/01/08	[Gantt bar from Dec to Jan]											

**Industry sectors**

ID	Task Name	Duration	Start	Finish	2007											
					Qtr 1, 2007			Qtr 2, 2007			Qtr 3, 2007			Qtr 4, 2007		
					Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	VWA Industry sector model	53 days	Mon 15/01/07	Fri 30/03/07	[Gantt bar from Jan to Mar]											
9	Implement Model	65 days	Wed 1/08/07	Tue 30/10/07	[Gantt bar from Aug to Oct]											
12	Field activity tools	40 days	Mon 1/10/07	Mon 26/11/07	[Gantt bar from Oct to Nov]											
18	Transfer Iona	30 days	Fri 16/02/07	Fri 30/03/07	[Gantt bar from Feb to Mar]											

**Legislative instruments & operational support**

ID	Task Name	Duration	Start	Finish	Gantt Chart																			
					Half 1, 2007						Half 2, 2007						Half 1, 2008							
					N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1	Interim MoU	25 days	Fri 12/01/07	Fri 16/02/07																				
4	Procedures (field, HR)	62 days	Mon 19/03/07	Mon 18/06/07																				
11	Legislation changes	70 days	Mon 6/08/07	Mon 12/11/07																				
16	New MoU	50 days	Mon 1/10/07	Mon 10/12/07																				
20	System s/Reports Dev.w ork	90 days	Mon 2/07/07	Fri 2/11/07																				

**Licensing**

ID	Task Name	Duration	Start	Finish	Gantt Chart																				
					Half 1, 2007						Half 2, 2007						Half 1, 2008								
					O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
1	Lic. Knowledge exchange	30 days	Thu 8/02/07	Thu 22/03/07																					
3	Lic. Transfer Strategy	35 days	Fri 23/03/07	Tue 15/05/07																					
10	Developmental work	18 days	Mon 13/08/07	Wed 5/09/07																					
13	Lic. Implement Strategy	30 days	Mon 8/10/07	Mon 19/11/07																					
15	Transition Management	49 days	Mon 29/10/07	Tue 8/01/08																					

**Data, files & information**

ID	Task Name	Duration	Start	Finish	Gantt Chart																		
					O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
1	Electronic data knowledge	25 days	Mon 19/02/07	Mon 26/03/07																			
3	ED Transfer strategy	33 days	Tue 27/03/07	Tue 15/05/07																			
9	ED Implement Strategy	74 days	Mon 1/10/07	Tue 15/01/08																			
13	Hard copy knowledge excl	15 days	Mon 26/02/07	Mon 19/03/07																			
16	HC Transfer strategy	38 days	Tue 20/03/07	Tue 15/05/07																			
22	HC Implement strategy	50 days	Mon 17/09/07	Mon 26/11/07																			
25	HC Transition managem er	15 days	Mon 17/12/07	Tue 8/01/08																			
28	Statistical Reporting know	121 days	Mon 19/03/07	Fri 7/09/07																			
31	SR Transfer Strategy	21 days	Mon 16/04/07	Tue 15/05/07																			
37	(SR) Developm ental work	102 days	Wed 16/05/07	Fri 5/10/07																			
41	SR Implement Strategy	25 days	Mon 5/11/07	Mon 10/12/07																			
43	SR Transition Managemen	5 days	Tue 11/12/07	Mon 17/12/07																			
46	GeoVic Mapping	1 day	Wed 14/11/07	Wed 14/11/07																			