Biosecurity Legislation Implementation Framework

Version 1.0

20 JULY 2015

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1. Programme Overview

1. Programme Overview

1.1 BACKGROUND

The Australian Government introduced the Biosecurity Bill 2014 and supporting Bills (the biosecurity legislation) to Parliament in November 2014 to replace the current legislative framework underpinned by the Quarantine Act 1908. The biosecurity legislation was debated and passed in the 2015 winter sitting of parliament. Substantive clauses of the Biosecurity Act will commence 16 June 2016 (12 months after Royal Assent).

The department is delivering a programme to implement subordinate legislation and administrative practices—tools and capabilities—for the new biosecurity legislation. The new subordinate legislation and administrative practices will enable staff to regulate, and help clients to understand their obligations under the new biosecurity legislation.

Stage 1 of the implementation programme is to deliver changes to administrative practices to enable core biosecurity operations to continue upon commencement of the new biosecurity legislation without regulatory failure.

The biosecurity legislation provides flexibility to adopt the most appropriate systems to manage biosecurity risks and utilises a range of legislative instruments including regulations, declarations and determinations. Some powers must be utilised from the date of commencement while other powers can be implemented over time and as business capacity allows. Some powers have additional delayed commencement arrangements. A multistage programme of improvement to maximise the flexibility and tools of the new legislation is expected to be delivered over five years.

The purpose of this framework is to outline the department's programme integration capability to ensure implementation of the legislation is optimised and the opportunities presented by the new legislation are maximised in stages over the next five years.

1.2 VISION

Vision	To modernise the application and administration of Australia's biosecurity laws to enhance compliant behaviours, reduce regulatory burden, direct effort to 'the things that matter most' and enable our clients and us to manage biosecurity risks simpler, cheaper and easier			
Objectives	**1.** Ensure that staff, clients and stakeholders have the tools and knowledge to comply with legislative requirements	**2.** Maximise opportunities presented from having clear, modern and flexible legislation	**3.** Ensure that the legislation is implemented in a timely and integrated way, in accordance with the department's project management framework	**4.** Limit the department's exposure to litigation or legal risks
Outcomes	▪ Revised / new instructional material, guidance, training and education are available to staff and clients ▪ Staff and clients understand why new legislation is needed and what it means for them ▪ Business processes support legislative requirements	▪ Reduction in regulatory burden, while maintaining a high level of biosecurity protection ▪ Focus on risks that cause the most harm ▪ Enhanced ability to influence compliant behaviour from clients	▪ Consistent application of the legislation across similar subject matter ▪ Policy decisions are made and translated into business practices ▪ Impacts to staff and clients from implementation changes are minimised	▪ Staff and clients understand obligations under the legislation ▪ Business processes support the department's compliance posture

1.3 PROGRAMME BENEFITS

The programme benefits include:

- increased ability to deal with biosecurity risks using appropriate tools
- increased confidence from stakeholders and clients about decisions that affect them
- reduction in interpretation issues and associated legal costs
- increased staff confidence to apply the legislation
- reduction in time and effort to deal with non-compliance
- reduction in regulatory overheads

For further detail regarding benefits management and realisation refer section 6.6.

1.4 IN SCOPE

The scope of the programme includes:

- assessment of all provisions in the biosecurity legislation to establish which functions, powers and requirements will be implemented
- changes to business design, business processes and administrative practices which are impacted by legislation implementation
- analysis of the opportunities to be derived from introduction of the new legislation
- engagement with state, territory and other government stakeholders
- development of delegated legislation
- business requirements for proposed ICT enhancements or build
- integration of new content into instructional material for staff
- integration of new content into learning and development activities for staff and / or clients
- design and delivery of training and / or education sessions to staff and clients
- internal and external stakeholder communication and engagement
- staff and client consultation and collaboration, where relevant, for development of agreed products
- integration, coordination and implementation of an approved suite of projects
- a framework for capturing and reporting policy issues
- a framework for capturing and reporting programme and project status, risks / issues, dependencies and change control.

1.5 CRITICAL SUCCESS FACTORS

The following are the programme's critical success factors:

- business processes deliver on legislative requirements
- updated or new administrative tools are available for use by staff and clients
- staff are equipped with the right tools and capabilities to operate within the new law
- clients are ready to comply with the new law
- projects are delivered on time
- deregulation benefits are realised
- there is consistent application of legislation across similar subject matter areas
- implementation builds on enterprise wide approaches to ICT, project management and stakeholder/ client engagement.
- legislation is introduced without disruption to Business-as-Usual

1.6 PRINCIPLES

1.6.1 IMPLEMENTATION PRINCIPLES

The implementation programme is to be implemented in accordance with the following guiding principles:

- opportunities to enhance, improve or leverage introduction of the new legislation are to be prioritised in accordance with agreed timelines and the ability to meet critical milestones
- on-line capabilities (e.g. electronic forms) are to be maximised
- project sponsors and project managers are accountable for end-to-end delivery of their respective projects
- project implementation is to occur in consultation and collaboration with staff, stakeholders and clients
- project management templates, tools and approaches are to be tailored and fit-for-purpose

1.6.2 ADMINISTRATIVE DESIGN PRINCIPLES

Programme and project design is to be undertaken in accordance with the following administrative design principles:

- **Do it once, do it for the whole department**
- **Reusability**. If there is an existing tool or product that meets the need, use it. We aim to build and reuse modules (processes, applications, tools) wherever possible.
- **Design the WHOLE change.** Look at all of the impacts across the spectrum and include them in the design. Ask questions and take an iterative approach – the design will evolve as more questions are asked and answers found.
- **Define our posture – how much will we collaborate.** Decide on a position between imposing a solution with little or no consultation at one extreme, and taking on board client driven solutions at the other. Consultation is asking for an opinion but not being bound to take it on board. Collaboration is giving joint control to clients and agreeing on the outcome.
- **Have a clear intent or objective.** Know what it is that we are trying to do and keep focussed on that throughout the design process – the principle of the change. WHAT the objective is, not a prescriptive solution.
- **Get the right people in the room and give them the authority to achieve the right outcome.** Get the right mix of people with skills, experience, knowledge, connections and capability to answer the questions being asked. Give them the time and support needed for all of the design steps throughout the life of the change.
- **Make it user focused.** Walk in the user's shoes to understand their wants, needs, behaviours. We need to know who our clients and what is important to them to understand how to best influence their behaviour.
- **Design for the digital age.** Ensure design is undertaken in accordance with the principles and standards promulgated by the Digital Transformation Office.

1.7 HIGH LEVEL COMPLIANCE POSTURE

The department's biosecurity risk management approach is tailored according to two key considerations:

- the risk posed by our clients through either intentional or unintentional non-compliant behaviour
- the impact of pests and diseases that enter Australia compared to the cost of eradication.

The department's strategic intent is to:

- minimise intervention for capable, compliant clients while targeting non-compliant clients
- focus on reducing overall levels of intervention through helping all clients to become compliant
- eradicate pests and diseases on-shore, where the benefit of acting is not outweighed by the cost
- work with our off-shore neighbours to build their biosecurity capacity.

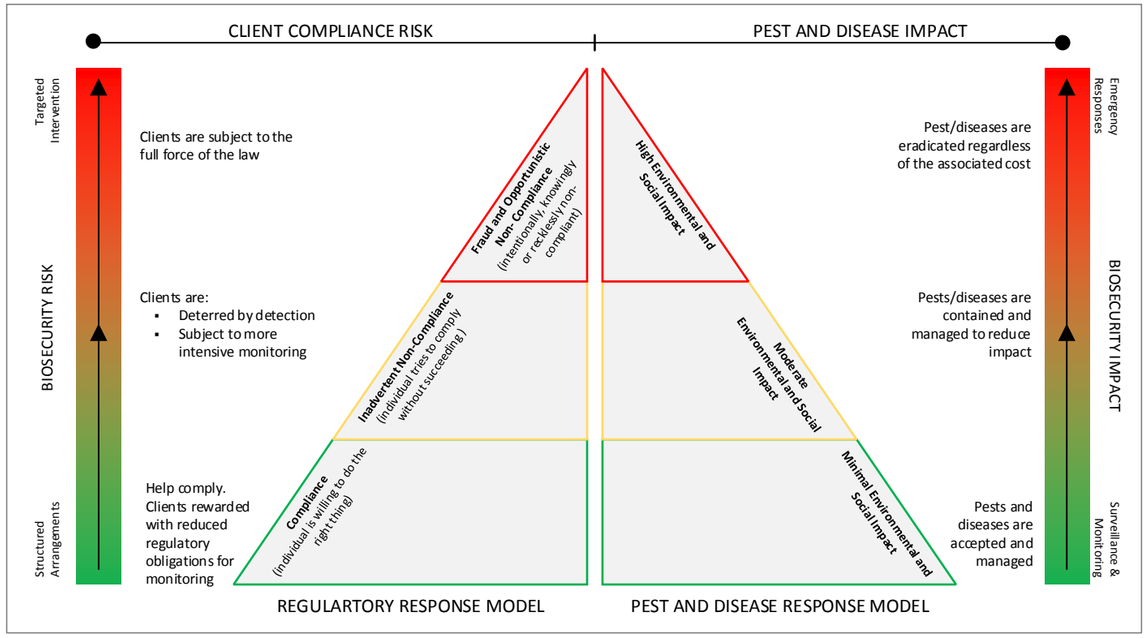
With the introduction of the new biosecurity legislation, the environment within which our clients operate will change. The new legislation provides key features, including:

- modern enforcement and compliance powers and tools
- the ability to manage risks 'on-shore'
- better tools to manage human health risks at the border
- explicit recognition of regional differences in making decisions based on biosecurity risks
- ability to assess and manage risks relating to companies and persons, as well as goods themselves.

Key to legislation implementation will be the adoption of a consistent and integrated compliance posture to guide design, build, collaboration and consultation. Implementation of the compliance posture will need to be phased in accordance with the agreed programme implementation plan and roadmap.

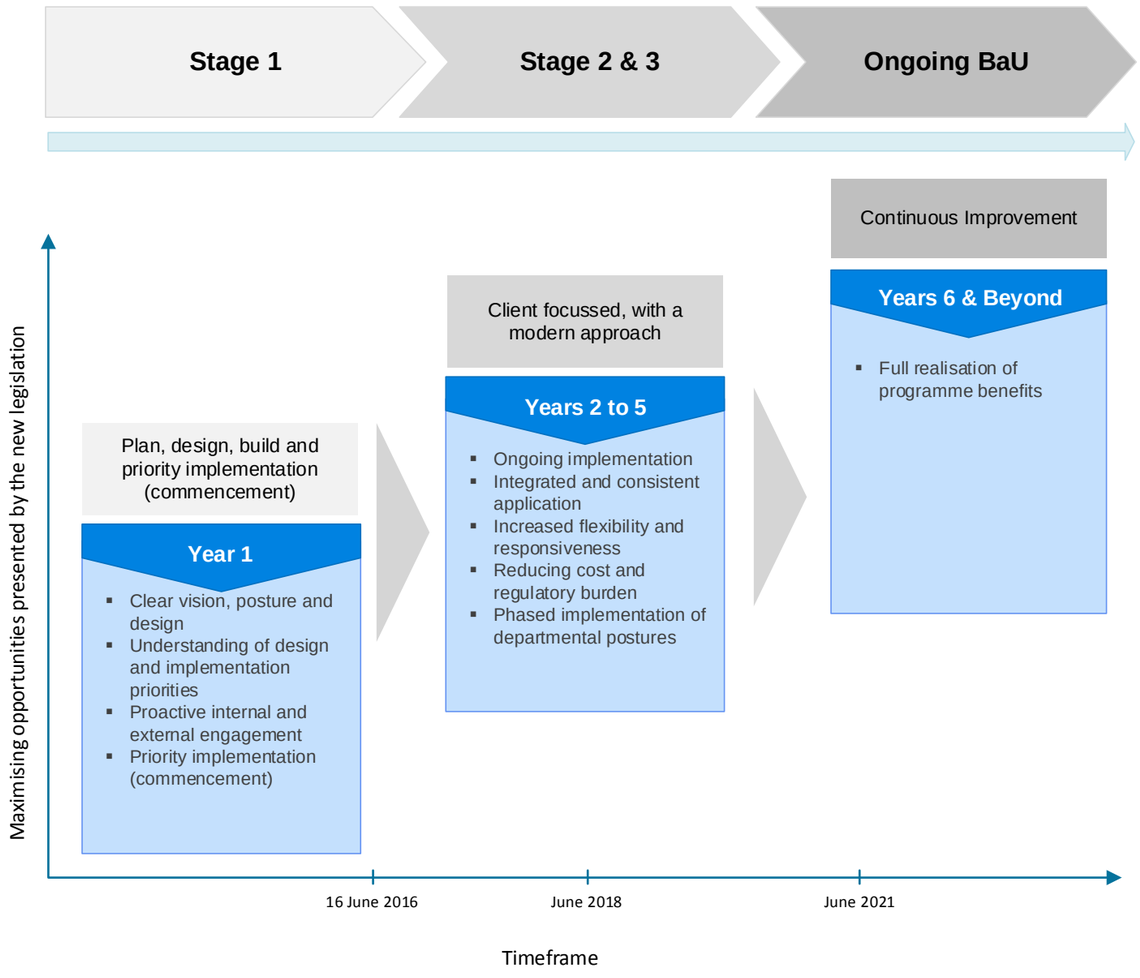
The following is a summary of the key characteristics of the compliance posture, to be developed in detail in the initial stage of the programme's lifecycle.

Characteristics	High Level Considerations
Compliance	▪ focus on optimising voluntary compliance ▪ help clients understand their rights and responsibilities ▪ support clients to comply ▪ make it easy, quick and cheap for clients who do the right things ▪ use deterrents such as administrative measures and penalties where clients don't want to comply ▪ utilise a high level of enforcement response for those clients who are intentionally, knowingly or recklessly non-compliant ▪ analyse and assess the causes of non-compliance, in order to apply responses which are tailored to influence client behaviours in a positive way (listen, learn and validate) ▪ phase implementation across the range of enforcement powers and other regulatory requirements under the new legislation
Regulatory	▪ determine and apply a systemic and fit-for-purpose regulatory framework, taking into consideration client behaviour and risk, for example: o for clients who do the right things and deal with low risk commodities, reduce regulatory burden – make it easy, quick and cheap o for clients who do the right things and deal with high risk commodities, apply an appropriate level of regulatory intervention proportionate to the assessed risk ▪ greater emphasis on evidence based audit and verification activities, on and off shore, rather than inspection ▪ target intervention for clients who are unable or unwilling to do the right thing
Risk Response	▪ determine and apply a systemic and fit-for-purpose biosecurity risk framework ▪ conduct surveillance and monitor the impact of pests and diseases through long term management and containment ▪ respond to emergencies ▪ direct effort and resources to 'the things that matter most'



1.8 PROGRAMME IMPLEMENTATION APPROACH

1.8.1 OPTIMISING BIOSECURITY LEGISLATION IMPLEMENTATION – HIGH LEVEL ROAD MAP



Stage 1 of the Legislation implementation programme conducted over the 2015-16 financial year, will involve the:

- development of an overarching organisation design (blueprint) for introduction of the new legislation
- plan for implementation of legislative changes through an agreed suite of integrated projects
- build and implement of priority changes to administrative practices to enable core biosecurity operations to continue upon commencement of the new legislation, without regulatory failure.

Further programme planning during this stage will inform the prioritisation of subsequent business and ICT investment across the department in order to maximise the opportunities presented by the new legislation in the 2-5 years beyond commencement. Subsequent programme stages will also support implementation of the powers with additional delayed commencement arrangements.

1.8.2 APPROACH OVERVIEW

The approach to legislation implementation is to be underpinned by:

- **Robust design**, at the organisation and project levels. Design is to be:
  - undertaken in accordance with the department's administrative design principles
  - sufficient to inform engagement with ISD and subsequent confirmation of systems based enhancement and / or build work, in accordance with the department's systems development lifecycle
  - prioritised, in order to meet build and implementation critical path milestones, in particular, commencement
  - integrated and consistent across projects, divisions and clients where relevant.
  - traceable to legislative requirements and the department's postures
- Ongoing assessment of **change impact** and management of change across staff and clients
- **Assurance** that, in accordance with implementation ('Go-Live') priorities there is clear line-of-sight, or traceability, from design to build to implementation and that:
  - all areas of the biosecurity legislation have been addressed
  - the department has the required capability (people, process, technology) in place to meet legislative requirements
  - clients are aware of their obligations and responsibilities.
- **A staged approach**, as follows:
  - **Stage 1** – to 16 June 2016. The focus is on plan, design, build and priority implementation for commencement of the new legislation.
  - **Stage 2** – subject to more detailed planning in Stage 1, but nominally 17 June 2016 to 30 June 2018. Focus on:
    - continuing to build and optimise solutions relevant to Stage 1 projects for implementation post commencement
    - design, plan, build and implement initiatives relevant to powers with delayed commencement dates.
  - **Stage 3** - subject to more detailed planning in Stage 2, but nominally 1 July 2018 to 30 June 2021. Focus on:
    - continuing to build and optimise solutions relevant to Stage 1 and 2 projects for implementation post commencement
    - design, plan, build and implement initiatives relevant to powers with delayed commencement dates.
- **Quality Gates**, at agreed intervals within and at the conclusion of each stage, including as a minimum:
  - assessment of progress against schedule
  - confirmation of scope
  - proactive assurance
  - confirmation that legislation is being implemented consistently where appropriate
  - assessment of broader departmental reforms on the programme with regard to impact and opportunity.

1.8.3 LEGISLATION IMPLEMENTATION LIFECYCLE

Programme/ Project Phases

Plan	Design	Build	Consolidate	Implement
Establishing and defining project plans, including scope, schedule, governance, resources, roles / responsibilities, dependencies and risks Establishing and defining policy positions Developing stakeholder / client communications and engagement strategies and plans	Analysing and assessing design options Developing drafting instructions and subordinate legislation Confirming gaps and requirements Planning and scheduling build activities Assessing regulatory impact	Building: ▪ training content and material ▪ instructional material ▪ guidance / education material	Training staff, educating clients and informing stakeholders Providing assurance that: ▪ all legislative & project outcomes requirements will be met ▪ departmental capability is in place (people, process, technology) ▪ clients are aware of their responsibilities and obligations under the legislation Confirming business is ready to 'Go-Live'	Changing business delivery to support new legislation Supporting all impacted staff and clients Validating critical success factors have nee met Reviewing and validating training / education outcomes Participating in review and closure activities
Critical Project Level Products	**Critical Project Level Products**	**Critical Project Level Products**	**Critical Project Level Products**	**Critical Project Level Products**
▪ Project plan, including policy intent (A) ▪ Policy position (A) ▪ Change Impact Assessment (B) (A) ▪ Client / stakeholder communication and engagement plan ▪ Project RACI ▪ Project assurance framework ▪ Project dependency register	▪ Project design blueprint (B) ▪ Gap analysis (B) ▪ Needs analysis (B) ▪ Business requirements ▪ Updated plan / schedule for build phase ▪ Regulatory Impact Assessment (D) ▪ Financial Impact Assessment (E)	▪ Technical training content and material ▪ Education content / engagement content and material ▪ Instructional material	▪ Trained staff ▪ Educated clients ▪ Final Regulatory Impact Statements ▪ Project assurance	▪ Updated instructional material ▪ Updated technical training content and material ▪ Updated education content and material ▪ Project post implementation review
Critical Programme Level Products	**Critical Programme Level Products**	**Critical Programme Level Products**	**Critical Programme Level Products**	**Critical Programme Level Products**
▪ Programme Plan (A) ▪ Client / stakeholder communication and engagement strategy and plan (A) ▪ L&D strategy and plan (A) ▪ IM strategy and plan (A) ▪ Programme RACI ▪ Programme assurance framework (A) ▪ Programme dependency register ▪ Compliance posture (A) ▪ Subordinate legislation development plan (A) ▪ Workforce strategy and plan (A)	▪ Organisation design (blueprint) (A) (C) ▪ Interaction view (A) (C) ▪ Drafting instructions ▪ Subordinate legislation	▪ Corporate training content and material ▪ Corporate education / engagement content and material ▪ Advice and support to projects ▪ Check list for ('Go-Live')	▪ Trained staff ▪ Educated clients ▪ Programme assurance ▪ Business Readiness Assessment (BRA) (C) ▪ Regulatory Impact Statement (D)	▪ Updated corporate training content and material ▪ Updated corporate education content and material ▪ Programme post implementation review

Notes:
- Lifecycle used to guide implementation. Not prescriptive.
- Phases may run concurrently
- Not all projects need to complete every product e.g.. May be more effective to develop one communications/ engagement plan for multiple projects
- Not intended to reflect roles/ responsibilities

(A) Mandatory – to be approved by Programme Board

(B) Mandatory – to be approved by Divisional Steering Committees/ Project Sponsors

(C) Mandatory – to be approved by CMC

(D) In conjunction with ABARES

(E) In conjunction with FABS

2. Programme Blueprint

2. Programme Blueprint

2.1 BLUEPRINT FOR OPTIMISING THE NEW LEGISLATION

KEY FEATURES OF NEW THE LEGISLATION

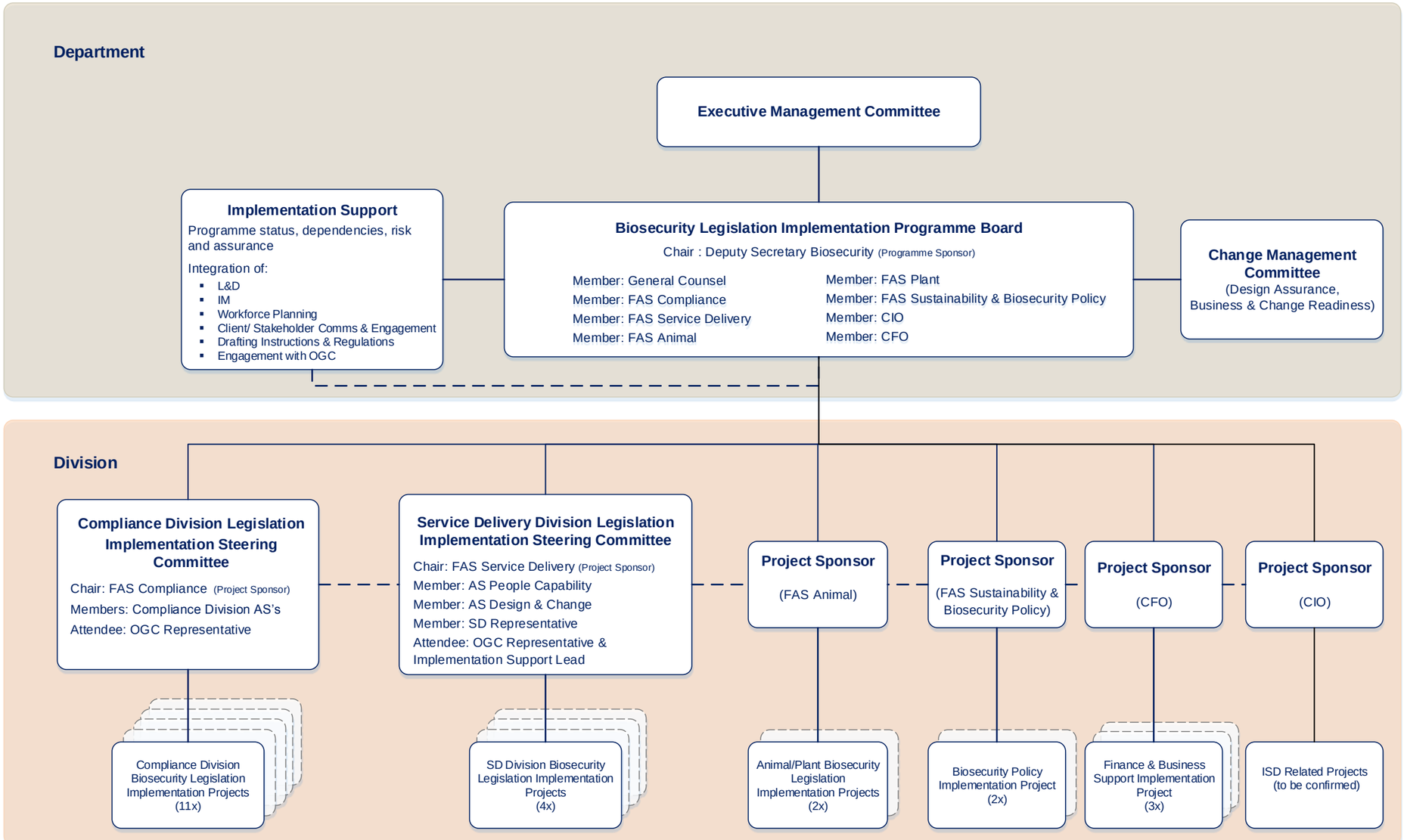
Simplified powers with plain English drafting	Logical structure and grouping of like powers	Replacement of the Quarantine Approved Premises and Compliance Agreements Schemes with one Approved Arrangement scheme	Modern enforcement and compliance powers and tools	Ability to manage the risks relating to companies and persons as well as goods themselves
Ability to manage risks 'onshore'	Clear requirements to declare a first point of entry	Better tools to manage human health risks at the border	Recognition of regional differences in making decisions based on biosecurity risk	Modern administrative review framework for some decisions

	Commencement (16 June 2016)	Transition State (1-2 Years)	Optimal State (2-5 Years)
TRANSITION STORYBOARD	▪ Legislation is implemented in a timely and coordinated way, there is shared understanding of the department's posture for commencement and into the transition state ▪ Where it is practical to do so in the time available, opportunities are derived from the introduction of the new legislation ▪ Staff, clients and stakeholders have tools and knowledge to be able to comply with legislative requirements, they understand the change and how it affects them ▪ The department's exposure to litigation or legal risks is minimised.	▪ Opportunities derived from having clear, modern and flexible legislation are incrementally maximised ▪ Application of the new tools, in particular as they relate to Compliance will deepen in its maturity ▪ Clients will be transitioned over to the new arrangements ▪ The departments view of 'who the Client is' will become clearer ▪ Systems and tools that assist in decision making are introduced and / or enhanced ▪ Decision making is increasingly based upon quality information held by or available to the department ▪ More productive relationships (partnerships) with States and Territories in regard to 'cover the field' and other issues e.g. ballast, import of goods and onshore / emergency and cost recovery are fostered.	▪ Streamlined processes, better information sharing and greater consistency ▪ Contemporary and mature application of the legislation, funding and technologies to support reduced regulation for compliance businesses ▪ Greater alignment in responsibility for biosecurity, a partnership approach including performance based regulation and capacity building to keep risks offshore ▪ A responsive system that uses information intelligently to respond to changes in biosecurity risks across the continuum ▪ Targeted, risk-based approach backed by quality management verification and audit regimes.
STAFF	▪ Staff know what to do, they are trained and empowered to make decisions ▪ There is little practical change to activities for operational / frontline staff ▪ There is a focus on determining how best to undertake new activities e.g. ballast, onshore, fit and proper persons test.	▪ Systems and processes to support new tools are improved ▪ Staff have better information (including client history) to make nuanced and risk-based decisions ▪ Training and education is aligned with service delivery operating model streams.	▪ Staff are confident exercising discretion; they have systems and tools to support decision making, underpinned by mature partnerships with industry / stakeholders ▪ Staff are mobile, flexible and able to respond appropriately based on the situation / client ▪ Optimal information is available to support decision making.
CLIENT	▪ Generally speaking, clients do not notice anything different (smooth transition) ▪ Clients understand the department's postures as they relate to compliance, risk and regulation ▪ Clients feel comfortable and confident with any new regulatory arrangements, they know where to go and who to ask if unsure.	▪ Clients who comply are given more responsibility ▪ As a principle, there is greater focus on 'audit' and less focus on 'inspection' ▪ The system is simple to understand and navigate, clients can help themselves, pick and choose services and are supported by greater automation / electronic interfaces to the department.	▪ Clients who comply interact less with the department ▪ There is greater recognition of comparable existing systems / equivalence ▪ Greater degree of offshore / upfront effort to save time at the border ▪ The system is easy to explain, benefits are clear, measurable and reported upon.

3. Programme Governance

3. Programme Governance

3.1 GOVERNANCE STRUCTURE



Governance Principles

Accountability: Governance arrangements include those ultimately accountable for implementation and/ or ongoing operational management across the organisation

Transparency: Ensure adequate visibility of programme performance and delivery of outcomes for the programme sponsor, department executives and other departmental governance bodies

Integrity: Ensure governance arrangements represent the department as a whole

Risk Management: Ensure a risk-based approach is taken and that programme risks are regularly identified and treatment actions agreed, monitored and managed effectively

Leadership: Provide advice and support to the department executives and the other department governing bodies as well as guidance to the programme / project teams

Strategic Alignment: Provide greater visibility of departmental inter-dependencies and effective integration with other departmental reform initiatives

Continuous Improvement: Governance arrangements will be periodically reviewed to ensure that they remain appropriate and continue to support and manage implementation of the programme

Governance Committees/ Bodies - Roles and Responsibilities

Biosecurity Legislation Implementation Programme Board:

- senior governance committee for the department's implementation programme
- drives sensible outcomes from staff, client and enterprise perspectives, taking into account other reform initiatives underway within the department
- approves project initiation, including policy intent and approach
- reviews and monitors programme status in accordance with agreed tolerance thresholds
- provides assurance to EMC that department will meet legislative compliance
- provides input to CMC on change impacts
- resolves strategic issues across the programme
- approves the outcomes of quality gates

Divisional Legislation Implementation Steering Committees/ Project Sponsors

- senior governance for delivery of divisional projects
- provide leadership and support to divisional projects
- single point of accountability for implementation of divisional projects
- support allocation of appropriate resourcing to divisional projects
- provide executive support for the divisional projects across the department
- endorses project initiation, including policy intent and approach
- reviews and monitors divisional project status in accordance with agreed tolerance thresholds
- provides assurance to the Implementation Programme Board that the divisional projects will meet legislative compliance
- resolves strategic issues within respective divisions

Programme Sponsor (Deputy Secretary)

- provides leadership and support to the programme
- single point of accountability for implementation of the programme
- supports allocation of appropriate resourcing to the programme
- provides executive support for the programme across the department
- participates as a member of the Implementation Programme Board

* **Status** = overall health, schedule, scope, resources, risks, dependencies

3.5 TOLERANCE THRESHOLDS (STAGE 1)

The programme / project tolerance thresholds underpinning status reporting for Stage 1 (commencement) are as follows:

Rating	Overall Status	Schedule	Scope	Resources	Risks
On track (green) There are no significant, critical risks or issues emerging	All categories rated green **or up to one amber rating** in any category	**On track** or ahead of target completion dates	Delivery within agreed scope Able to achieve compliance at commencement	Critical resources are assigned and available	Risks rated **low to medium** with **stable** or decreasing trend
At risk (amber) There are real or potential risks or issues which should be brought to Sponsors' attention	**Two** or more **amber ratings** in any category	Slippage affects baseline critical path milestones by **1-10 working days**	Minor variations to agreed scope. Able to achieve compliance at commencement	Critical resources assigned but have limited availability	**One or more medium** rated risks with an **increasing trend**
Critical (red) Requires specific and immediate intervention at Board level. There are one or more risks or issues which threaten delivery of Stage 1	**One** or **more red rating** in any category	Slippage affects baseline critical path milestones by more than **10 working days**	Slippage affects baseline critical path milestones by **1-10 working days** meeting agreed scope. Will not be able to achieve compliance at commencement	Critical resources are not assigned or not available	**One** or more **high or extreme risks**

Tolerance thresholds are to be reviewed at agreed intervals and modified as required. By way of example, the programme should consider including 'benefits' as part of status reporting to facilitate governance over ongoing realisation.

3.6 REPORTING FORMAT AND FREQUENCY

The frequency of reporting to project sponsors and the Implementation Programme Board is detailed below:

Type of Report	Format	Frequency	Reported By	To Whom
Project Status Reports	Written	Monthly	Project Manager	Divisional Steering Committee / Project Sponsor
Programme Status Reports	Written	Monthly	Implementation Support Office	Implementation Programme Board

The implementation support team, in consultation with project sponsors and project managers, is responsible for:

- confirming status report formats
- agreeing the sequencing of governance meetings so that in a given period, reporting is done once and that information contained in that one report is used to inform multiple fora.

3.2 BIOSECURITY LEGISLATION IMPLEMENTATION PROGRAMME BOARD

The Biosecurity Legislation Implementation Programme Board is to be chaired by the Deputy Secretary Biosecurity. The Chair is the ultimate decision maker at the Board level. The Chair will seek input from the members by way of considered options and clear recommendations on strategic programme risks / issues and accepting or rejecting programme products. The AS Design and Change and the Implementation Support Lead are required attendees, responsible for consolidated programme status reporting, dependency management and assurance. Other required attendees are invited to provide subject matter expertise and advice, when required.

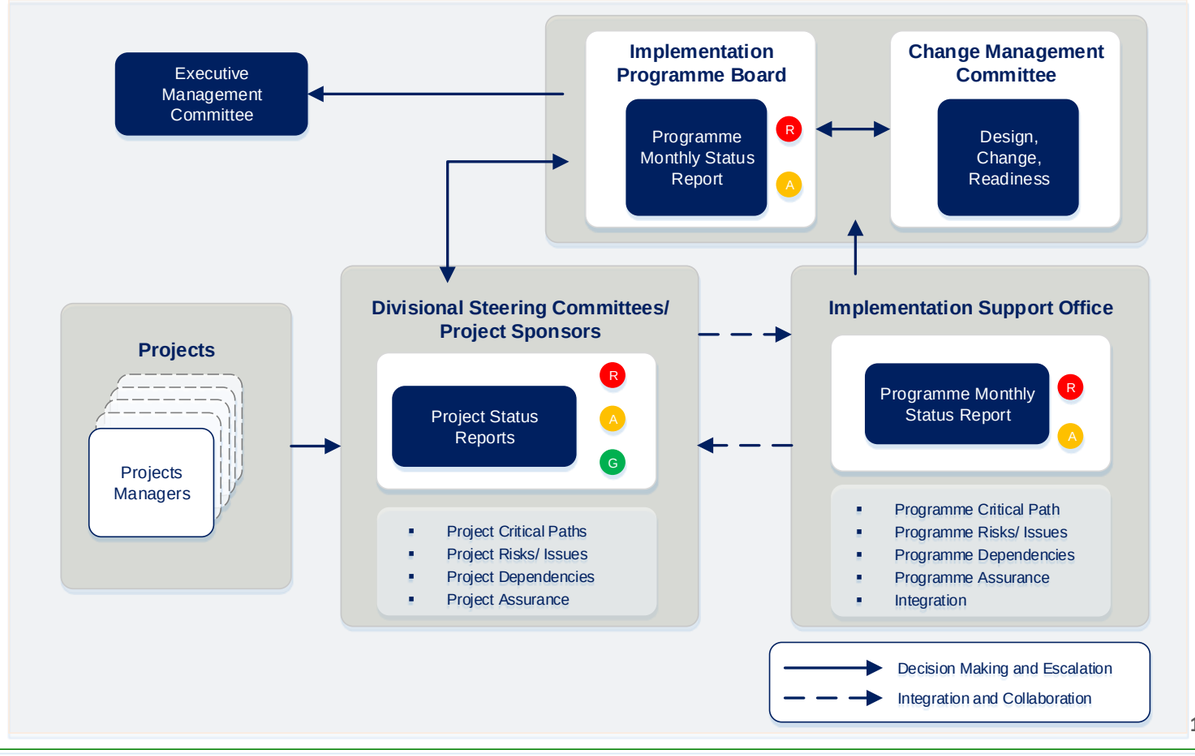
Role	Person	Responsibilities
Chair	Deputy Secretary Biosecurity	▪ single point of accountability for programme governance ▪ the approving authority for the outcome of agreed Quality Gates ▪ ultimate decision maker with veto powers ▪ consults with the Sponsor on major programme changes, risks and progress against the critical path ▪ approves the handling of Type 1 change requests ▪ provides leadership across the department on the promotion of legislation implementation.
Members	▪ FAS Animal ▪ FAS Plant ▪ FAS Compliance ▪ FAS Service Delivery ▪ CIO ▪ CFO ▪ General Counsel ▪ FAS Sustainability & Biosecurity Policy	▪ collectively consider and support recommendations to the Chair ▪ review and monitor programme status in terms of scope, schedule, risks / issues, resources and dependencies to ensure that the programme remains within agreed tolerance thresholds ▪ monitor strategic risks and mitigation strategies ▪ provide leadership across the department on the promotion of legislation implementation.
Required Attendees	AS, Design & Change Implementation Support Lead	▪ present the consolidated programme status report incorporating overall health, scope, schedule, risks / issues, resources and dependencies ▪ present agreed programme products and/or papers to the Board for information, discussion or approval ▪ ensure all Board decisions are implemented ▪ ensure all programme risk treatments are monitored and all issues are reported and managed at the appropriate levels.
Secretariat	Provided by Implementation Support	▪ organises and schedules meetings, minutes, resources and administrative arrangements for the Board ▪ coordinates, drafts, finalises and distributes meeting agendas, papers, the key decision register and action log ▪ coordinates the assembly of reports, information papers and decision papers that will be the subject of business at each meeting, ensuring that submissions are of a quality and nature suitable for effective and efficient deliberations and decision making by the Committee ▪ ensures the appropriate record keeping processes are in place for electronic and Registry File storage.

3.3 IMPLEMENTATION SUPPORT

The role of the Implementation Support Office is to work collaboratively with the divisional steering committees, project sponsors and project managers to:

- integrate:
  - IM
  - L & D
  - client/ stakeholder communications and engagement
  - drafting instructions and regulations
  - programme design, change impact and business readiness
  - cross project dependencies
  - workforce planning
  - engagement with OGC
- monitor and maintain the programme implementation plan
- monitor and maintain programme scope
- monitor and maintain the integrated programme schedule and critical path
- manage programme risk / issues and dependencies
- manage programme assurance
- monitor and maintain programme change control
- consolidate and report on programme status, in accordance with agreed tolerance thresholds
- provide advice and support to project sponsors and managers
- provide secretariat services to the programme board
- coordinate programme quality gates
- manage whole of programme communications and stakeholder engagement
- maintain programme communication material and undertake briefings (internal and external).

3.4 REPORTING



4. Commencement Roadmap

4 . Commencement Roadmap

4.1 STAGE 1 OVERVIEW

The Stage 1 programme comprises a suite of projects underpinning implementation of Biosecurity Legislation across the department. The projects have been grouped by subject matter and assigned to a division (project sponsor). A summary of each project is provided at Attachment 1.

Stage 1 is focussed on the build and implementation of priority changes to administrative practices to enable continuation of core biosecurity operations upon commencement of the new legislation (16 June 2016), without regulatory failure.

The high level Commencement Roadmap is at Attachment 2. It details critical activities and milestones to deliver Stage 1, commencement.

Supporting the project sponsors and project managers in delivering agreed project outputs for Stage 1 are:

- an implementation support team, including communications and engagement
- regulatory policy and amendments team, to support drafting of regulations and engagement with the Office of Parliamentary Counsel (OPC) for the drafting of subordinate legislation
- education and awareness, comprising:
  - learning and development
  - practice and procedural design
- design and change team
- P30
- the Office of General Counsel.

4.2 STAGE 1 PROGRAMME CRITICAL PATH

Stage 1 comprises the following programme critical path milestones:

Critical Path Milestones	Scheduled Date
Organisation design (Blueprint) approved	September 2015
Quality Gate #1	September 2015
Public consultation commences	October 2015
Public consultation complete	November 2015
Development of Instructional Material complete	December 2015
Subordinate legislation finalised	March 2016
Business Readiness Assessment complete	March 2016
Training delivery complete (corporate & technical)	May 2016
Client engagement and education complete	May 2016
Commencement ‘Go-Live’	16 June 2016
Quality Gate #2	30 June 2016

Project managers are to document project schedules and project critical path milestones in the planning phase.

4.3 STAGE 1 DEPENDENCIES AND ROLES / RESPONSIBILITIES

Internal and external dependencies are to be identified and managed proactively at project and programme level. The implementation support team is to take a lead role in managing and supporting integration of:

- design, development and delivery of learning and development content and material
- development of instructional material
- client / stakeholder communications and engagement
- drafting instructions and regulations
- programme design (blueprinting), change impact and business readiness
- cross project dependencies
- workforce planning
- engagement with OGC.

Draft process maps have been developed for key dependencies as follows:

- drafting instructions and regulations
- design, development and delivery of learning and development content and material
- development of instructional material.

The process maps identify:

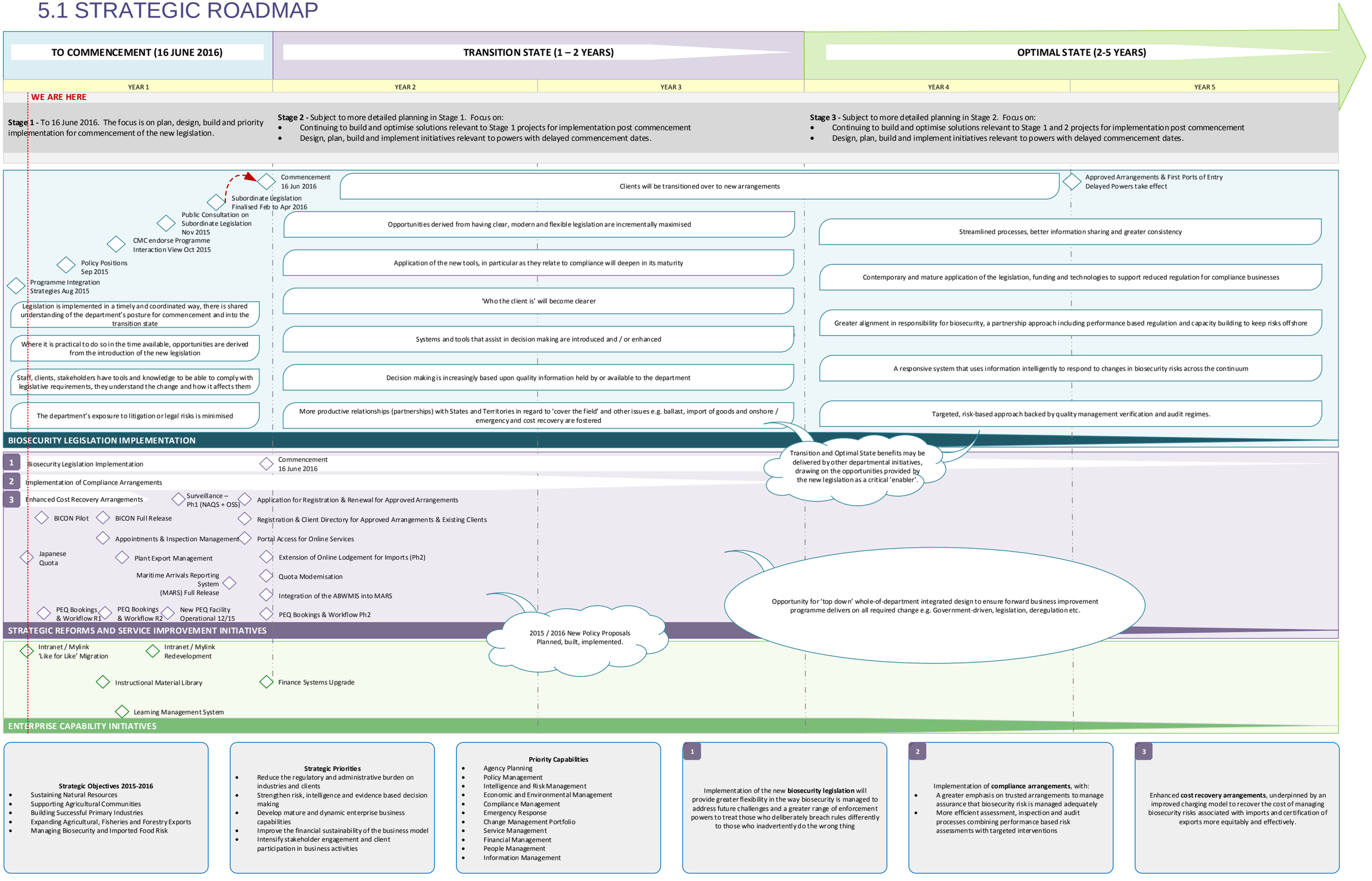
- critical activities
- lead roles and responsibilities for undertaking critical activities, across governance and implementation, internal and external to the department.

These process maps are to be finalised and integrated in the L&D strategy, IM strategy and subordinate legislation development plan, for Board approval.

5. Strategic Roadmap

5.Strategic Roadmap

5.1 STRATEGIC ROADMAP



Strategic Objectives 2015-2016

- Sustaining Natural Resources
- Supporting Agricultural Communities
- Building Successful Primary Industries
- Expanding Agricultural, Fisheries and Forestry Exports
- Managing Biosecurity and Imported Food Risk

Strategic Priorities

- Reduce the regulatory and administrative burden on industries and clients
- Strengthen risk, intelligence and evidence based decision making
- Develop mature and dynamic enterprise business capabilities
- Improve the financial sustainability of the business model
- Intensify stakeholder engagement and client participation in business activities

Priority Capabilities

- Agency Planning
- Policy Management
- Intelligence and Risk Management
- Economic and Environmental Management
- Compliance Management
- Emergency Response
- Change Management Portfolio
- Service Management
- Financial Management
- People Management
- Information Management

1

Implementation of the new **biosecurity legislation** will provide greater flexibility in the way biosecurity is managed to address future challenges and a greater range of enforcement powers to treat those who deliberately breach rules differently to those who inadvertently do the wrong thing

2

Implementation of **compliance arrangements**, with:

- A greater emphasis on trusted arrangements to manage assurance that biosecurity risk is managed adequately
- More efficient assessment, inspection and audit processes combining performance based risk assessments with targeted interventions

3

Enhanced **cost recovery arrangements**, underpinned by an improved charging model to recover the cost of managing biosecurity risks associated with imports and certification of exports more equitably and effectively.

6. Programme/ Project Management Control

6. Programme/ Project Management Controls

6.1 OVERVIEW

In accordance with the department's programme and project management framework, there are a number of control mechanisms required to support programme implementation.

Critical controls addressed in this framework are:

- risk management
- change control
- dependency management
- quality management
- benefits realisation
- programme/ project assurance

The above list is not exhaustive and the descriptions (below) are high level. The implementation support team, in consultation and collaboration with project managers and project sponsors, is responsible for developing and implementing fit-for-purpose processes and templates to guide decision making within the programme.

6.2 RISK MANAGEMENT

The implementation support team and project managers are to use the department's risk management tool which can be found on the intranet site in the following location:

http://mylink.agdaff.gov.au/PolProc/PlanRepRiskMan/RiskMan/Pages/default.aspx

The implementation support team and project managers are responsible for:

- evaluating and documenting risks in fit-for-purpose registers at programme and project levels
- continuous monitoring and reviewing of programme / project risks and risk treatments
- reporting risks via status reports, in accordance with the programme's tolerance thresholds.

6.3 CHANGE CONTROL

Change control applies when a baseline (or project sponsor / Board approved) aspect of the programme / project needs to be modified, either as a result of an internal or external change. Examples include changes to policy positions, project plans and designs.

There are three types of change:

- Type 1 – significant change that must be escalated to and approved by the Board prior to initiation. Significant change typically includes material change in scope which has an impact on more than one project within the programme
- Type 2 – medium changes that must be escalated to and approved by divisional steering committees / project sponsors prior to initiation
- Type 3 – minor changes that may be resolved at project manager / implementation support team level prior to initiation

Changes are to be captured, tracked and resolved via fit-for-purpose change registers, to be maintained at programme and project levels.

6.4 DEPENDENCY MANAGEMENT

There are many critical internal and external dependencies for the programme. The implementation support team and project managers are responsible for:

- identifying, evaluating and documenting dependencies in fit-for-purpose registers at programme and project levels
- continuous monitoring and reviewing of internal and external dependencies and their impact on meeting programme milestones

The implementation support team is to take a lead role in identifying, monitoring, supporting and reporting on programme integration of:

- instructional material (design, development etc at both department and project levels)
- learning and development (design, development etc at both department and project levels)
- drafting instructions and subordinate regulations
- client / stakeholder communications and engagement
- programme design, change impact and business readiness
- cross project interdependencies
- workforce planning
- engagement with OGC.

6.5 QUALITY MANAGEMENT

Quality management is to comprise procedures, techniques and tools to ensure the programme meets agreed standards. The scope of quality management comprises:

- conduct of quality gates at agreed intervals throughout the programme's lifecycle
- products, for example instructional material and training material, built in accordance with departmental standards, frameworks and instructions
- consultation and collaboration with staff and industry in the design and development of agreed products
- review of programme and project products by nominated reviewers
- approval and endorsement of agreed products at divisional steering committee / project sponsor and board levels.

6.6 BENEFITS MANAGEMENT & REALISATION

The programme is to develop and maintain a benefits realisation plan, identifying and profiling agreed quantifiable and qualitative benefits. The plan, to be developed by the implementation support team, in consultation and collaboration with project sponsors and project managers, is to describe relevant baselines, measures, drivers, targets and processes and schedules for realisation. Reporting on benefits realisation is to be provided to BIFC.

6.7 PROGRAMME/ PROJECT ASSURANCE

As detailed in section 1.8.2, it will be critical for the programme and projects to assure the department progressively that all areas of the biosecurity legislation have been or will be addressed prior to critical 'Go Live' dates, such as commencement. In order to do this, the implementation support team is to develop and apply, in consultation and collaboration with project sponsors and project managers, an assurance framework; tools to support the traceability of legislation to designs, to product build to implementation.

The assurance framework is to be applied proactively at programme and project level. Point-in-time assurance reviews are to be undertaken as part of Quality Gates and Business Readiness Assessments.

7. Attachments

7.1 ATTACHMENT 1

Australian Government
Department of Agriculture

Biosecurity Legislation Implementation Projects

DRAFT

Author: Service Delivery
Version: 0.1
Date: 24/06/2015

TO BE VALIDATED

New import pathway powers

20. Biosecurity Import Risk Analyses

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the development of the process in the regulations and any BIRA Guidelines that are developed.

14. Information gathering (Pre-arrival reporting and notice of intention to import)

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the information gathering provisions to manage the risks of goods and conveyances entering Australian territory.

9. Department of Health-led subjects

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will be led with the Department of Health, to consider the health subject matters' impact on biosecurity officers. This will include ship sanitation, emergency as well as appointment of officers and training requirements.

5. Assessment and management powers for goods, conveyances and premises

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project deals with biosecurity powers applicable to the management of biosecurity risks relating to imported goods, conveyances and premises at the border and onshore.

22. Approved arrangements

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the management of agreements, referred to as 'approved arrangements', where relevant persons enter into an arrangement with the Commonwealth to undertake approved biosecurity activities themselves.

18. Decontamination to manage plant and animal risks

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the power to request an individual or their things to be decontaminated, subject to the conditions, protections and decision making principles of the Act.

6. Conditions and permits for goods

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the mechanisms to determine goods that must not be brought or imported into Australian territory (prohibited goods) and goods that may be brought or imported into Australian territory subject to conditions (conditionally non prohibited goods) including granting a permit.

3. Regulation of the Torres Strait

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will support the development of appropriate biosecurity risk management policies and processes to provide flexibility in management of biosecurity risks in the Torres Strait whilst ensuring Torres Strait treaty obligations are met.

17. First points of entry and entry at non first points

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the declaration and management of first points of entry (landing places or ports where aircraft, vessels, goods and people are required to arrive at when they first enter Australia from overseas) and deal with granting of permissions (with conditions) for conveyances to use a landing place or port that is not a first point of entry.

4. Regulation of the external territories

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will support the development of appropriate biosecurity risk management policies and processes to provide flexibility in management of biosecurity risks in the external territories.

Administrative powers

11. Fit and proper persons test

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will be influenced by projects relating to approved arrangements and import permits and conditions.
- The Act provides a fit and proper persons test to ensure such persons are fit and proper to be able to conduct these activities.

13. Abandonment and forfeiture of goods and conveyances

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with goods and conveyances that are deemed to have been abandoned or forfeited to the Commonwealth. This will include decisions by the Director of Biosecurity to treat, sell, destroy, or otherwise dispose of goods or conveyances.

15. Compliance and enforcement

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with all matters relating to enforcement of the Act (for example, application and execution of warrants and the interaction the Act and the Regulatory powers Act)

12. Delegations framework

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will consider the range of delegations and sub-delegations available to the Minister for Agriculture and Director of Biosecurity and those functions that cannot be delegated. It will also consider the appropriate delegation and job fits for biosecurity officers and biosecurity enforcement officers.

23. Testing samples

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with powers to carry out tests on samples of biosecurity risks, either by a biosecurity officer, or a person with the appropriate qualifications or expertise to carry out the tests.

19. Information sharing, confidentiality and privacy

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with information gathering and sharing provisions that apply to biosecurity officers, human biosecurity officers, state and territory governments and intelligence agencies.
- This project will also deal with circumstances where other people may be authorised to use or disclose information.

10. Cost recovery and compensation

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the powers and policies that sit around the setting of fees (for example, sale of goods or conveyances to recovery costs, suspension of services, compensation or waiving of fees).

8. Protections and decision making principles

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project deals with the principles for decision making set out in the Act to apply to certain nominated decisions and will ensure that these additional protections are appropriately built into the identified decisions in a consistent way.

16. Governance and officials

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the appointment and responsibilities of the Director of Biosecurity, the Director of Human Biosecurity, and other specific officers, including providing the Directors with powers to authorise appropriately qualified people to be biosecurity officers and human biosecurity officers.

7. Internal and external review of decisions

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will establish the process for internal and external administrative review by the department, including the establishment of departmental capability to conduct reviews.

New/high change policy areas

25. Installations

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with developing the exceptions for reporting requirements (pre-arrival report and notice of goods to unload in Australian territory), in relation to domestic conveyances servicing installations outside Australian territory

2. Onshore and emergency

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- The Act has a suite of powers that can be used to manage risks onshore where there are specific incidents or emergencies, biosecurity risk activities or areas need to be monitored for the emergence of biosecurity risks
- This project will need to establish the relationships between these powers, the existing Commonwealth-State agreements and state and territory laws.

1. Ballast water and sediments

Funding ($)	Neutral		
People	Process	Property, Plant & Equipment	
Clients	Legislation	Policy	Technology

- This project will deal with the implementation of an Australian-wide ballast water and sediment management regime - for both domestic and international movements

Key

- Animal Biosecurity
- Sustainability & Biosecurity Policy
- Compliance
- Biosecurity Plant
- Service Delivery
- Finance & Business Support
- High
- Medium
- Low
- N/A
- To be confirmed

Biosecurity Legislation Implementation

Commencement Road Map

Plan | **Design** | **Build** | **Consolidate** | **Implement**

Jul 2015 | Aug 2015 | Sep 2015 | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016 | Feb 2016 | Mar 2016 | Apr 2016 | May 2016 | Jun 2016

Programme Critical Path

- Programme Strategies approved
- Compliance Posture endorsed
- Public Consultation on Subordinate Legislation endorsed
- Org Design (Blueprint) approved
- Quality Gate #1
- Public Consultation on Subordinate Legislation commences
- CMC – Programme Interaction View endorsement
- Training plans endorsed
- Public Consultation completed
- All Instructional Material developed
- Programme Board Endorse Finalisation of Subordinate Legislation
- Subordinate Legislation finalised
- Business Readiness Assessment completed
- **PROGRAMME CRITICAL PATH**
- Commencement 'Go-Live' - 16 June
- Training Delivery (Corp & Tech) completed
- Quality Gate #2 – 30 June

Implementation Support Office

- Coordinate development of Org Design (Blueprint)
- Benefits Realisation Strategy
- Quality Gate #1
- Consistency - Protections & Decision Making Principles
- Consistency - Delegations Framework application
- Programme Assurance Framework
- Coordinate Change Impact Assessments
- Coordinate Business Improvements
- Benefits Realisation Plan
- Programme Assurance Legislative Review
- Business Continuity Plan
- Go-Live Plan & Checklist
- Business Readiness Assessment
- Ongoing oversight & maintenance of Protections & Decision Making Principles applied across ALL projects
- Ongoing oversight & maintenance of all delegations decisions derived from ALL projects
- Coordinate final Consolidation activities across programme
- Coordinate Change Impact Assessments
- Go-Live Readiness Report delivered
- Coordinate updates to Delegations across Department
- Coordinate Appointments & Instruments with Secretary's Office
- Coordinate Business Improvements
- **IMPLEMENTATION SUPPORT OFFICE**
- Quality Gate #2 30 June 2016
- Stage 2 Programme Plan

Biosecurity Reform Policy Section

- Subordinate Legislation Development Plan
- Draft Instructions A. Projects 5, 20, 17, 14, 22, 15 & 25.
- Draft Instructions B. Projects 6, 1, 10, 19 & 23.
- Drafting Instructions completed
- Policy Positions received for identified Projects
- Non-exposure Drafts C. Projects 2, 11, 16, 3, 4 & 7.
- Policy Position Received for identified Projects
- Support Public Consultation on Exposure Draft
- Coordinate Feedback with the OPC
- Public Consultation completed
- Coordinate Revisions to Subordinate Legislation
- Revisions completed
- Support Finalisation of Subordinate Legislation
- Make Subordinate Leg'n that is signed off by Director of Biosecurity
- Submit Subordinate Legislation to Executive Council
- **BIOSECURITY REFORM POLICY**

Office of Parliamentary Counsel (OPC)

- Exposure Drafts A. Projects 5, 20, 17, 14, 22, 15 & 25.
- Exposure Drafts B. Projects 6, 1, 10, 19 & 23.
- Subordinate Legislation Exposure Draft ready
- Non-exposure Drafts C. Projects 2, 11, 16, 3, 4 & 7.
- Consider Public Consultation Feedback
- Revise Subordinate Legislation (as required)
- Finalise Subordinate Legislation
- Subordinate Legislation finalised
- **OFFICE OF PARLIAMENTARY COUNCIL**

Biosecurity Animal & Plant Project Sponsor

- Policy Positions approved
- Business Designs approved
- IM & Training Plans approved
- Subordinate Legislation approved
- Content approved
- **BIOSECURITY ANIMAL AND PLANT PROJECTS**

Biosecurity Animal & Plant Projects

1

- Project Planning
- Project Plan endorsed
- Develop Policy Position
- Policy Position finalised
- Support Subordinate Legislation Drafting
- Develop Project IM & Training Plans
- IM & Training Plans completed
- Business Design
- Business Design completed
- Training Needs
- Training Needs completed
- Draft IM / Training Content / Materials
- Content drafted
- Revise IM / Training Content / Materials
- Support Technical Training Delivery
- Technical Training completed
- **BALLAST WATER & SEDIMENTS**

6

- Project Plan endorsed May 2015
- Develop Policy Position
- Policy Position finalised
- Support Subordinate Legislation Drafting
- Draft IM / Training Content / Materials
- Content drafted
- Business Design
- Business Design completed
- Link with 11. Fit & Proper Persons Test
- Training Needs
- Training Needs completed
- Develop Project IM & Training Plans
- IM & Training Plans completed
- Revise IM / Training Content / Materials
- Support Technical Training Delivery
- Technical Training completed
- **CONDITIONS & PERMITS FOR GOODS**

Sustainability & Biosecurity Project Sponsor

- Policy Positions approved
- Business Designs approved
- IM & Training Plans approved
- Subordinate Legislation approved
- Content approved
- **SUSTAINABILITY & BIOSECURITY PROJECTS**

Sustainability & Biosecurity Projects

2

- Project Plan endorsed May 2015
- Develop Policy Position
- Policy Position finalised
- Support Subordinate Legislation Drafting
- Develop Project IM & Training Plans
- IM & Training Plans completed
- Draft IM / Training Content / Materials
- Content drafted
- Business Design
- Business Design completed
- Training Needs
- Training Needs completed
- Revise IM / Training Content / Materials
- Support Technical Training Delivery
- Technical Training completed
- **ONSHORE & EMERGENCY**

20

- Project Plan endorsed April 2015
- Develop Policy Position
- Policy Position finalised
- Support Subordinate Legislation Drafting
- Develop Project IM & Training Plans
- IM & Training Plans completed
- Business Design
- Business Design completed
- Training Needs
- Training Needs completed
- Draft IM / Training Content / Materials
- Content drafted
- Revise IM / Training Content / Materials
- Support Technical Training Delivery
- Technical Training completed
- **BIOSECURITY IMPORT RISK ANALYSIS**

Supporting Notes

1. This swim lane presents the critical programme activities and milestones between July 2015 and Commencement, 16 June 2016.
2. The Implementation Support Office primarily has a programme-level coordination, integration and reporting role.
3. Bundling of Subordinate Legislation has been undertaken in consultation with Biosecurity Reform Policy Section. Drafting requires early 'Policy Position' input from project teams. Throughout this plan, this requirement is denoted by a Gold Star.
4. Although presented in a precise, sequential fashion – the interplay between Biosecurity Reform Policy and the OPC, and Biosecurity Reform Policy and Project Teams is an ongoing and iterative communication process.

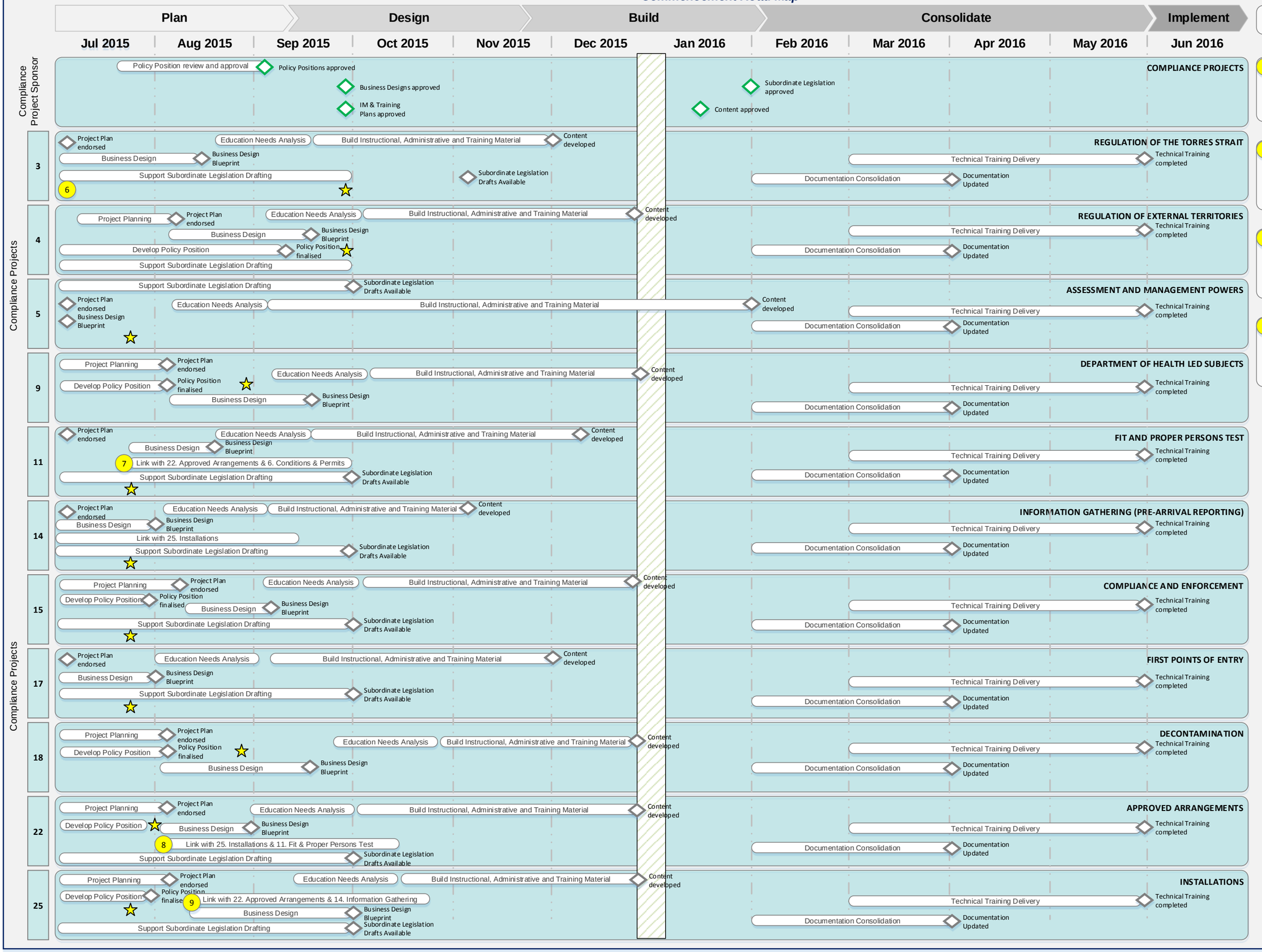
KEY

The KEY provides an overview of shapes / symbols used throughout this plan.

- Draft Policy Position needs to be shared to enable Drafting Instruction development and corporate project scoping to occur
- Quality Gates
- Milestones
- Programme Critical Path Milestones
- Shutdown Period
- Service Delivery Operations (Restructure) – Phase 1
- SDM – Mobile Rollout
- Import Conditions and Permits Programme (BICON)
- SDM – Invoicing, Payments & Receipting
- SDM – Appointments & Inspection Management
- SDM – PEQ Bookings & Workflow
- PEQ Implementation (Mickleham Facility)
- Biosecurity Cost Recovery Reform
- Learning Management System
- Maritime Arrivals Reporting System (MARS) development
- Surveillance – Phase 1 (NAQS + OSS)

Biosecurity Legislation Implementation

Commencement Road Map



Supporting Notes

6 Where the activity for "Develop Policy Position" is not noted in a swim lane, the assumption is that it has already been actioned by the project concerned.

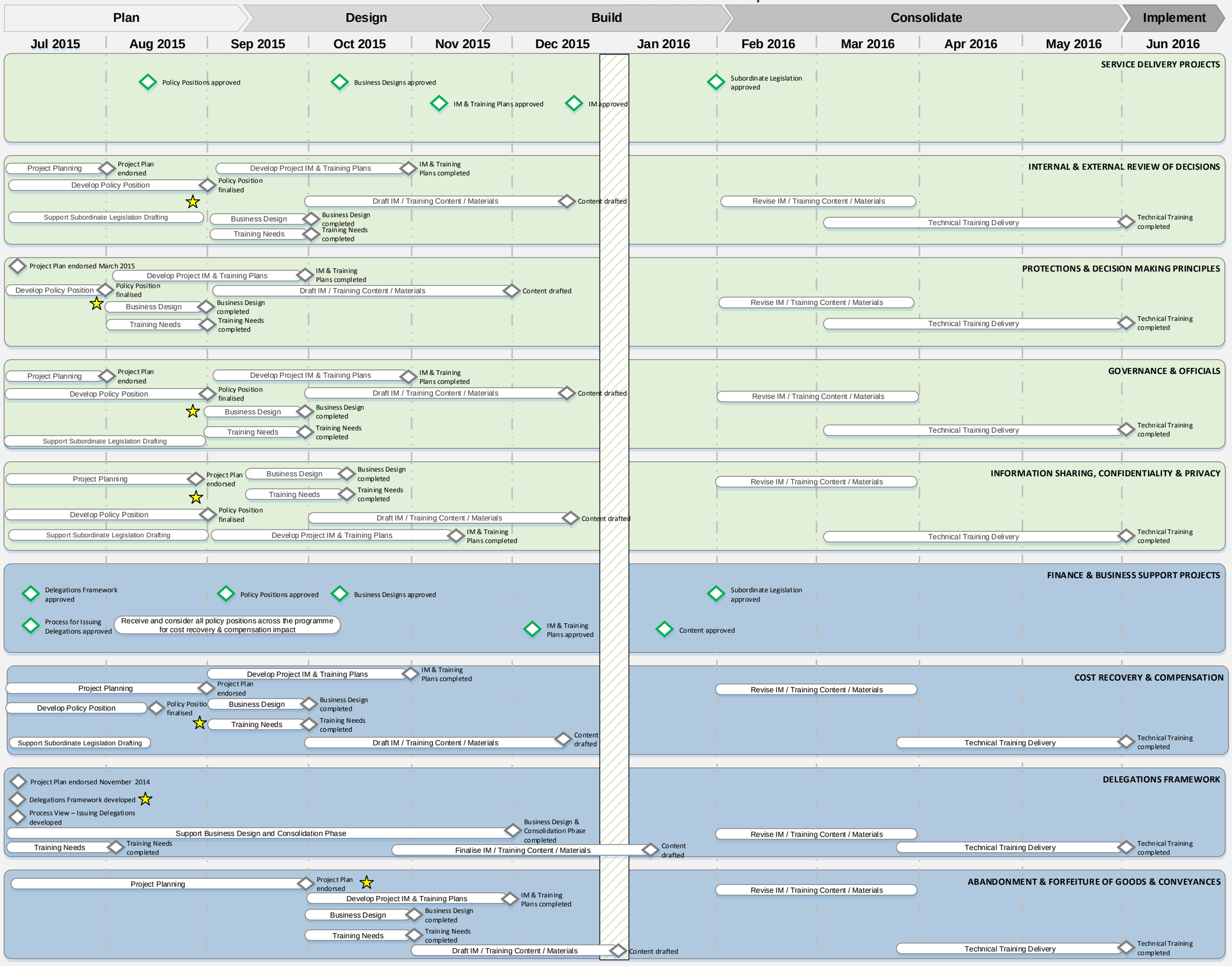
7 Projects 11, 22 and 6 are related in terms of the subordinate legislation and business design. It is important for there to be close consultation and collaboration among these teams.

8 Projects 22, 25 and 11 are related in terms of the subordinate legislation and business design. It is important for there to be close consultation and collaboration among these teams.

9 Projects 25, 22 and 14 are related in terms of the subordinate legislation and business design. It is important for there to be close consultation and collaboration among these teams.

Biosecurity Legislation Implementation

Commencement Road Map



Biosecurity Legislation Implementation

Commencement Road Map

Plan | **Design** | **Build** | **Consolidate** | **Implement**

Jul 2015 | Aug 2015 | Sep 2015 | Oct 2015 | Nov 2015 | Dec 2015 | Jan 2016 | Feb 2016 | Mar 2016 | Apr 2016 | May 2016 | Jun 2016

Communications & Engagement

COMMUNICATIONS & ENGAGEMENT

- Industry Communications
- Industry Communications
- Industry Communications
- Coordinate Public Consultation on Subordinate Legislation
- Public Consultation completed
- Consultation
- Programme Communications & Engagement Strategy
- Consultation
- Programme Communications & Engagement Plan (including Forward Schedule) (1)
- Industry Communications
- Industry Communications
- Industry Communications
- Consultation
- Programme Communications & Engagement Plan (including Forward Schedule) (2)
- 10 Industry Education and Awareness Sessions
- Minister Commencement Launch Preparations finalised

Education & Awareness — Corporate Learning & Development (L&D)

CORPORATE LEARNING & DEVELOPMENT

- Develop Strategy
- Corporate Training Strategy
- Develop Plan
- Corporate Training Plan & Forward Schedule (1)
- 11
- Corporate Training Needs Analysis
- Corporate Training Needs Report
- Corporate Training Plan & Forward Schedule (2)
- Corporate Training Design
- Training Designs finalised
- Coordinate all Training Delivery & Support / Advice to Technical Training
- Corporate Training Delivery
- Training completed
- 12 Technical Training Delivery Support / Advice (as Required)

Corporate Practice & Procedural Design

CORPORATE PRACTICE & PROCEDURAL DESIGN

- Develop Strategy
- IM Development Strategy
- Develop Plan
- Stage 1 - IM Development Plan
- 13
- Instructional Material (IM) Writing Training
- IM Writing Training
- IM Writing Training
- IM Writing Training
- IM Writing Training
- IM Writing Training
- IM Writing Training
- A. IM Quality Assurance and Development Support
- B. IM Quality Assurance and Development Support
- C. IM Quality Assurance and Development Support
- Instructional Material Library Updates
- Ongoing Coordination and Liaison with OGC and Project Teams

Office of General Consel

OFFICE OF GENERAL COUNSEL

- 14
- A. IM – Legal Review and Assurance
- Develop Strategy
- OGC Review Strategy agreed
- B. IM – Legal Review and Assurance
- Develop Plan
- OGC Review Plan agreed
- C. IM – Legal Review and Assurance
- Training - Legal Review and Assurance
- IM & Training – Continuous Improvement – Legal Review and Assurance

Business Integration

BUSINESS INTEGRATION

- Develop Strategy & Plan
- Organisation Design (Blueprint) Strategy & Plan (Coordination provided by Implementation Support Office)
- 15 Facilitate Organisation Design (Blueprint) Workshops
- Programme Interaction View completed
- Review and Update Organisational Design (Blueprint)
- Review and Update Organisational Design (Blueprint)
- Review and Update Organisational Design (Blueprint)

ICT

ICT

- 16 Participate in Organisation Design (Blueprint) Workshops
- Ongoing ISD Involvement to be determined post Programme Design Workshops

Departmental Reform Milestones

DEPARTMENTAL REFORM MILESTONES

- 17
- Service Delivery Operations (Restructure) – Phase 1
- Import Conditions and Permits Programme (BICON) – Pilot
- Import Conditions and Permits Programme (BICON) – Full Release
- PEQ Implementation (Mickleham Facility)
- SDM – Mobile Full Rollout commences
- SDM – Mobile Full Rollout completed
- Surveillance – Phase 1 (NAQS + OSS)
- SDM – Application for Registration and Renewal of Approved Arrangements
- SDM – Portal Access for Online Services
- SDM – Registration and Client Directory for Approved Arrangements and Existing Clients
- SDM – Invoicing, Payments & Receipting
- Biosecurity Cost Recovery Reform
- SDM – Extension of Online Lodgement for Imports (Phase 2)
- SDM – Appointments, Inspection & Audit Management
- SDM – Appointments & Inspection Management
- Learning Management System
- Maritime Arrivals Reporting System (MARS) development
- Integration of the Australian Ballast Water Information System (ABWMIS) into MARS
- SDM – PEQ Bookings & Workflow
- SDM – PEQ Bookings & Workflow (Phase 2)

Supporting Notes

10 Existing client and stakeholder relationships will continue to be managed by relationship owners. Corporate support will be provided through provision of transparent schedules and coordination of events as required and negotiated with Project teams.

11 Forward schedule for training is important due to the volume of training planned for delivery the first half of 2016. A forward schedule, developed on behalf of the programme, will assist project teams in determining options for meeting their own training requirements (determined via needs analysis at project level).

12 Corporate Training will be delivered by Learning & Development. Technical Training will be delivered by the Project teams, and supported as required by Learning & Development.

13 Scope of Instructional Material (IM) development is vast (circa 700 IM). Conformance to the Departmental Practice Statement Framework (PSF) will be based upon perceived level of risk and scale of change. New IM will conform to the PSF. IM requiring major transformation will be prioritised for the new PSF. IM requiring minor change will be lowest priority.

14 One of the purposes of the strategy and plan is to guide the programme on what materials need to be reviewed by OGC prior to 'Go-Live'.

15 The objective of these workshops is to develop an organisation design (blueprint) to guide project design and integrate with the department's strategy and Service Delivery (SD) operating model.

16 Early collaboration with ISD will ensure full consideration to business needs is given at the earliest opportunity.

17 There is an immediate requirement for the Implementation Support Office to lead a review of dependencies that sit both intra and inter programme within the department. This will allow for appropriate analysis and decision making to take place.

Stages 2 and 3 Biosecurity Legislation Implementation Framework

Version 2.1

July 2016

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1. Programme Overview

1.1. Background

The Biosecurity Act commenced 16 June 2016. Some clauses of the legislation have delayed commencement arrangements up to June 2018. The department is delivering a three stage programme over five years to implement and optimise use of the new legislation.

Stage 1 (to 16 June 2016):

- mandatory clauses were implemented by 16 June 2016
- staff, clients and stakeholders able to comply with and understand the legislative requirements.

Stage 2 (June 2016 – June 2018):

- evaluation of Stage 1 including post implementation review and benefits realisation
- integration, coordination and implementation of approved suite of Stage 2 projects including:
    - remediation of residual (non-critical) administration tools and materials
    - continued roll-out of delayed commencement clauses (approved arrangements, first points of entry and domestic ballast water)
    - roll out of phased implementation clauses
    - opportunities to leverage the new legislation (where appropriate)
    - broader business improvements including enhancements to ICT systems, administrative tools and business processes to support administration of the new legislation (where appropriate)
- framework for capturing and reporting programme and project status, risks / issues, dependencies and change control
- continued internal and external stakeholder engagement and communication
- opportunities derived from having clear, modern and flexible legislation are identified, prioritised and incrementally maximised.

Stage 3 (July 2018 – June 2021):

- evaluation of Stage 2 including Post Implementation Review (PIR) and Benefits Realisation
- integration, coordination and implementation of an approved suite of Stage 3 projects
- framework for capturing and reporting programme and project status, risks / issues, dependencies and change control
- continued internal and external stakeholder engagement and communication
- opportunities derived from implementation of the new legislation
- benefits fully realised.

1.2. Alignment with Corporate Strategy

Stages 2 and 3 of the Biosecurity Legislation Programme support the department's strategy and priorities.

Programme controls ensure the programme continues to align with the department's corporate strategy in future years.

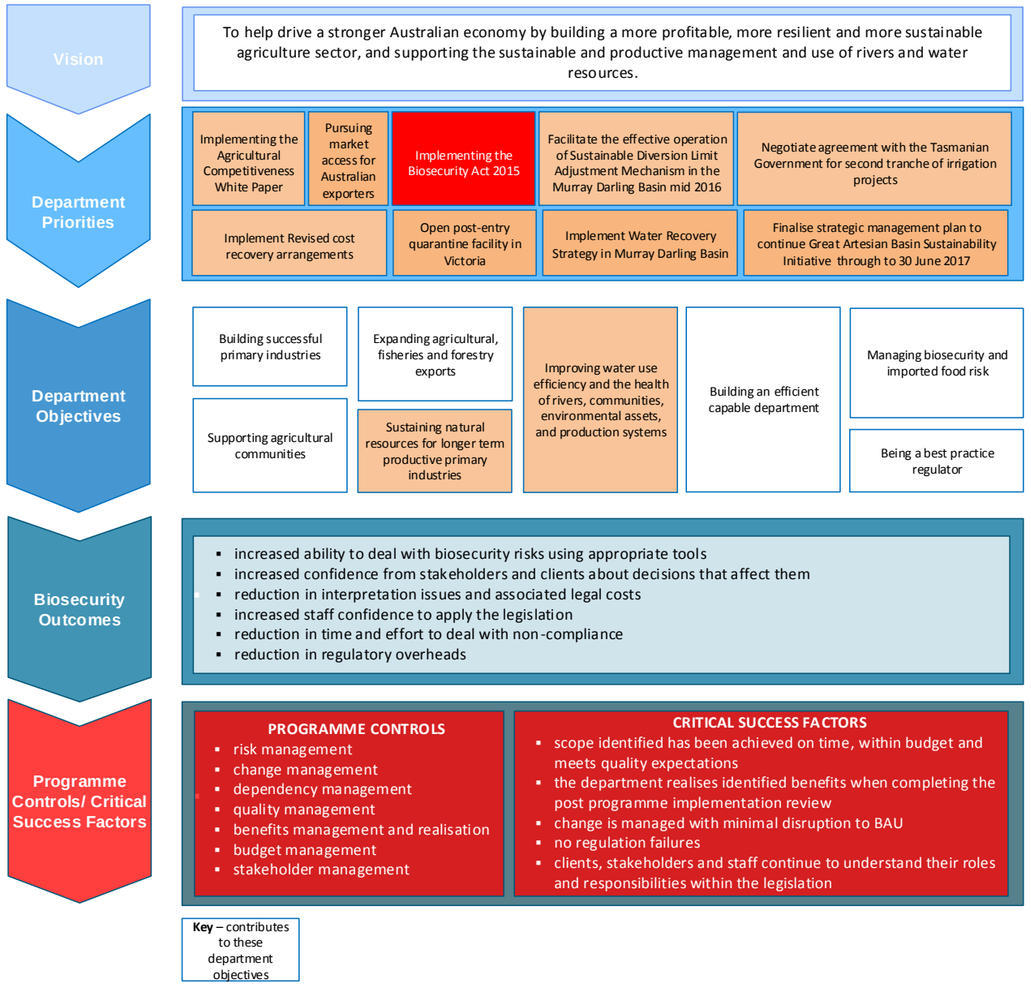
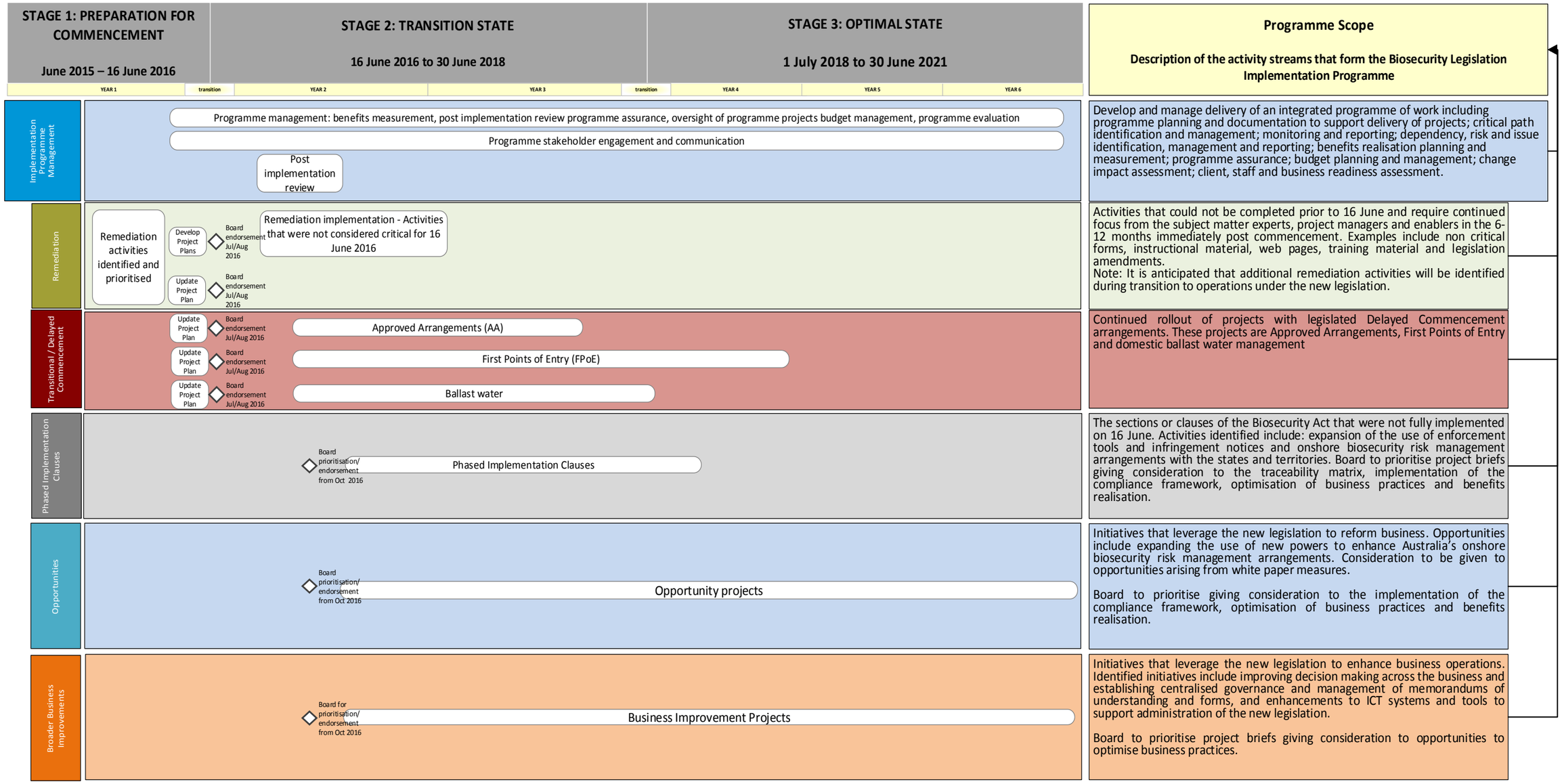


Figure 1: Alignment with Corporate Strategy

2. Programme Strategic Roadmap



2.1. Programme Strategic Roadmap

The programme strategic roadmap provides a high level outline of the 3 stages of the implementation programme.

2.1.1 Background – Stage 1

Stage 1 focused on implementing the mandatory legislative requirements. The approach recognised that whilst there would not be a large change to how the department and clients undertake their business as a result of implementing the biosecurity legislation, the cumulative impact of the change from the quarantine Act to the Biosecurity Act was a large body of work for the department and clients that required careful management to ensure that a strong regulatory framework was in place for commencement.

2.1.2 Stages 2 and 3

The streams on the strategic roadmap describe the groups of projects that will be progressed between July 2016 and June 2021 to fully implement the Biosecurity Act and to realise the benefits of its development and implementation.

- **Remediation**: these projects will deliver updates to business policies, tools and documents that were deemed to be non-critical and could not be completed prior to commencement. These projects will require continued focus post commencement by business and enabler owners and the implementation board. It is anticipated that this stream will include additional remediation activities that will be identified during transition.
- **Delayed commencement**: will deliver changes to business practices over a legislatively prescribed extended period. These projects involve large groups of clients, may require significant client investment to achieve compliance or require legislative amendment. Extended commencement arrangements provide additional time for clients to achieve compliance and for benefits to be realised.
- **Phased implementation clauses**: will deliver the sections or clauses of the Act that were not mandatory for commencement, do not have legislatively prescribed delayed commencement periods, or were identified for phased implementation. Delivery of the phased implementation projects will assist the department to ensure that the benefits anticipated from developing and implementing the new legislation can be fully realised.
- **Opportunities**: will deliver initiatives that leverage the new legislation and other change programmes to further reform the biosecurity business.
- **Broader business improvements**: will deliver projects that enhance business operations. These activities will provide for smoother implementation of futures reforms to biosecurity and to the department’s business more broadly.

3. Programme Governance

For Stages 2 and 3 of the programme, governance of the Implementation Programme Office will reflect the major “lessons learnt” from Stage 1, the recommendations made from the Stage 1 Programme Assurance activities and observations in the department’s 2015 *P3M3 Assessment report*.

3.1. Governance Structure

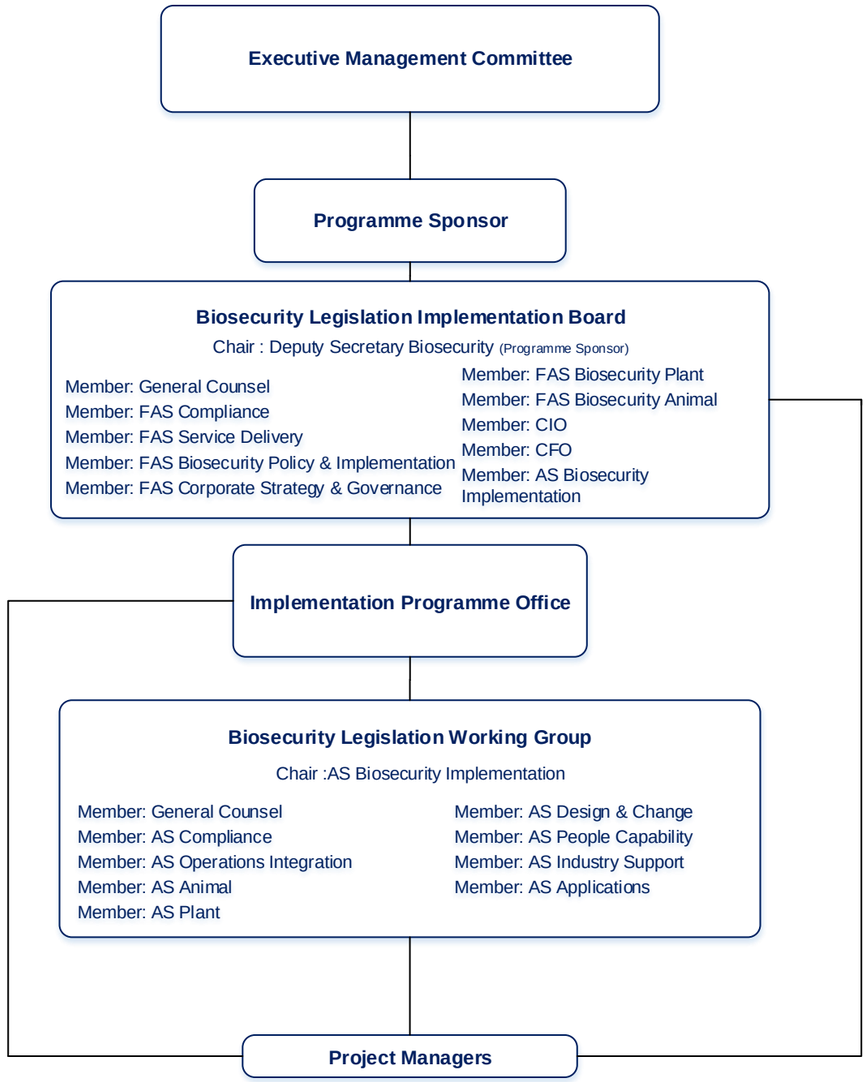


Figure 2: delivery against the programme is managed by the Biosecurity Legislation Implementation Board

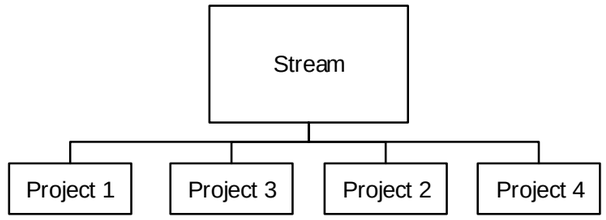


Figure 3: Project streams are broken up into projects that are delivered by divisions

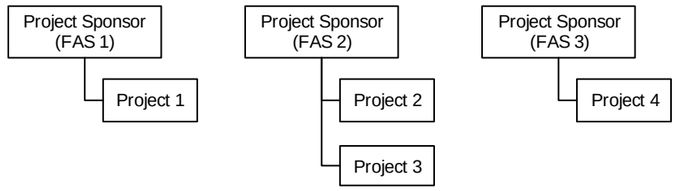


Figure 4: Projects are run by divisions. The FAS is the project sponsor and is responsible for the delivery of projects.

3.2.1. Programme Sponsor (Deputy Secretary)

The Programme Sponsor is the senior responsible owner for the programme. The Programme Sponsor is the individual who:

- is responsible for ensuring that the programme meets its objects and delivers the projected benefits
- is the owner of the overall business change that is being supported by the programme
- is prepared to take decisions and provides leadership and support to the programme
- ensures that the programme has clear authority and that context and risks are actively managed
- is the single point of accountability for implementation of the programme
- supports allocation of appropriate resourcing to the programme
- provides executive support for the programme across the department and participates as a member of the Implementation Programme Board

The Programme Sponsor is the chair of the Biosecurity Legislation Implementation Board.

3.2.2 Biosecurity Legislation Implementation Board

The Biosecurity Legislation Implementation Board consists of the Deputy Secretary Biosecurity and the identified First Assistant Secretaries and has a key role in supporting the Programme Sponsor in making decisions and providing both challenge and approval on issues affecting the progress of the programme. FAS members of the Board may also be Project Sponsors.

The Biosecurity Legislation Implementation Board:

- is the senior governance committee for the department's biosecurity legislation implementation programme
- drives outcomes from staff, client and whole of department perspective, taking into account other reform initiatives underway within the department
- determines programme priorities and approves programme documentation and plans and project initiation
- authorises changes of scope outside of agreed tolerances for projects that make up the programme
- ensures the required resources are available
- reviews and monitors programme status
- manages programme risks that could impact delivery of programme outcomes or business as usual activities and where mitigation strategies are unable to reduce them to an acceptable level, including those escalated from project level
- resolves strategic issues across the programme
- approves the outcomes of quality gates

3.2.3. Project Sponsors

Project Sponsors are responsible for delivery of projects that are managed by their Division. Their role is to ensure that projects are focused on achieving objectives and delivering a product that will achieve the forecast benefits. The project executive has to ensure that the project gives value for money, ensuring a cost- conscious approach to the project. Each Division will run their own projects with appropriate governance.

The Project Sponsors will:

- design and appoint the project management team (in particular the Project Manager)
- oversee the development of project plans and project briefs
- monitor and control the progress of projects in their division at a strategic level
- ensure that risk are identified, assessed and controlled
- escalate issues and risk to the Biosecurity Legislation Implementation Board (via the Implementation Programme Office)
- ensure overall business assurance of projects so that they remain on target to deliver products that achieved expected business benefits and will be completed within agreed tolerances

3.2.4. Implementation Programme Office

The Implementation Programme Office oversights and monitors the programme as a whole and works collaboratively across Divisions, in particular with the Biosecurity Legislation Implementation Board and Working Group, project sponsors and project managers to provide the necessary oversight and advice and to facilitate approval pathways for implementation.

The Implementation Programme Office will:

- provide programme level planning, reporting and deliver programme products
- provide standardised templates for projects (including project briefs and plans, reporting templates and threshold and risk rating criteria)
- oversight and manage the portfolio of Stages 2 and 3 implementation projects
- monitor project progress against agreed timeframes and assess implications for programme progress
- identify, monitor and manage dependencies and risks for the programme of work as a whole, as well as across all projects
- support the programme governance structure
- monitor and report progress towards achieving programme benefits
- administer the programme assurance framework including facilitating quality reviews, business readiness assessments and internal audits
- centrally coordinate, manage and report on programme finances and resources
- assess impact of change on stakeholders, staff and clients and oversight delivery of tailored change management strategies
- coordinate and deliver stakeholder engagement and communication activities for the programme as a whole
- support individual project stakeholder engagement and communication activities.
  3.2.5

The Implementation Programme Office also manages the key programme artefacts that will are the authoritative source of information on the programme scope, timeframes, benefits, costs, risks, communication messages and approved legislative instruments. The key programme artefacts include:

- Programme Implementation Framework (this document): primary planning framework
- Programme Risk Management Register: central source of risk tracking and management
- Benefits Realisation Strategy,: approved definition of programme benefits and measures to inform programme evaluation
- Communication and Stakeholder Engagement Strategy: communication messages, stakeholder segments and communication channels
- Quality Assurance Framework: quality review mechanisms (readiness assessment, go-live milestones and internal audit checkpoints)
- Dependencies Register: identify and manage cross project dependencies.

3.2.5. Biosecurity Legislation Working Group

The Biosecurity Legislation Working Group:

- monitors and reports progress against key milestones and deliverables outlined in the critical path and commencement roadmap
- monitors programme risks and implement mitigation strategies
- monitors and provides input into programme and project level dependencies
- works collaboratively across business areas to ensure risks and issues are identified and managed
- provides input into programme status in terms of scope, schedule, risks, issues, resources and dependencies to ensure that the programme remains within agreed tolerance thresholds
- provides support to Biosecurity Legislation Implementation Board (the board) through the Implementation Programme Office to ensure the department will meet legislative requirements and realise benefits from the programme implementation
- provide leadership across the department on the promotion of legislation implementation

3.2.6. Project Business Owners

The responsible Assistant Secretary will:

- provide executive support to the project manager and team
- ensure that adequate resources are manage available
- keep other business owners and their division informed on project progress

3.2.6. Project Managers

Project Managers are staff identified from individual business areas that will manage projects that are in scope for Stage 2 and 3 of the Biosecurity Legislation Implementation Programme.

Project Managers are responsible for:

- project delivery
- providing project updates to the Implementation Programme Office
- engaging project stakeholders
- identifying, managing and reporting on project dependencies, risks and issues
- responsible for documenting project briefs and plans

3.2.7. Reporting

Individual projects will report in a format acceptable to their project executive and the Implementation Programme Office. The Implementation Program Office will prepare reports for programme reporting aligned to the streams on the Strategic Roadmap.

4. Programme Management Controls

The department's programme and project management framework provide a number of control mechanisms to support programme implementation. Critical controls addressed in this framework are:

- risk management
- change control
- dependency management
- programme assurance
- programme assurance
- budget and resource management
- benefits management and realisation

4.1. Risk Management

The high level risks identified for Stage 2 are:

- ensuring that the deliverables from Stage 1 are working well and if not, remediation activities are put in place to address shortcomings
- ensuring that the implementation of the delayed commencement provisions, opportunities and broader business improvements are not impacted by subsequent remediation activities required from Stage 1.

The risk management process will be managed by the Implementation Programme Office and includes:

- using the Legislation Working Group, to monitor programme risk and implement mitigation strategies.
- escalation of programme level risks (for example, those impacting across more than one project) to the Programme Board where mitigation strategies are unable to reduce them to an acceptable level;

The high level risk for Stage 3 is that the department is not able progress opportunities to transform the biosecurity business that leverage the new biosecurity legislation.

The Implementation Programme Office and project managers will manage programme risks using the departments risk management approach. Individual projects will create and maintain their own risk registers, escalating appropriate risks for management at the programme level.

The Implementation Programme Office will maintain and manage a programme risk register and will escalate risks, including project risks (where appropriate) to the board.

4.2. Change management

Change control applies when a baseline of the programme or a project needs to be modified as a result of an internal or external change.

Changes to programme scope, timeframes and products will be captured on a change register and tracked and resolved by the Programme Implementation Office.

4.3. Dependency Management

The Implementation Programme Office will:

- identify, evaluate and document dependencies at the programme level
- monitor and review internal and external dependencies and their potential impact on meeting programme objectives
- ensure that project managers are aware of dependences.

4.4. Programme assurance

The Programme Assurance Framework, endorsed by the board at its meeting on 7 October 2015, was developed in consultation with the board to guide assurance activities over the programme.

The programme's approach to quality assurance is based on an integrated and layered approach to minimise gaps in implementing the new legislation requirements. It has three integrated levels of quality management. Coordination of quality management activities across the three levels is the responsibility of the Implementation Programme Office.

  - first level – project teams and project sponsors
  - second level – semi-independent review teams and the Implementation Programme Office
  - third level – internal audit/Business Readiness Assessment

The activities to support Quality Assurance include:

- continuous monitoring and review of programme and project risks and risk treatments
- providing the Biosecurity Legislation Working Group with the information to enable monitoring of programme and project risks and implementation of mitigation strategies and
- escalating programme level risks to the Board when risk treatments are insufficient to reduce the risk to below the risk threshold

4.5. Budget and Resource Management

The Implementation Programme Office will manage programme expenditure and will report the cost of implementing the Biosecurity Act and the associated benefits.

To achieve this the Implementation Programme Office will manage the legislation implementation programme budget and oversight implementation portfolio project budgets:

- Budget pressure bids (sub project codes assigned and financial reports to Biosecurity Implementation Branch for review)
- Projects delivered under ongoing funding (estimates of expenditure reported to Implementation Programme Office to support programme level reporting)

The Implementation Programme Office budget will supplement resources in some business areas to ensure a focus on delivery of programme remediation activities. Supplemented business areas will include Learning and Development, Design and Change and Practice and Procedural Design.

4.6. Benefits Management and Realisation

The Implementation Programme Office will continue to maintain the programme benefits realisation strategy including coordinating the benefit measurements and reporting.

Stage 2 and 3
Stage 2 only
Stage 3 only

Legislative grouping	Intent of legislative change	Ability to deal with biosecurity risks using appropriate tools	Staff confidence to apply the legislation	Interpretation issues and associated legal costs	Confidence from stakeholders and clients about decisions that affect them	Time and effort to deal with non-compliance	Regulatory overheads from participating in the biosecurity system
		Departmental and staff benefits			**Client and stakeholder benefits**		
Administrative Frameworks Includes chapters 1, 9, 10 and 11. This group of chapters deal with the general administration of the Act and apply across the legislation as a whole. They provide a framework for the smooth administration of Australia's biosecurity system.	**Fit and Proper Person Test:** The Biosecurity Act enables the Director of Biosecurity to require that people seeking to import goods under permit, or entities wishing to enter an approved arrangement with the Commonwealth, undergo a 'fit and proper person' test and 'associates' test. The test will mean that people, and their associates, will remain subject to the biosecurity system, but will be excluded from being biosecurity industry participants if they are found not to be fit and proper.	Proportion of fit and proper person tested entities with ongoing non-compliance			Client feedback regarding fit and proper person test		
	Compliance Tools: The Biosecurity Act introduces a number of new compliance and enforcement tools that aim to encourage client voluntary compliance and enable a more flexible and proportional response by officers to manage instances of non-compliance.	Compliance tools used in proportion to levels of non-compliance	Proportion of enforcement referrals actioned				
	Delegations: There is a clear definition of delegable powers to provide greater clarity around the use of powers by officers. The requirements ensure that high-risk decision-making is conducted at more senior levels within the department as these cannot be sub-delegated below SES.		Biosecurity decisions upheld following review				
	Biosecurity Officers and Biosecurity Enforcement Officers: The Biosecurity Act creates new positions of biosecurity officers, biosecurity enforcement officers and human biosecurity officers. A biosecurity enforcement officer will have specific powers additional to those of a biosecurity officer. For example, a biosecurity enforcement officer may apply to an issuing officer for a warrant to enter premises. Biosecurity enforcement officers will have appropriate training and/ or qualifications to exercise coercive powers.		Staff feedback on the level of confidence in new role		Client feedback regarding enforcement activities		
	Reviewable Decisions: The Biosecurity Act introduces a statutory right for a person affected by a reviewable decision (for example, a decision to destroy a conveyance or high-value goods) to seek an internal and external merits review of the decision. An internal review decision (the decision made in relation to the reviewable decision) is, in turn, subject to review by the Administrative Appeals Tribunal.		Proportion of decisions over-turned				
Permissions Includes chapters 3, 4 and 7. This group of chapters covers the powers to consider biosecurity risks in relation to goods, conveyances and onshore pest or disease incursions.	**First Point of Entry:** There are now mechanisms to revoke a first point and to make variations to determination of first point rather than having to revoke a proclamation and issue a new one previously required under the *Quarantine Act 1908*. The new provisions will provide industry certainty and transparency on the standards against which first points are assessed and determined.	Proportion of FPoE determinations revoked or varied			Client feedback regarding FPoE determinations	Levels of non-compliance at new FPoE determinations	Proportion of standing permissions issued
	Approved Arrangements: There is greater flexibility in the range and location of activities to be conducted under a single arrangement. Businesses can enter approved arrangements that will remove duplication and recognise modern business practices and systems that are already in place to manage biosecurity risk. Approved arrangements will replace the duplicative quarantine approved premise and compliance agreement provisions in the *Quarantine Act 1908*.			Number of individual agreements administered		Number of audits for approved arrangements	Number of new entities entering into approved arrangements
Risk Management Includes chapters 2, 3, 4, 5, 6 and 8. This group of chapters covers the powers to manage risks in the Australian Territory.	**Ballast Water:** There are new powers to manage domestic ballast water and for the recording, reporting, surveying and certification for international movements. The powers implement nationally consistent domestic ballast water arrangements. Exemptions domestically are allowed to accommodate varying needs of operators through approved arrangements. The legislation will help ensure Australian laws are consistent with the Ballast Water Management Convention.	Levels of compliance with reporting requirements					Number of exemptions granted for domestic operators
	Assessment and Management Powers for Goods: The Act sets out when goods become and cease to be subject to biosecurity control and when goods are allowed to be unloaded from an aircraft or vessel in order to assess the biosecurity risk of goods that are, or are intended to be brought into Australian territory. Designated biosecurity control release areas will be established allowing passengers and mail once they have completed biosecurity assessment to leave the defined areas without a verbal or written release as is required for other goods.				Client feedback regarding assessment and management powers for goods	Clearance release times across pathways	
	Onshore powers: The Biosecurity Act introduces new onshore powers to establish and manage risk zones, permanent monitoring zones and temporary monitoring zones anywhere in the Australian territory including the marine environment. Additional powers ensure notices and directions are enacted as rapidly as possible. The definition of 'biosecurity risk' has been amended to include the concept of 'emergence of a disease or pest'. The addition of 'emerge' will expand coverage of powers to include emerging pests and diseases in Australia. Biosecurity control orders will replace current 'order back into quarantine' post-quarantine detection arrangements under the Quarantine Act 1908. This will mean that biosecurity risks can be dealt with without having to establish that the item was imported. State and territory government officers can be authorised as Commonwealth Biosecurity Officers and will be required to undergo appropriate training.	Number of State and Territory government officers authorised as Commonwealth Biosecurity Officers*					

*FINAL WORDING TO BE CONFIRMED

Australian Government
Department of Agriculture and Water Resources

Biosecurity Legislation Implementation

Stage 1 Programme Assurance Framework

Final
Version 1.1

October 2015

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SECTION 1 – INTRODUCTION AND CONTEXT

Purpose and Objectives

Introduction

Stage 1 of the Biosecurity Legislation Implementation Programme is focussed on plan, design, build and priority implementation for commencement of the new legislation.

The Implementation Board has directed that a programme assurance framework be developed and implemented in conjunction with other programme controls, including risk management and dependency management.

The programme' assurance framework is to be developed and implemented in alignment with the department's business assurance approach as promulgated by Internal Audit.

The programme's assurance framework is to be maintained by the Implementation Support Office. Implementation of assurance activities is to be tailored and integrated across three levels comprising self assurance, semi independent assurance and independent assurance.

Purpose

The purpose of the Stage 1 assurance framework is to assure the department that programme risks are mitigated and all biosecurity legislation requirements for commencement have been or will be implemented and the business is ready to ''go-live'' (16 June 2016).

Objectives

The objective of the Stage 1 programme assurance framework is to ensure there is a clear line-of-sight, or traceability, from design to build to implementation, and that:

- All biosecurity legislation requirements have been met in order to comply with commencement
- The department has the capability (people, process, technology and information) and capacity to meet legislative requirements upon commencement
- Staff and clients are aware of their obligations and responsibilities at commencement

Scope

IN SCOPE: Stage 1 programme and project products and activities to 16 June 2016, including:

- Self-assurance activities conducted by project teams and Project Sponsors as and when products are produced
- Semi-independent assurance activities undertaken by the Implementation Support Office
- Point-in-time assurance conducted by review teams as part of Quality Reviews
- Independent reviews undertaken by the department's internal audit and P3O team

OUT OF SCOPE: assurance of business as usual activities and ongoing compliance with legislation post 16 June 2016

Principles and Dependencies

Principles

Application of the programme's assurance framework is underpinned by the following principles:

- **Programme wide** – Assurance activities will be consistently applied across all stages of the programme's implementation lifecycle
- **Integrated** – Activities should be integrated across three levels of assurance. Activities should be integrated into the development and delivery of project / programme products – not an add on
- **Evidence based** – Assurance will be based on quantifiable evidence wherever possible
- **Fit-for-purpose** - Assurance activities will be tailored to programme risks and priorities. The framework can be applied to subsequent stages of the Biosecurity Legislation Implementation programme.
- **Minimal disruption** – Assurance activities will be conducted with the aim of causing minimal disruption to projects

Dependencies

Application of the framework is dependent on:

- An agreed and shared understanding of what commencement means for the department by way of people (staff and clients), process and technology
- The department's compliance posture is defined and understood
- Each project understanding the legislative requirements for commencement, relevant to their scopes of work
- Project interdependencies are defined, mapped and understood
- Programme risks are defined
- Programme priorities are agreed and understood
- Access to project delivery products and staff

Outputs from the programme's assurance activities will:

- Enhance executive decision making
- Mitigate risk
- Identify gaps in delivery
- Support Business Readiness Assessment

SECTION 2 – AN OVERVIEW OF THE PROGRAMME'S ASSURANCE FRAMEWORK

Assurance Overview and Levels

The programme's approach to assurance is based on:

- An integrated and layered approach to minimise gaps in implementing new legislation
- Leveraging existing quality management and assurance processes employed by the Implementation Support Office and projects in accordance with the department's PPMF.

The framework is characterised by:

- Three integrated levels of assurance
- Coordination of assurance activities across the three levels by the Implementation Support Office
- A blend of scheduled and ad hoc assurance activities.

Assurance is to be provided in six categories:

- Stage 1 objectives
- Staff
- Clients
- Business Processes and Instructional Material
- Business Systems
- Service Delivery.

A proposed conceptual model for undertaking assurance across the programme is detailed at Attachment 1.

Levels	Assurance Focus	Undertaken by
First Level – project assurance	Is my project designing and building the right things to implement the new legislation at commencement?	Project teams and Project Sponsors
Second Level – integrated programme assurance	Will the department be ready to implement business processes and instructional materials to meet legislative requirements at commencement in a consistent and integrated way? Will our clients be prepared for the change? Are we managing our programme risks?	Review teams and Implementation Support Office
Third Level - independent assurance	Internal audit will provide independent assurance on the readiness of the department to meet the objectives of the Act. P3O will conduct a Business Readiness Assessment	Internal Audit P3O

Assurance Categories

There are six categories, designed to guide assurance activities within and across all levels. The emphasis placed on particular categories when undertaking assurance activities will be dictated by risk, priorities and timing i.e. the timing of the review in relation to the project / programme lifecycle and schedule.

Category	Description
Biosecurity Legislation Implementation Stage 1 objectives	• Staff, clients and stakeholders have the tools and knowledge to comply with legislative requirements • Opportunities presented from having clear, modern and flexible legislation are maximised • Legislation is implemented in a timely and integrated way, in accordance with the department's project management framework • The department's exposure to litigation and legal risks are limited
Staff	• Relevant staff at all levels know what to do, they are trained, structured and empowered to make decisions • Communication materials for informing and supporting staff are available • Impacts to staff from implementation changes are minimised
Clients	• Service delivery levels are maintained throughout transition • Clients understand their obligations • Communication materials for informing and supporting clients are available

Category	Description
Business Processes and Instructional Material	• Policy decisions are made and translated into business practices • Business processes support legislative requirements • Business processes support the department's compliance posture • There is an enhanced ability to influence compliant behaviour • Instructional materials have been updated to meet legislative requirements for commencement
Business Systems	• Systems have been developed or updated, and tested • There is a documented and tested "go-live" process to transition from old to new business systems • Systems support procedures are in place • Documented and tested work around procedures are available
Service Delivery	• A combined change impact view by service stream is completed • There is a consistent application of legislation across similar subject matter areas • New or updated services resulting from implementing new legislation are underpinned by end to end service delivery design

SECTION 3 – THE PROGRAMME'S THREE LEVELS OF ASSURANCE

First Level of Assurance

The first level for the framework is 'self-assurance', non-independent assurance focussed on project delivery and governance to demonstrate design effectiveness and alignment, achievement of project objectives, mitigation of project risks and meeting agreed policy positions and legislative requirements for commencement.

Project managers are accountable for project delivery assurance. Project Sponsors are accountable for project governance assurance.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Assurance Products
Project delivery	Project products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • legislative requirements underpinning commencement • policy positions	• Project product reviews and sign-off processes • Project status reporting • Project design walkthroughs • Testing	Undertaken as and when products are being developed Aligned to the legislation implementation lifecycle and project schedules	Project Assurance Checklist
Project governance	Project objectives and outcomes are being met, project risks are mitigated, project dependencies are managed, business processes support the department's compliance posture and legislation is being implemented		Monthly	Steering Committee / Project Sponsor Assurance Checklist

Second Level of Assurance

The second level of the framework is semi-independent assurance, focussed on programme delivery, programme risk mitigation and assurance that all biosecurity legislation requirements for commencement have been or will be integrated and met across the department.

The Implementation Support Office is accountable for programme delivery assurance and coordinating all second level assurance activities. Review Teams are accountable for undertaking point in time Quality Reviews.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Products
Programme delivery	Programme products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • legislative requirements underpinning commencement • policy positions	• Programme product reviews and sign-off processes • Programme status reporting • End-to-end design walk throughs • Surveys (staff and client) • Interviews • Testing	Undertaken as and when products are being developed Aligned to the legislation implementation lifecycle and programme schedule	Programme Assurance Checklist
Programme quality reviews	A scheduled, point in time review, focussed on the department's readiness to implement the new legislation in a consistent and integrated way at commencement. It addresses business processes and legislative requirements that cross divisional boundaries		Aligned to the programme schedule. Reviews include: • Quality Review #1 – Nov/Dec 2015 • Quality Review #2 – Late Feb 2016 • Quality Review #3 – Early May 2016 Refer Attachment 2 for the Quality Review workflow	Quality Review Tool Set (Refer Attachment 3)
Board directed reviews	As required. A point in time review directed by the programme board to mitigate an identified risk		As required by the board	Quality Review Tool Set (Refer to Attachment 3)

Quality Reviews

A workflow for undertaking Quality Reviews is at Attachment 2. The reviews are characterised by the following:

- They should be semi-independent in nature and undertaken by a team of up to 4. A Team Lead is to be appointed. The team should comprise a mix of suitably skilled members, internal and external (to the Department)
- The Review Scope should be tailored to take into consideration the timing of the review in relation to the programme's lifecycle, the programme's risks and the programme's priorities
- The Review Scope is to be approved by the Programme Board
- The review itself should be undertaken over no more than three days, including drafting of the review report. Coordination and finalisation of staff and / or client surveys may take longer
- A typical review should comprise a combination of extant product reviews, interviews and process walkthroughs.
- A proposed schedule and primary focus for the quality reviews is:
  - **Quality Review #1 (November/December 2015)** – focus on assuring the Board that project designs and policy positions align to the department's compliance posture and will meet legislative requirements at commencement
  - **Quality Review #2 (Late February 2016)** – focus on assuring the Board that development / delivery of training, education, communications and instructional material are progressing in line with the department's compliance posture and legislative requirements for commencement
  - **Quality Review #3 (Early May 2016)** – focus on assuring the Board that the programme will meet its objectives and that the department is ready to implement the new legislation in a consistent and integrated way at commencement

Third Level of Assurance

The third level of the framework is independent assurance, focussed on design effectiveness, achievement of programme objectives, appropriateness of programme controls, mitigation of programme and department risks, capture of business improvements and business readiness for commencement.

Third level assurance will be provided by Internal Audit and the P3O team. The Implementation Support Office is accountable for coordinating all third level assurance activities.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Assurance Products
P3O	Provide independent point in time assurance that preparations are complete, or scheduled for completion, that Service Delivery staff are, or will be equipped with the right skills, workforce instructions, resources and infrastructure to deliver effective end-to-end services in accordance with the new legislation and implementation risks are being managed to an acceptable standard.	• Interviews • Walkthroughs • Documentation reviews	In accordance with Stage 1 schedule	• Business Readiness Assessment tools and templates
Internal Audit / External Reviewer	Internal audit will provide independent assurance on the readiness of the department to meet the objectives of the Act, including that the frameworks and processes are in place to support implementation.		TBD	• Memos/reports to the executive and Audit Committee – format to be determined based on nature of the engagement

SECTION 4 – GOVERNANCE AND REPORTING

Assurance Governance and Reporting

Assurance governance and reporting will occur in accordance with the programme's existing governance structure. Assurance reporting for the Implementation Programme Board is to be undertaken by the Implementation Support Office.

Assurance Level	Product	Governance Forum
First Level	• Project status reports • Project product reviews and sign-offs	Steering Committee / Project Sponsors
Second Level	• Programme status reports • Programme product reviews and sign-offs • Quality Review Reports (x 3)	Implementation Programme Board
Third Level	• Business Readiness Assessment • Internal Audit memos/reports	Implementation Programme Board Executive and Audit Committee

Roles and Responsibilities

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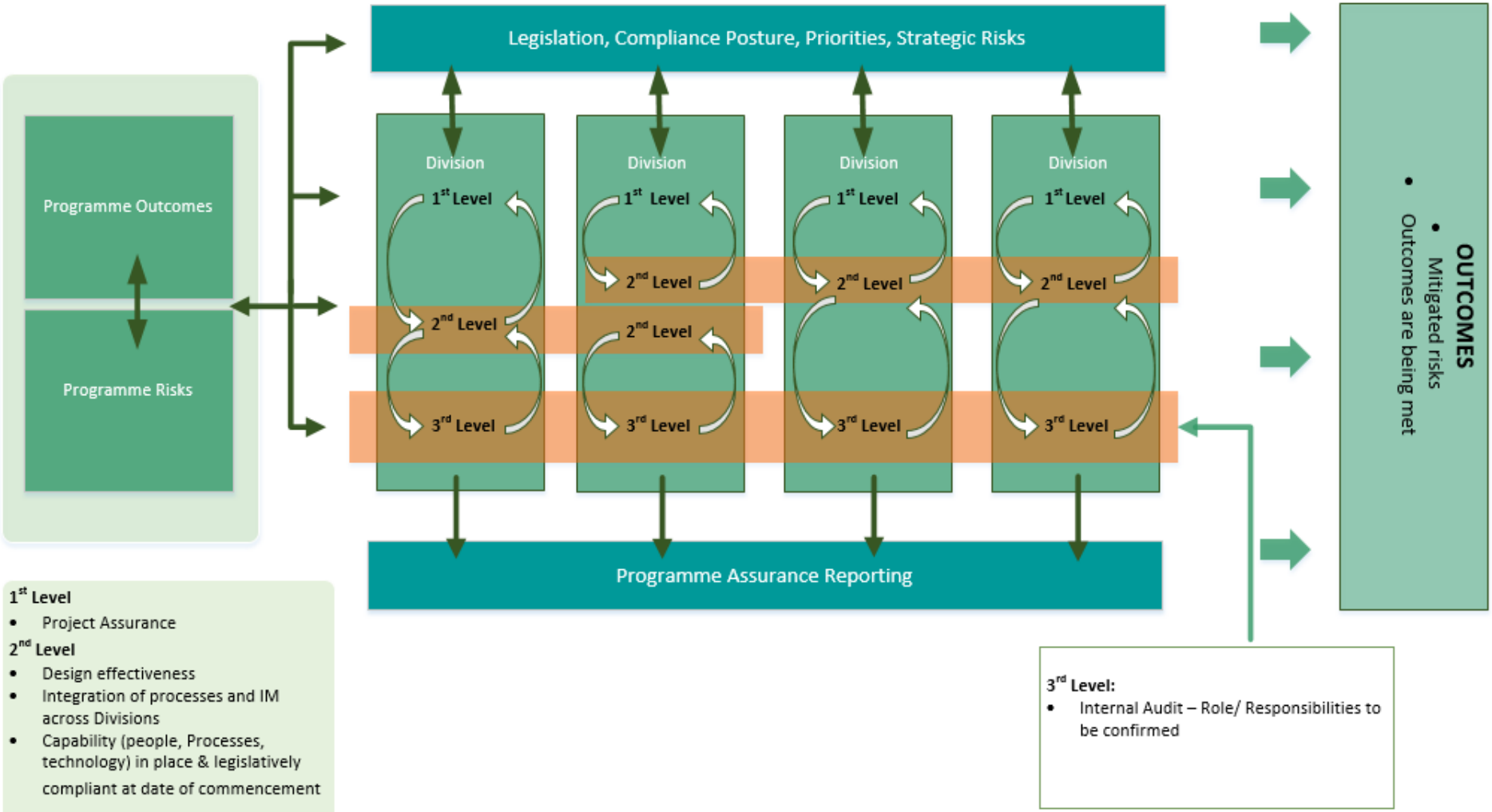
ASSURANCE ACTIVITY	Project Manager	Project Sponsor	Implementation Support Office	Quality Review Team	Programme Board	Internal Audit	P30
Level 1 Assurance Activity							
• Project Deliverable signoff		✓					
• Approve project 'Go-Live'		✓					
• Reporting	✓						
Level 2 Assurance Activity							
• Coordinate Quality Review			✓				
• Conduct Quality Review				✓			
• Quality Review signoff					✓		
• Approve Programme 'Go-Live'					✓		
• Reporting			✓	✓			
• Direct corrective actions					✓		
• Ongoing monitoring of corrective actions			✓				
Level 3 Assurance Activity							
• Coordinate IA activities			✓				
• Conduct independent audit						✓	
• Conduct Business Readiness Assessment	✓						✓
• Reporting						✓	✓
• Direct corrective actions					✓		
• Ongoing monitoring of corrective actions			✓				

SECTION 5 – ATTACHMENTS

Australian Government
Department of Agriculture and Water Resources

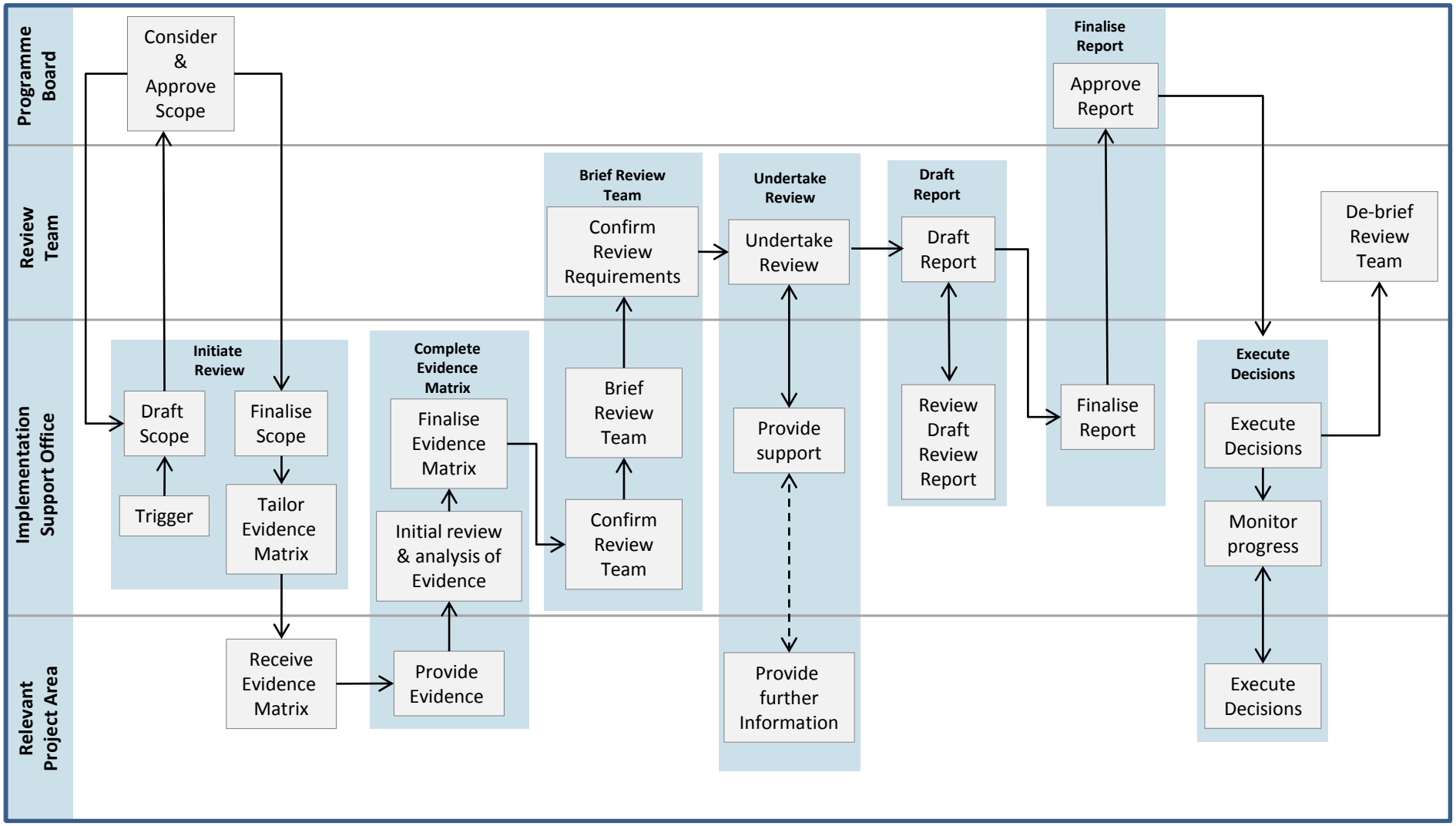
Attachment 1: Programme Assurance Framework Conceptual Model

FINAL Version 1.0
October 2015



Attachment 2: Quality Review Workflow

EX 35181 Document 3



Attachment 3: Quality Review Tool Set

Review Scope Template	Used at the outset of the process. This document defines the focus and boundaries of the review; ensuring effective use of resources. It also enables as required targeted review of specific risks and priorities.
Evidence Matrix	Details the evidence the relevant project is to provide to the Quality Review Team. For each review the evidence matrix is refined by the Implementation Support Office to capture the information required for the review.
Quality Review Report	The Quality Review Report template is maintained by the Implementation Support Office and provided to the review team each time a review is conducted, along with guidance on which sections are applicable depending on the agreed scope.
Review Team Guidance	The Implementation Support Office is responsible for maintaining the Review Team Guide which informs review team members of their roles and responsibilities the review process.
Quality Review Register	The Quality Review Register is maintained by the Implementation Support Office for: • informing potential focus of reviews based on results of preceding reviews, • capturing actions and monitoring their ongoing management

Australian Government
Department of Agriculture and Water Resources

Biosecurity Legislation Implementation

Stage 2 Programme Assurance Framework

Final
Version 1.2

December 2016

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SECTION 1 – INTRODUCTION AND CONTEXT

Purpose and Objectives

Introduction

Stage 2 of the Biosecurity Legislation Implementation Programme, June 2016 to July 2018, will deliver the continued roll out of delayed, transitional and phased implementation provisions of the *Biosecurity Act 2015* (the Act). Stage 2 will also deliver activities that were not deemed mandatory for core biosecurity operations under the Act for 16 June 2016.

The Stage 1 programme assurance framework aligned to the department's business assurance approach as promulgated by Internal Audit and provided for a structured approach to assurance activities tailored and integrated across three levels of assurance.

Consistent with Stage 1, Stage 2 assurance activities will be across three levels comprising:

- Self-assurance
- Semi-independent assurance
- Independent assurance

In recognition of lessons learned from Stage 1 implementation, level one assurance for Stage 2 will be managed under a formal monitoring and control plan as developed and managed by the Implementation Office in collaboration with Stage 2 project managers.

The monitoring and control plan outlines the framework, roles and responsibilities for project managers, project sponsors and the Implementation Office in ensuring the appropriate project governance and management of risks and dependencies throughout the project lifecycle including operational handover to business as usual.

Purpose

The purpose of the Stage 2 assurance framework is to assure the Programme Sponsor that programme risks are mitigated and biosecurity legislation requirements are effectively and efficiently delivered.

Objectives

The objective of the Stage 2 programme assurance framework is to ensure there is a clear line-of-sight, or traceability, from design to build to implementation, and that:

- Delayed, transitional and phased provisions are implemented in accordance with legislative requirements
- Residual activities identified from Stage 1 closure are appropriately addressed
- The department has the capability (people, process, technology and information) and capacity to meet relevant legislative requirements
- Staff and clients are aware of their obligations and responsibilities

Scope

IN SCOPE: Stage 2 programme and project products and activities, including:

- Self-assurance activities conducted by project teams and Project Sponsors as and when products are produced
- Semi-independent assurance activities undertaken by the Implementation Office
- Point-in-time assurance activities conducted by review teams as part of quality reviews
- Independent reviews undertaken by the department's internal audit and P3O team

OUT OF SCOPE: assurance of business as usual activities and ongoing compliance with legislation

Principles and Dependencies

Principles

Application of the Stage 2 programme assurance framework is underpinned by the following principles:

- **Programme wide** – Assurance activities will be consistently applied across all stages of the programme's implementation lifecycle
- **Integrated** – Activities should be integrated across three levels of assurance. Activities should be integrated into the development and delivery of project / programme products – not an add on
- **Evidence based** – Assurance will be based on quantifiable evidence wherever possible
- **Fit-for-purpose** - Assurance activities will be tailored to programme risks and priorities.
- **Minimal disruption** – Assurance activities will cause minimal disruption to projects

Dependencies

Application of the framework is dependent on:

- An agreed and shared understanding of the impacts of the implementation of the delayed, transitional and phased commenced arrangements for the department by way of people (staff and clients), process and technology
- The department's compliance posture being defined and understood
- All Stage 2 projects understanding the legislative requirements relevant to the scope of works
- Project dependencies being defined, mapped and understood
- Programme risks being defined and managed
- Programme priorities being agreed and understood
- Access to project products and staff

Outputs from the programme's assurance activities will:

- Enhance Programme Sponsor decision making
- Mitigate risk
- Identify gaps in delivery
- Support business readiness

SECTION 2 – AN OVERVIEW OF THE PROGRAMME'S ASSURANCE FRAMEWORK

Assurance Overview and Levels

The programme's approach to assurance continues to be based on:

- An integrated and layered approach to Stream 1 and Stream 2 of the planned delivery of Stage 2 of the programme to minimise potential gaps in operationalising the intent of the Act
- Leveraging existing quality management and assurance processes employed by the Implementation Office and projects in accordance with the department's Program and Project Management Framework

The framework is characterised by:

- Three integrated levels of assurance
- Coordination of assurance activities across the three levels by the Implementation Office
- A blend of scheduled and ad hoc assurance activities

Assurance is to be provided in six categories:

- Stage 2 objectives
- Staff
- Clients
- Business Processes and Instructional Material
- Business Systems
- Service Delivery.

A proposed conceptual model for assurance across the programme is detailed at Attachment 1.

Levels	Assurance Focus	By
First Level project assurance	Is my project designing and building the right things to implement the delayed, transitional and phased provisions of the Act?	Project Managers, Project Sponsors and Co-design team with assistance of the P30
Second Level integrated programme assurance	Will the department be able to implement the tools and processes for the delayed, transitional and phased commencement arrangements in a consistent and integrated way? Will affected staff and clients be prepared for the change?	Review team and Implementation Office
Third Level independent assurance	Will the department be ready to implement the delayed, transitional and phased commencement arrangements? Are the appropriate governance arrangements and practices in place to manage programme risks and dependencies? Will the programme and its projects deliver in line with the objectives of the department and its business lines?	P3O/Independent Business Readiness Assessments Internal Audit/External Review Internal Audit/External Review

Assurance Categories

There are six categories outlined below will guide assurance activities across all assurance levels. The emphasis placed on particular categories when undertaking assurance activities will be dictated by risk, priority and timing i.e. the timing of reviews in relation to the project / programme lifecycle and schedule.

Category	Description
Biosecurity Legislation Implementation Stage 2 objectives	• Staff, clients and stakeholders are engaged in the design and implementation of Stage 2; and have the tools and knowledge to comply with legislative requirements • Opportunities presented from having clear and modern legislation are maximised • Legislation implementation activities are timely and integrated in accordance with the department's project management framework • The department's exposure to litigation and legal risks are limited
Staff	• Relevant staff know what to do, they are trained, organised and empowered to make decisions • Communication materials for informing and supporting staff are available • Impacts to staff from implementation changes are minimised
Clients	• Service delivery levels are maintained • Obligations and responsibilities are understood • Accessible training, or training materials, where required • Communication materials are available that inform and support clients

Category	Description
Business Processes and Instructional Material	• Policy decisions are made and translated into business practices • Business processes support legislative requirements • Business processes support the department's compliance posture where appropriate • There is an enhanced ability to influence compliant behaviour • Instructional materials have been updated to meet legislative requirements
Business Systems	• Systems have been developed or updated, and tested • Tested new or amended "go-live" processes to business systems are in place and fully documented • Systems support procedures are in place • Documented and tested contingency procedures are available
Service Delivery	• A combined change impact view by service stream is maintained • There is a consistent application of legislation across similar subject matter areas • New or updated services resulting from implementation are underpinned by end-to-end service delivery design

SECTION 3 – ASSURANCE LEVELS

First Level of Assurance

First Level: Self-Assurance - non-independent assurance focussed on project delivery and governance to demonstrate design effectiveness and alignment, achievement of project objectives, mitigation of project risks and meeting agreed policy positions and legislative requirements. The P30 will provide assistance to Self-Assurance activities where required.

Project Sponsors are accountable for project governance assurance. Project Sponsors and Project Managers are accountable for project delivery assurance.

The Implementation Office will support the projects by implementing and managing a structured monitoring and control plan that provides guidance on risk and dependency management.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Assurance Products
Project delivery	Project products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • legislative requirements • policy positions	• Project product reviews and sign-off processes • Project status reporting • Project risks and dependencies are reported and managed	Undertaken as and when products are being developed Aligned to the legislation implementation lifecycle and project schedules	Assurance Report Project registers
Project governance	Project objectives and outcomes are being met, project risks are mitigated, project dependencies are managed, business processes support the department's compliance posture where appropriate and the Act is being fully implemented	• Project design walkthroughs • Testing	Monthly	Project status reports

Second Level of Assurance

Second Level: Semi-Independent Assurance - focussed on programme delivery, programme risk mitigation and assurance that all biosecurity legislation requirements have been or will be integrated and met across the department.

The Implementation Office is accountable for programme assurance and coordinating all second level assurance activities. Review Teams are accountable for undertaking point in time Quality Reviews.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Products
Programme delivery	Programme products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • legislative requirements • policy positions	• Programme product reviews and sign-off processes • Programme status reporting • End-to-end design walk throughs • Surveys (staff and client) • Interviews • Testing	Undertaken as and when products are being developed Aligned to the legislation implementation lifecycle and programme schedule	Assurance Report
Programme quality reviews	Scheduled, point in time reviews, focusing on the department's readiness to implement the delayed, transitional and phased provisions of the Act in a consistent and integrated way. Addresses business processes and legislative requirements that cross divisional boundaries		Aligned to the programme schedule. Reviews include: • Quality Review #1 – Feb 2017 • Quality Review #2 – May 2017 • Quality Review #3 – Nov 2017 Refer Attachment 2 for the Quality Review workflow	Quality Review Tool Set (Refer Attachment 3)
Board directed reviews	As required. A point in time review directed by the Biosecurity Legislation Implementation Programme Board to mitigate an identified risk		As required by the board	Quality Review Tool Set (Refer to Attachment 3)

Quality Reviews

A workflow for undertaking Quality Reviews is at Attachment 2. The reviews are characterised by the following:

- Will be semi-independent in nature and undertaken by a team of up to four suitably skilled, internal and external (to the Department) persons
- The Review Scope will be tailored to take into consideration the timing of the review in relation to the programme's lifecycle, risks and the priorities
- Each Review will take into account the stage of project delivery that each individual project is at within their own project schedule assessed against the highest priority and risk for the programme
- The Review Scope is to be approved by the Programme Sponsor
- The Review will be undertaken over no more than five working days, including drafting of a review report. Coordination and finalisation of staff and / or client surveys may take longer
- A typical Review should comprise a combination of product reviews, interviews and process walkthroughs
- The primary focus for each Quality Reviews is:
  - **Quality Review #1 (February 2017)** – focus on assuring the Programme Sponsor that project designs , policy positions, blue prints and change impact assessments are appropriate to deliver on the Implementation Stage 2 Programme Plan, will meet relevant legislative requirements and align to the department's compliance posture where appropriate
  - **Quality Review #2 (May 2017)** – focus on assuring the Programme Sponsor that development / delivery of training, internal / external communications and engagement, instructional material, ICT changes and implementation schedule are progressing in line with relevant legislative requirements
  - **Quality Review #3 (November2017)** – focus on assuring the Programme Sponsor that the programme is ably positioned to meet its objectives and that the department is ready to operationalise the delayed, transitional and phased commencement arrangements in a consistent and integrated way

Third Level of Assurance

Third level: Independent Assurance - focussed on design effectiveness, achievement of programme objectives, appropriateness of programme controls, mitigation of programme and department risks, capture of business improvements and opportunities for further development to maximise the benefit to the legislation for clients and the department.

Third level assurance will be provided by Internal Audit and the P3O team. The Implementation Office is accountable for coordinating third level assurance activities.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Assurance Products
P3O/External review	Provide independent point in time assurance that preparations are complete, or scheduled for completion, that Service Delivery staff are, or will be equipped with the right skills, workforce instructions, resources and infrastructure to deliver effective end-to-end services in accordance with the legislation and implementation risks are being managed to an acceptable standard.	• Interviews • Walkthroughs • Documentation reviews	In accordance with Stage 2 schedule	• Business Readiness Assessment tools and templates
Internal Audit / External Reviewer	Internal audit will provide independent assurance the programme's governance and whether the programme and its projects will deliver in line with the objectives of the department and its business lines		Every 4 months	• Reports to the executive and Audit Committee – format to be determined based on nature of the engagement

SECTION 4 – GOVERNANCE AND REPORTING

Assurance Governance and Reporting

Assurance reporting will be undertaken by the Implementation Office. An indicative timeline for each level of assurance activity is at Attachment 4

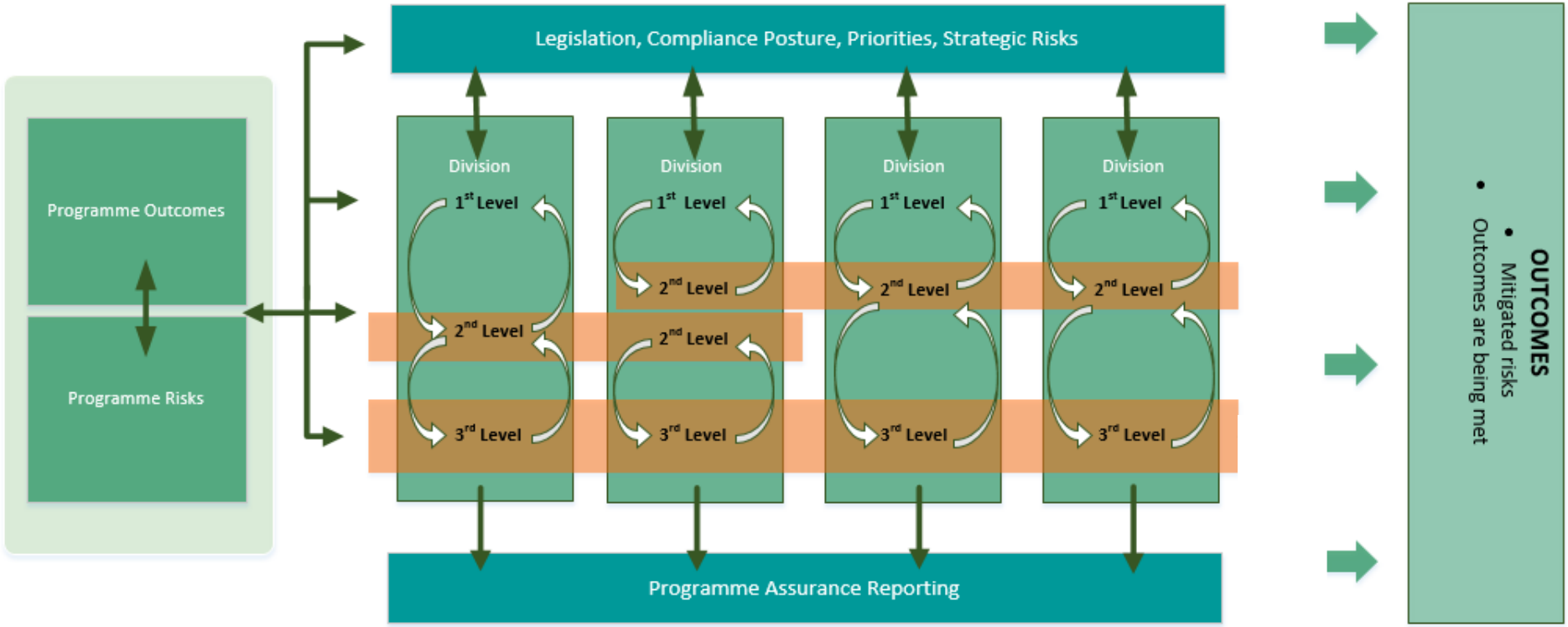
Assurance Level	Product	Governance Forum
First Level	• Project status reports • Project registers • Project product reviews and sign-offs	Steering Committee / Project Sponsors
Second Level	• Programme status reports • Project register of risks, dependencies, etc. • Programme product reviews and sign-offs • Quality Review Reports (x 3)	Biosecurity Legislation Implementation Programme Board
Third Level	• Business Readiness Assessments • Internal Audit Reports	Programme Sponsor and Audit Committee

Roles and Responsibilities

ASSURANCE ACTIVITY	Project Manager	Project Sponsor	Implementation Office	Quality Review Team	Programme Board	Internal Audit	P30
Level 1 Assurance Activity							
• Project Deliverable signoff		✓					
• Approve project 'Go-Live'		✓					
• Reporting	✓						✓
Level 2 Assurance Activity							
• Coordinate Quality Review			✓				
• Conduct Quality Review				✓			
• Quality Review signoff					✓		
• Approve Programme 'Go-Live'					✓		
• Reporting			✓	✓			
• Direct corrective actions					✓		
• Ongoing monitoring of corrective actions			✓				
Level 3 Assurance Activity							
• Coordinate IA activities			✓				
• Conduct independent audit						✓	
• Conduct Business Readiness Assessment							
• Reporting						✓	✓
• Direct corrective actions					✓		
• Ongoing monitoring of corrective actions			✓				

SECTION 5 – ATTACHMENTS

Attachment 1: Programme Assurance Framework Conceptual Model

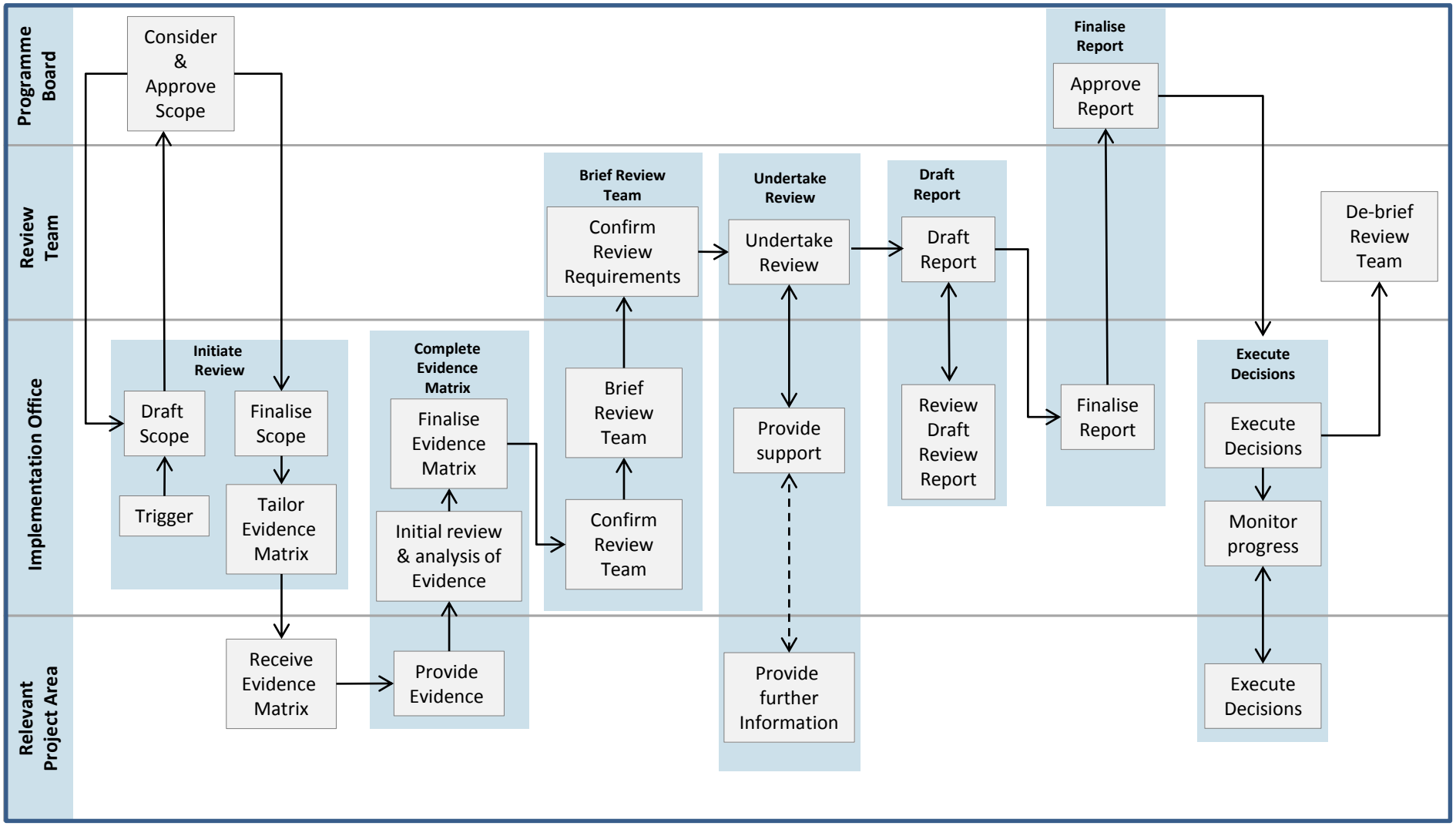


1st Level
- **Project Assurance**
- **Project Sponsor Review**

2nd Level
- **Design effectiveness**
- **Integration of processes and IM across Divisions**
- **Capability (people, processes, technology) in place and legislatively compliant**

3rd level
- **Governance effectiveness**
- **Risk and dependency management**

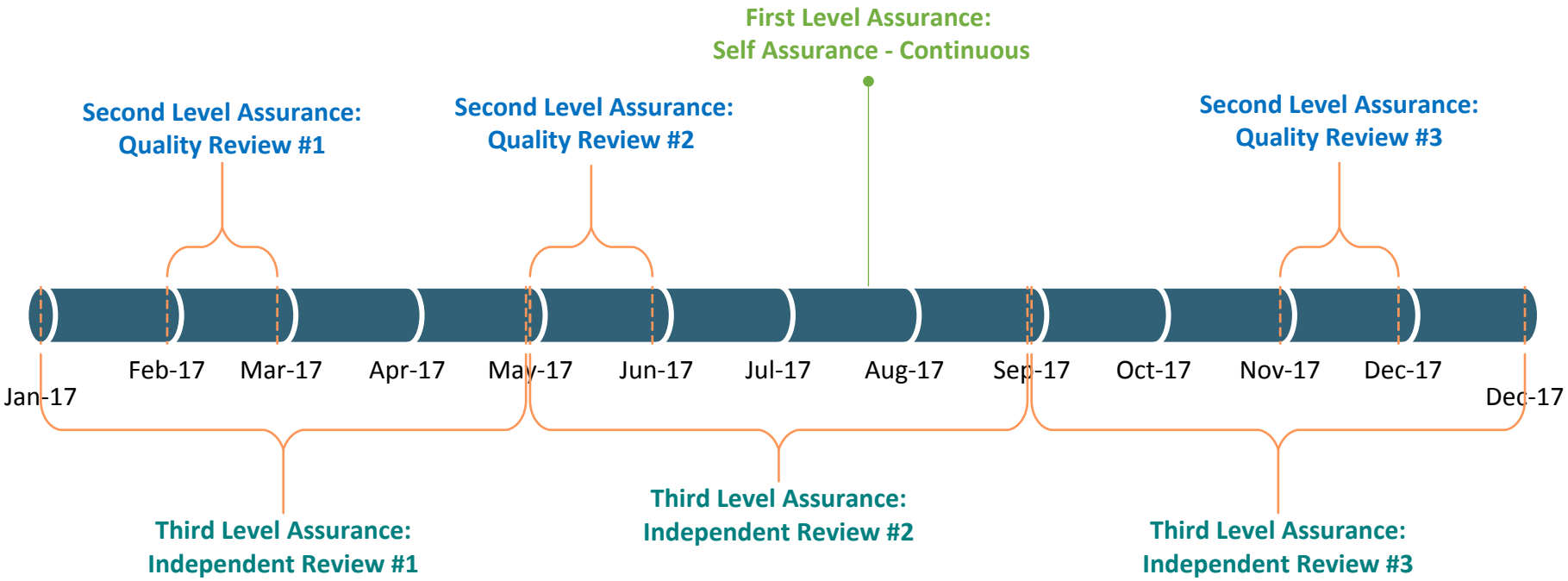
Attachment 2: Quality Review Workflow



Attachment 3: Quality Review Tool Set

Review Scope Template	Used at the outset of the process. This document defines the focus and boundaries of the review; ensuring effective use of resources. It also enables as required targeted review of specific risks and priorities.
Evidence Matrix	Details the evidence the relevant project is to provide to the Quality Review Team. For each review the evidence matrix is refined by the Implementation Office to capture the information required for the review.
Quality Review Report	The Quality Review Report template is maintained by the Implementation Office and provided to the review team each time a review is conducted, along with guidance on which sections are applicable depending on the agreed scope.
Review Team Guidance	The Implementation Office is responsible for maintaining the Review Team Guide which informs review team members of their roles and responsibilities in the review process.
Quality Review Register	The Quality Review Register is maintained by the Implementation Office for: • informing potential focus of reviews based on results of preceding reviews • capturing actions and monitoring their ongoing management

Attachment 4: Indicative Timetabling



- **First Level:** **Continuous**
- **Second Level:** **During nominated month**
- **Third Level:** **3 times per year**

Australian Government
Department of Agriculture and Water Resources

White Papers (Biosecurity) Programme Assurance Framework

Final
Version 1.0

April 2017

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SECTION 1 – INTRODUCTION AND CONTEXT

Purpose and Objectives

Introduction

The biosecurity measures in the Agricultural Competitiveness White Paper and White Paper on Developing Northern Australia (White Papers) help build a stronger agriculture sector in Australia. The programme of work is a $200 million investment to improve biosecurity surveillance and analysis to better target critical biosecurity risks, including in northern Australia, to protect agricultural industries, environment and the community from the impact of exotic pests and diseases.

The programme assurance framework (the framework) supports the White Papers (Biosecurity) Implementation Programme (the programme) work and aligns to the Department of Agriculture and Water Resources business assurance approach in providing a structured approach to assurance activities, tailored and integrated across three levels of assurance.

The three assurance levels comprise:

- self-assurance (non-independent)
- semi-independent (integrated programme) assurance
- independent assurance.

Level one assurance activities will be conducted by project teams and project sponsors with assistance from the P3O and supported by the White Papers (Biosecurity) Implementation Office (the Implementation Office) through the board-endorsed reporting process.

The Implementation Office is accountable for level two assurance and coordinating all second level assurance activities. Quality review teams are accountable for undertaking point-in-time quality reviews.

Level three assurance will be provided by the Internal Audit and Portfolio, Programme and Project Office (P3O) teams and the Australian National Audit Office (ANAO), where required. The Implementation Office is accountable for coordinating third level assurance activities.

The programme's implementation plan outlines the framework, roles and responsibilities for project managers, project sponsors and the Implementation Office in ensuring the appropriate project governance and management of risks and dependencies throughout the project lifecycle including operational handover to business as usual.

Purpose

The purpose of the assurance framework is to assure the senior responsible officer (SRO) that programme risks are mitigated and the programme is effectively and efficiently delivered.

Objectives

The objective of the programme assurance framework is to ensure there is a clear line-of-sight, or traceability, from design to build to implementation, and that:

- the department has the capability (people, process, technology and information) and capacity to complete the programme of work through the projects stood up
- project staff are aware of their obligations and responsibilities.

Scope

IN SCOPE: Programme and project products and activities, including:

- self-assurance activities conducted by project teams and project sponsors
- semi-independent assurance activities, including five quality reviews, undertaken by review teams, such as the P3O Team and third party external reviewers
- independent reviews undertaken by the department's Internal Audit and P3O teams and the ANAO.

OUT OF SCOPE: Assurance of business as usual activities.

Principles and Dependencies

Principles

Application of the programme assurance framework is underpinned by the following principles:

- **Programme-wide** – assurance activities will be consistently applied across all stages of the programme's implementation lifecycle.
- **Integrated** – activities should be integrated:
  - across three levels of assurance—self assurance (non-independent), semi-independent and independent
  - into the development and delivery of project/ programme products—not an add on.
- **Evidence-based** – assurance will be based on quantifiable evidence wherever possible.
- **Fit-for-purpose** – assurance activities will be tailored to programme risks and priorities.
- **Minimal disruption** – assurance activities will cause minimal disruption to projects.

Dependencies

Application of the framework is dependent on:

- an agreed and shared understanding of the impacts of the implementation of the programme for the department by way of people (staff and clients), process and technology
- project dependencies being defined, mapped and understood
- programme risks being defined and managed
- programme priorities being agreed and understood
- access to project products and staff
- sharing of information between the projects and the Implementation Office.

Outputs from the programme's assurance activities will:

- enhance SRO decision-making
- mitigate risk
- identify gaps in delivery
- maximise linkages between projects
- support business readiness.

SECTION 2 – AN OVERVIEW OF THE PROGRAMME'S ASSURANCE FRAMEWORK

Assurance Overview and Levels

The programme's approach to assurance continues to be based on:

- leveraging existing quality management and assurance processes employed by the Implementation Office and projects in accordance with the department's Program and Project Management Framework.

The framework is characterised by:

- three integrated levels of assurance
- coordination of assurance activities across the three levels by the Implementation Office
- a blend of scheduled and ad hoc assurance activities

Assurance is to be provided in six categories:

- programme objectives
- staff
- clients
- business processes and instructional material
- business systems
- service delivery.

A proposed conceptual model for assurance across the programme is detailed at Attachment 1.

Levels	Assurance Focus	By
First level self assurance (non-independent) project assurance	Is my project designing and building the right things to achieve the outcome?	Project managers, Project sponsors and Co-design Team with assistance of the P3O Team
Second level integrated (semi-independent) programme assurance	• Will the department be able to implement the policies, tools and processes in a consistent and integrated way? • Will affected staff and clients be prepared for the change?	Quality Review teams and Implementation Office
Third level independent assurance	• Will the department be ready to implement the arrangements? • Are the appropriate governance arrangements and practices in place to manage programme risks and dependencies? • Will the programme and its projects deliver in line with the objectives of the department and its business lines?	P3O/independent business readiness assessments Internal audit/external review/ANAO Internal audit/external review/ANAO

Assurance Categories

The six categories outlined below will guide assurance activities across all assurance levels. The emphasis placed on particular categories when undertaking assurance activities will be dictated by risk, priority and timing, i.e. the timing of reviews in relation to the project/programme lifecycle and schedule.

Category	Description
Programme objectives	• Staff, clients and stakeholders are engaged in the design and implementation. • Opportunities presented are maximised. • White Papers implementation activities are timely and integrated in accordance with the department's project management framework.
Staff	• Relevant staff know what to do, they are trained, organised and empowered to make decisions. • Communication materials for informing and supporting staff are available. • Impacts to staff from implementation changes are minimised.
Clients	• Service delivery levels are maintained. • Obligations and responsibilities are understood. • Accessible training, or training materials, where required. • Communication materials are available that inform and support clients.

Category	Description
Business processes and instructional material	• Policy decisions are made and translated into business practices. • New policies have an enhanced ability to better manage biosecurity risks. • Instructional materials have been updated to reflect changes in processes.
Business systems	• Systems have been developed or updated, and tested • Tested new or amended 'go-live' processes to business systems are in place and fully documented. • Systems support procedures are in place. • Documented and tested contingency procedures are available.
Service delivery	• A combined change impact view by the service stream is maintained. • New or updated services resulting from implementation are underpinned by end-to-end service delivery design.

SECTION 3 – ASSURANCE LEVELS

First Level of Assurance

First Level: Self-assurance - non-independent assurance focussed on project delivery and governance to demonstrate design effectiveness and alignment, achievement of project objectives, mitigation of project risks and meeting agreed policy positions. The P30 team will provide assistance to self-assurance activities where required.

The project sponsors are accountable for project governance assurance. Project sponsors and project managers are accountable for project delivery assurance.

The Implementation Office will support the projects by monitoring projects through the board-endorsed reporting process and provide guidance on risk and dependency management.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Products
Project delivery	Project products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • policy positions.	• Project product reviews and sign-off processes • Project status reporting • Project risks and dependencies are reported and managed	• Undertaken as and when products are being developed. • Aligned to project schedules.	• Project reporting, plans and change requests. • Project registers.
Project governance	• Project objectives and outcomes are being met. • Project risks are mitigated. • Project dependencies are managed.	• Project design walkthroughs • Testing.	• Monthly.	• Project status reports.

Second Level of Assurance

Second Level: Semi-independent assurance (integrated programme assurance) - focussed on programme delivery and programme risk mitigation.

The Implementation Office is accountable for programme assurance and coordinating all second level assurance activities. Review Teams are accountable for undertaking point in time Quality Reviews.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Products
Programme delivery	Programme products are planned, designed, built, consolidated and implemented in accordance with • approved scopes and schedules • policy positions.	• Programme product reviews and sign-off processes. • Programme status reporting. • End-to-end design walk throughs. • Interviews. • Testing.	• Undertaken as and when products are being developed. • Aligned to the programme schedule.	• Implementation Framework. • Programme reporting.
Programme quality reviews	• Scheduled, point in time reviews, focusing on the department's readiness to implement the programme in a consistent and integrated way. • Addresses business processes that cross divisional boundaries.		Reviews to be conducted: • Quality Review 1 – by May 2017 • Quality Review 2 – by November 2017 • Quality Review 3 – by May 2018 • Quality Review 4 – by November 2018 • Quality Review 5 – by March 2019. Refer to Attachment 2 for the quality review workflow.	• Quality review products (refer to Attachment 3).
SRO directed reviews	As required by the SRO. A point-in-time review directed by the White Papers (Biosecurity) Implementation programme sponsor to mitigate an identified risk.		• As required by the SRO.	• Quality review products (refer to Attachment 3).

Quality Reviews

A workflow for undertaking quality reviews is at Attachment 2. The reviews are characterised by the following:

- Will be semi-independent in nature and undertaken by a team of up to four suitably skilled people.
- The review scope will be tailored to take into consideration the timing of the review in relation to the programme's lifecycle, risks and the priorities.
- Each review will take into account the stage of project delivery that each individual project is at within their own project schedule assessed against the highest priority and risk for the programme.
- The review scope is to be approved by the SRO.
- The review will be undertaken over no more than ten working days, including drafting of a review report.
- A typical review should comprise a combination of product reviews, interviews and process walkthroughs.
- The primary focus for each quality review is:
  - **Quality Review 1 (May 2017)** – focus on assuring the SRO that project designs, policy positions, blue prints and change impact assessments are appropriate to deliver the Programme.
  - **Quality Review 2 (November 2017)** – focus on assuring the SRO that the programme is ably positioned to meet its objectives against the deliverables of the New Policy Proposals/Costing Agreements.
  - **Quality Review 3 (May 2018)** – focus on assuring the SRO that the development/delivery of project/programme objectives is in line with the implementation schedule.
  - **Quality Review 4 (November 2018)** – focus on assuring the SRO that the development/delivery of project/programme objectives, including training, instructional material, internal/external communications, stakeholder engagement and roll out of ICT solutions is in line with the implementation schedule and that enabling areas of the department have been engaged in a consistent way.
  - **Quality Review 5 (March 2019)** – focus on assuring the SRO that that the department is ready to operationalise relevant projects in the programme in a consistent and integrated way.

Third Level of Assurance

Third Level: Independent assurance - focussed on design effectiveness, achievement of programme objectives, appropriateness of programme controls, mitigation of programme and department risks, capture of business improvements and opportunities for further development.

Third level assurance will be provided by the Internal Audit and P3O teams and the Australian National Audit Office (ANAO), where required.
The Implementation Office is accountable for coordinating third level assurance activities.

Assurance Activities	Description	Evidence Collection Methods	Frequency	Assurance Products
P3O/external review/ ANAO	Provide independent point-in-time assurance that projects are being managed according to programme and P3O requirements, i.e. governance processes are being adhered to, milestones, risks, dependencies and benefits are being managed, reporting is accurate and enablers are being engaged/consulted to ensure contribution at the appropriate time.	• Interviews. • Walkthroughs. • Documentation reviews.	• In accordance with programme schedule.	• Business readiness assessment tools and templates.
Internal audit/ external review	Internal audit will provide independent assurance of the programme's governance and whether the programme and its projects will deliver in line with the objectives of the department and its business lines		• In accordance with programme schedule.	• Reports submitted to the SRO and Audit Committee – format to be determined based on nature of the engagement.

SECTION 4 – GOVERNANCE AND REPORTING

Assurance Governance and Reporting

Assurance reporting will be undertaken by the Implementation Office. An indicative timeline for each level of assurance activity is at Attachment 4.

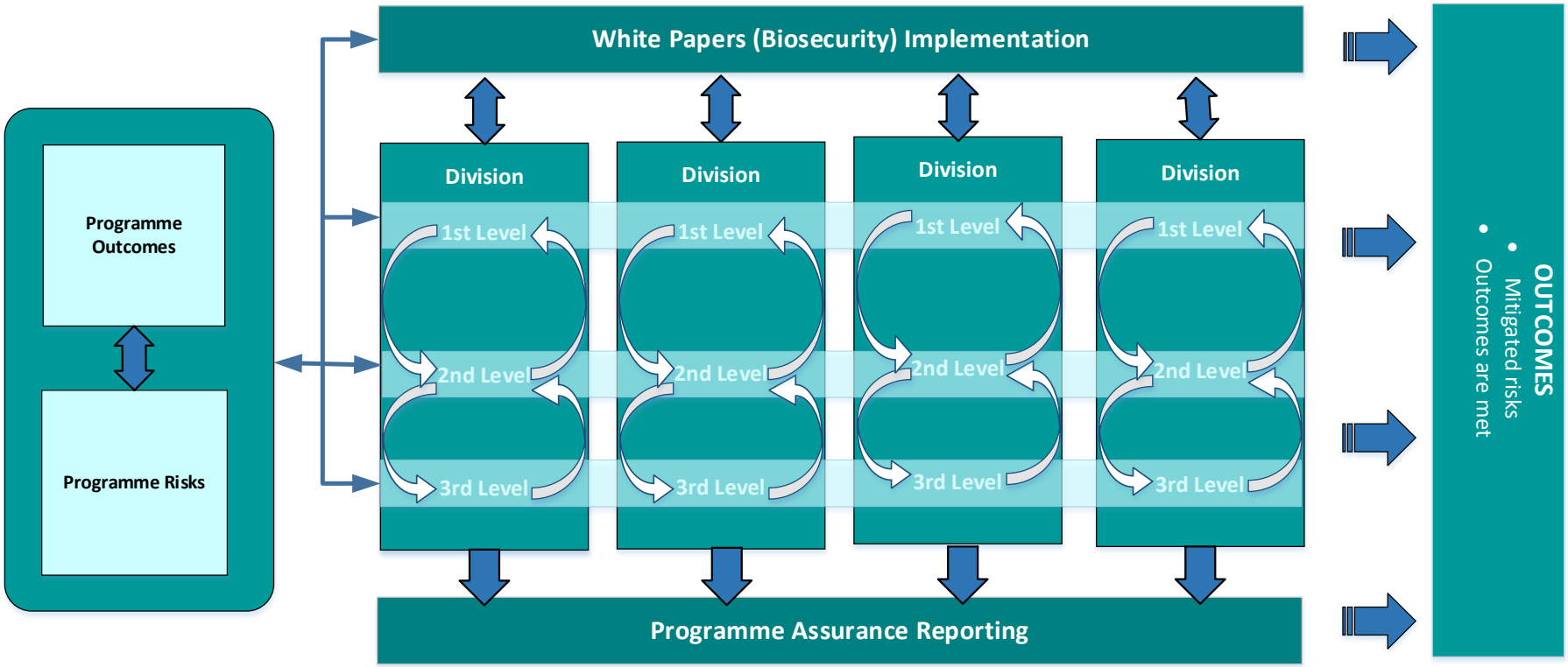
Assurance Level	Product	Governance Forum
First level	• Project status reports. • Project registers. • Project product reviews and sign-offs. • Assurance report.	Project sponsors
Second level	• Programme status reports. • Project register of risks, dependencies, etc. • Programme product reviews and sign-offs. • Quality review reports. • Assurance report.	SRO and White Papers (Biosecurity) Implementation Board
Third level	• Business readiness assessments. • Internal audit reports. • Assurance reports.	SRO and Audit Committee

Roles and Responsibilities

ASSURANCE ACTIVITY	Project Manager	Project Sponsor	Implementation Office	Quality Review Team	Implementation Board	Senior Responsible Officer	Internal Audit Team	P3O Team	ANAO
Level 1 non-independent assurance activity									
• Project deliverable signoff		✓							
• Reporting	✓						✓		
Level 2 semi-independent assurance activity									
• Coordinate quality review			✓						
• Conduct quality review				✓					
• Quality review signoff			✓						
• Reporting				✓					
• Direct corrective actions					✓				
• Ongoing monitoring of corrective actions			✓						
Level 3 independent assurance activity									
• Coordinate independent assurance activities			✓						
• Conduct independent audit						✓			✓
• Conduct business readiness assessment							✓		
• Reporting						✓	✓		✓
• Direct corrective actions					✓				
• Ongoing monitoring of corrective actions			✓						

SECTION 5 – ATTACHMENTS

Attachment 1: Programme Assurance Framework Conceptual Model



1st Level of Assurance

- Self Assurance (non-independent) project assurance activities
- Senior Responsible Owner governance assurance reviews
- Project Managers delivery assurance reviews
- Co-design activities undertaken
- P3O assistance in self-assurance activities
- Supported by the Implementation Office through the board-endorsed reporting process.

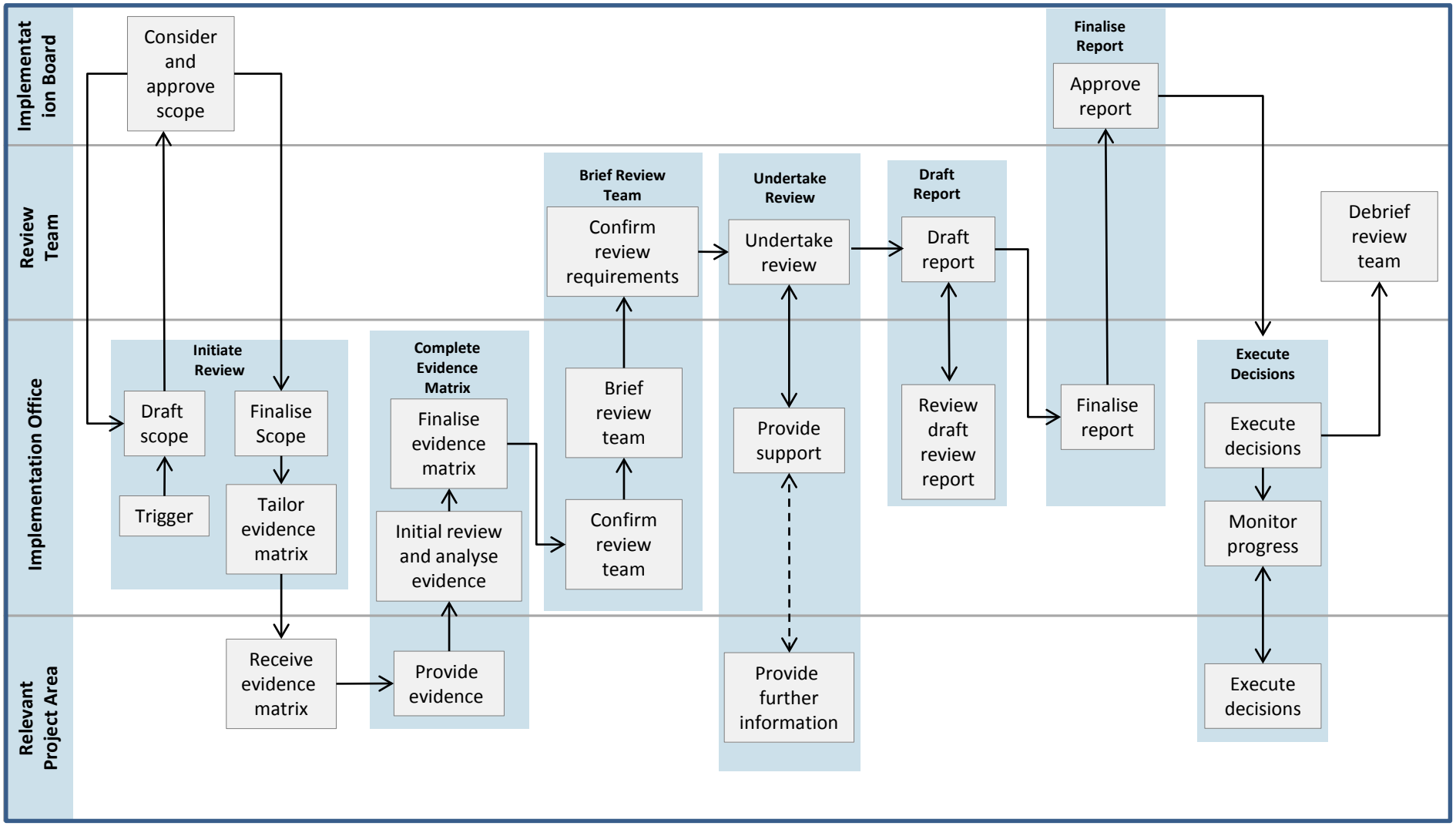
2nd Level of Assurance

- Self-assurance (integrated semi-independent)
- Programme products developed and aligned
- Design effectiveness
- Integration of processes and instructional material across divisions
- Capability (people, processes, technology) in place
- Risks managed and mitigated
- Dependencies identified across programme

3rd Level of Assurance

- Independent assurance review
- Internal audit, P3O and ANAO recommendations implemented
- Governance effectiveness
- Risks and dependencies aligned and managed
- Programme objectives met and in line with business lines

Attachment 2: Quality Review Workflow

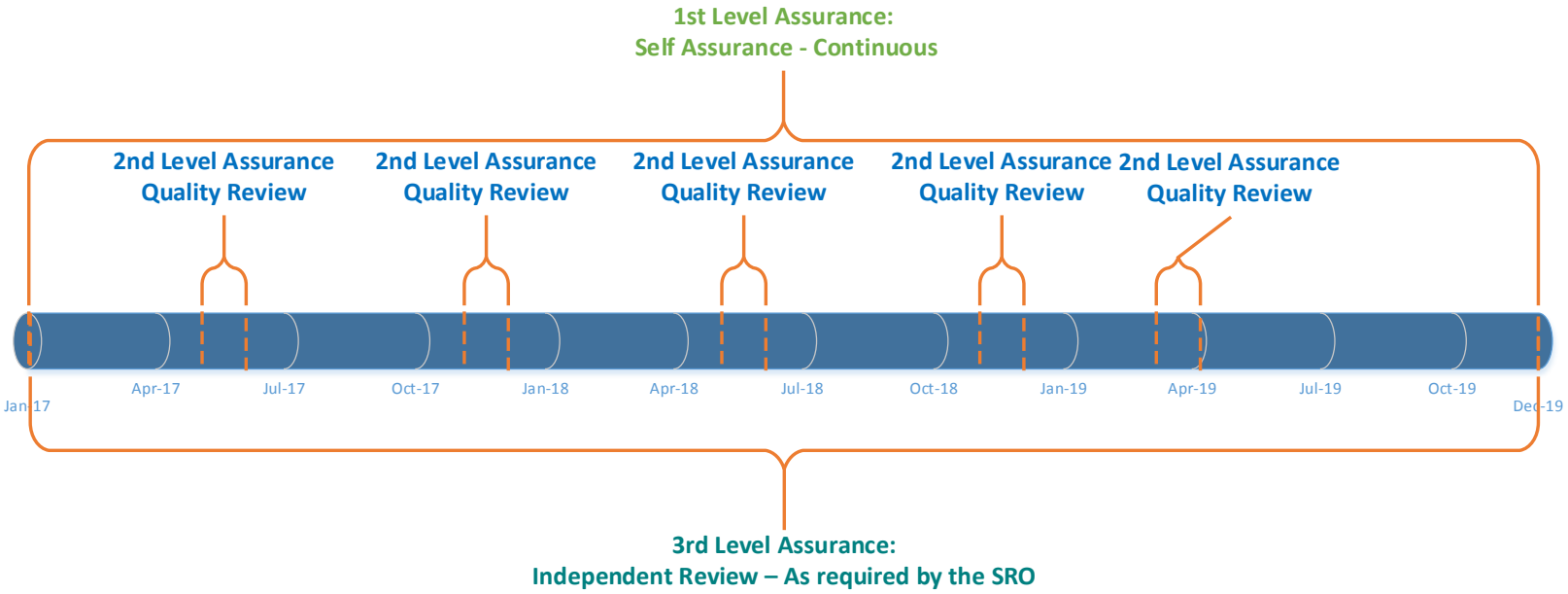


Attachment 3: Quality Review Products

Review scope template	Used at the outset of the process. This document defines the focus and boundaries of the review; ensuring effective use of resources. It also enables, as required, targeted review of specific risks and priorities.
Evidence matrix	Details the evidence the relevant project is to provide to the Quality Review Team. For each review the evidence matrix is refined by the Implementation Office to capture the information required for the review.
Quality review report	The quality review report template is maintained by the Implementation Office and provided to the Quality Review Team each time a review is conducted, along with guidance on which sections are applicable depending on the agreed scope.
Review team guidance	The Implementation Office is responsible for maintaining the Review Team Guide which informs Quality Review Team members of their roles and responsibilities in the review process.
Quality review register	The quality review register is maintained by the Implementation Office for: • informing potential focus of reviews based on results of preceding reviews • capturing actions and monitoring their ongoing management.

Attachment 4: Indicative Timetabling

Attachment 4: Indicative Timetabling



- **First Level: Continuous**
- **Second Level: During nominated month**
- **Third Level: As required by the SRO**

Lessons learned – Enablers

Information extrapolated from the enabler closure reports for Stage 1 implementation of the *Biosecurity Act 2015*.

Things done well			
Enabler	**Process**	**Lesson**	**Theme**
Delegated Legislation	Providing policy advice to projects	Many project managers expressed appreciation for the guidance and advice provided by our team. Our officers were diligent and committed to delivering the product operations required. We were uniquely placed to provide this service, with most officers having worked on the development of the legislation in some capacity. Having a dedicated team with an understanding of the policy intent of the legislation was invaluable in providing solutions to implementation issues. Where possible, this is a model that could be replicated for future legislative reforms.	Internal Engagement
Delegated Legislation	Liaison with OPC	Our engagement with OPC went very well – OPC expressed their appreciation for our open approach that largely confirmed to their drafting preferences. It was a real benefit that we discussed with the assigned drafters at OPC at the beginning of a legislative project how they would like to receive instructions, and then regularly liaising to ensure approach is working or getting in touch early if you need to change approach for some reason A large part of the success is the training we each received, from s. 22(1)(a)(ii), and then from each other as time went on. This was invaluable in anticipating OPC's needs and making us the best instructors we could be. It is recommended that the training s. 22(1)(a developed be turned into an e-learning module, work instruction or guideline for future instructors.	External Engagement
ICT systems	Timely implementation of business requirements into existing applications.	Good results are obtained when business and ISD subject matter experts collaborate effectively.	Internal Engagement
ICT systems	Timely implementation of the renewal forms using Avoka Smart Forms.	QAP renewals delivered in 3 weeks and compliance agreement renewals delivered within a week. This included setting up new UAT and PROD environments.	Project Management
Instructional Material	Development of overarching Programme business case and program brief.	The early planning and the endorsement of the Programme business case and Program Brief provided a clear, sensible and solid basis for planning the amendment and development of instructional material. The detail provided in these documents provided essential information to understand critical timelines and resource requirements.	Programme Management
Instructional Material	Coordination by the Biosecurity Legislation Implementation Programme Office	This was vital for enabling interactions across the programme, monitoring and ensuring emerging risks were addressed.	Programme Management
Instructional Material	Focus from the Biosecurity Legislation Implementation Programme on what is essential for commencement.	A clear priority was communicated by the Biosecurity Legislation Implementation Programme early in the project to focus on ensuring the department was compliant with the legislation on commencement. This empowered discussions around prioritisation of instructional material.	Internal Engagement

Lessons learned – Enablers

Instructional Material	Establishment of collaborative working relations	Where collaborative working relationships were successfully established the development of instructional material was carried out much more effectively.	Internal Engagement
Instructional Material	Establishment of the Assistant Secretary's Working Group	This was a highly effective mechanism for collaboratively understanding and addressing challenges, hurdles and resource constraints. It was essential to the successful implementation of the ACT by the deadline. There would have been significant benefit in this group operating throughout the programme.	Internal Engagement
Instructional Material	Process mapping and scenario testing by SDO	This was a highly valuable exercise for understanding staff needs, including instructional material. Carrying this out earlier in the implementation process (as originally planned) would have had a significant positive influence and prevented some inefficiencies and challenges that arose.	Internal Engagement
Instructional Material	Ensuring supporting material was available on 16 May 2016.	A flexible approach from enabling areas when applying their governance arrangements ensured that essential instructional material, ICT, training and communication material was available for staff to use on 16 May 2016. This assisted greatly in ensuring the department was ready on 16 June 2016.	Programme Management
Instructional Material	The use of the Biosecurity Legislation Implementation SharePoint site to manage documentation and communication	The Biosecurity Legislation Implementation SharePoint site was an effective tool to communicate essential information. The site provided a focal point for the project.	Internal Engagement
Instructional Material	The weekly email to project leaders and managers	This was a highly useful means for communicating with project managers and leaders in a coordinated fashion.	Internal Engagement
Learning and Development	L&D enabler stakeholder engagement	**Lesson:** Stakeholder engagement is vital to successful outcomes. **Comment:** L&D enablers regularly engaged with project managers (PM)s and subject matter experts (SME)s, managing conflicting priorities with them while managing expectations and delivering to agreed deadlines. Where possible, enablers provided advance notice of review and approval processes, thus allowing SMEs and PMs to plan and allocate time in advance. **Recommendation**: Give enablers direct access to PMs and SMEs as required and allow them to manage their stakeholder relationships.	Internal Engagement
Learning and Development	Planning and Strategy	**Lesson**: Planning and development of a blended learning program. **Comment**: Training program consisted of online, face to face and scenario based training that was received by staff. Training categorised into Category A, B and C, introduction to the Act, training for all staff and job specific training respectively. This gave the department a flexible and efficient way of delivering training to meet the varied needs of staff. Material was able to be reused, eLearning was adapted to an external version that was well received by the importing industry and category B training formed the basis of the updated Certificate III in Government.	Programme Management
Learning and Development	Timeframes and prioritisation of products	**Lesson**: Communication, team work and monitoring of projects/products was pivotal to this success. **Comment:** Successfully prioritised biosecurity legislation training material and met required timeframes. **Recommendation**: Ensure clear communication to all stakeholders on timeframes, progress, expectations and roles.	Project Management

Lessons learned – Enablers

Learning and Development	Support to projects	**Comment:** L&D enablers supported PMs with training support but also provided support that was not the direct responsibility of training, for example, linking them to other enablers or stakeholders, developing communications, reporting.	
Stakeholder Engagement	Engaging with Peak Bodies early both to gain input and engagement and to solicit their views on stakeholder engagement and communication with members.	Utilising the expertise and industry understanding of key stakeholders, the department could better target audience specific communication and engagement activities.	External Engagement
Stakeholder Engagement	Stakeholder events such as the Biosecurity Legislation Forum in Canberra and the Biosecurity Legislation Information sessions held nationally received positive feedback from stakeholders and staff.	Feedback from industry stakeholders and clients was positive regarding the opportunities presented to them (to attend forums, information sessions and face to face meetings). Participants commented that they enjoyed the two way panel session format as it allowed them to raise questions and issues that were specific to them.	External Engagement
Stakeholder Engagement	Responsive to issues or adapting priorities.	The stakeholder engagement team were quick to respond to emerging issues and changing priorities.	Internal & External Engagement
Stakeholder Engagement	Worked collaboratively with other divisions.	The stakeholder engagement team established effective relationships with other divisions to deliver stakeholder engagement activity and answer enquiries efficiently.	Internal Engagement
Stakeholder Engagement	Feedback from stakeholders (surveys, direct feedback and submissions).	Feedback surveys provided a comprehensive overview of stakeholder awareness and readiness, as well as provided insight into how stakeholders prefer to receive information from the department and what their key issues were.	External Engagement
Stakeholder Engagement	Separating Stakeholder Engagement from Communications.	Creating a dedicated stakeholder engagement team enabled better focus on understanding and meeting client and stakeholder needs.	Programme Management
Stakeholder Engagement	Developing an E-learning tool for industry and other government	Feedback was overwhelmingly positive from stakeholders with regards to the industry e-learning package, particularly the department working with the CBFCA to respond to the request to have CPD points attached.	External Engagement

Lessons learned – Enablers

	agencies (and having CBFCA approve for CPD points).		
Forms	Print Management initially managing the ordering and distribution of forms.	This decision enabled a smaller print run so if forms were identified as requiring amendment there wasn't a lot of out-of-date stock. As the timeline for printing the forms was extremely tight it facilitated smaller print runs of all the forms as opposed to large print runs of a few forms.	Project Management
Forms	Communication	Communication between form project members, form designers and print management was collaborative and effective.	Internal Engagement
Forms	Forms prioritisation	Good understanding by the project areas on what were the highest priority forms.	Project Management
Forms	Ensuring forms were available on 16 June 2016.	A flexible approach from enabling areas when applying their governance arrangements ensured that essential forms were available for staff and clients to use on 16 June 2016.	Programme Management
Service Delivery	Scheduling of staff for training	SDD resources were taken offline and given the responsibility to schedule and manage the delivery of training to staff. This enabled the Technical Trainers more time to prepare the training products and delivery of training.	Project Management
Service Delivery	Identify current operational processes through change assessment workshops with location and stream representatives	These workshops identified the current operational processes (including location inconsistencies) at a high level and where processes would change under the new legislation. Workshop participants also became the SME's for their staff and for the change team in Canberra.	Internal Engagement
Service Delivery	Identify significant operational and legislative change for staff	With assistance from the streams, changes identified as significant to staff had additional support materials developed to provide further clarity to impacted staff.	Internal Engagement
Service Delivery	Training Needs Analysis	Working with streams, the changes identified and training needs were agreed upon.	Internal Engagement
Service Delivery	Engagement with Directors of functions within streams	Led to directors taking the lead and responsibility for staff being trained and understanding the impact to their staff.	Internal Engagement
Service Delivery	Scenario Development and Modifications	As policy positions became clarified, scenarios were adapted and modified to support the delivery of training to staff	Project Management
Service Delivery	On-going support to Technical Training officers	An issues register was established to capture questions that trainers were unable to answer at that time of delivery. These Q&A's became the foundation of the Q&A page on MyLink for staff to refer to prior to 16 June.	Project Management

Lessons learned – Enablers

Things to improve on				
Enabler	**Process**	**Lesson**	**Comment**	**Enabler**
Delegated Legislation	Identifying delays	Knowing when the enabler project is going off track is critical. To know this we need good programme governance, a thorough understanding of our departmental resources and close management.	The delegated legislation was delayed by 6 months on original planning. This was due to many factors, including drafting resources, delays in settling policy from most projects and a failure to test operational requirements during policy setting. The enabler project manager could have raised risks through governance channels sooner, which may led to earlier action to increase drafting resources. A few recommendations: Agree governance approach early with all relevant stakeholders / decision makers explicitly engaged and owning their decisions. Significant delays to the programme arose from the time it took to settle the approach. Significant delays for some projects were caused by a failure to appoint a PM – this should be raised as a very early programme risk (and maybe it was). OPC drafting resourcing became a problem when competing with other work. When the department has a large number of pieces of work going, the LLO could request a weekly report from OPC regarding drafting priorities similar to the weekly update we were receiving re: Bio Act delegated legislation. An alternative would be to provide all instructions through LLO to ensure they have visibility of all work and can track as appropriate – this is less feasible the more drafting required or with bigger projects where control is centralised. See below for policy officer capability.	Programme Management
Delegated Legislation	Coordinating policy for delegated legislation across projects	Strong communication is required between projects to ensure consistency of policy and appropriate outcomes are met.	Project managers would have been well served by engaging with each other more frequently to discuss policy positions and drafting. Sometimes it seemed as though the implementation office and delegated legislation enabler team were the conduits for engagement between projects. The AS working group went some way to resolving this and could have been implemented sooner. A project manager	Internal Engagement

Lessons learned – Enablers

			working group may also have been useful to encourage engagement. Another critical resource issue is project managers with capability and commitment to engagement across the projects, supported by senior execs.	
Delegated Legislation	Developing policy for delegated legislation	Policy capability is required for project managers to advise of policy positions for delegated legislation This can be provided either by having PMs with relevant experience or engaging appropriately with relevant SMEs.	During development of the Act final decisions for legislative policy rest with the drafters – this made development easier, but potentially left a knowledge gap for implementation. Development of delegated legislation reversed this, putting decisions with project managers / operational areas which built capacity, but left a higher learning curve for officers not familiar with legislative policy making. Both approaches have pros and cons, but the biggest in this circumstance seemed to be in policy capability. A few projects leant heavily on delegated legislation team for policy advice / decisions as they did not seem to have appropriate policy capability. This slowed project progress and reduces confidence in the final deliverables. SMEs at times seemed to be underutilised, referred to only for their viewpoint, when they could have been utilised as a resource to develop policy positions etc. A critical gap at times was project managers not having access to corporate knowledge as to the operation of the Quarantine Act. This made understanding the transition difficult. Recommend that a broad understanding of the Biosecurity Act be maintained so that policy officers continue to understand where legislative authority and powers come from.	Project Management
Delegated Legislation	Separate governance approaches and project documentation across divisions	When coordinating a program of work, a consistent approach facilitates easier communication and understandings of processes.	The existence of Compliance division's steering committee created significant confusion during engagement between enablers and projects, as different deliverables (blue prints vs policy positions) became confused and competed for project priority. It is obviously the prerogative of Business Owners to determine how deliverables will be implemented but for a programme of work to be implemented effectively, consistency in governance is an advantage.	Programme Management

Lessons learned – Enablers

ICT systems	Identification of business requirements.	Needs to be done as soon as new legislation content is known.	Several single points of failure were over extended in this process. The staff with the most business knowledge were also the ones who had the most knowledge about the legislation. We were fortunate that the major business requirements were specified and implemented by 16 June.	Project Management
ICT systems	Identification of business requirements.	A more thorough analysis of business requirements should be undertaken.	Business requirements supplied to ISD changed as better understanding of the business requirements of the legislation were gained.	Project Management
ICT systems	Multiple streams of reporting.	Restrict to one.	The same information was being reported to several people by email as well as verbally at the daily meetings. Keep it to one channel and report orally by exception.	Programme Management
ICT systems	Timely publishing of content and business requirements to mylink and the external website.		Collaborative efforts between Design and Change and ISD enabled bulk publishing of content and fast turnaround on pop up box requirements.	Internal Engagement
ICT systems	Modifications to SAC.	Specified business requirements were not actually required by 16 June.	Will be implemented in July.	Project Management
Instructional Material	Endorsement and adherence to programme planning	It is critical that overarching strategy and planning takes into account timeframes to deliver objectives. Any revision of strategies and plans must involve consultation with enablers to ensure that affected milestones remain achievable with reasonable effort and without introducing risks.	While an original business case, brief and schedule for the implementation programme were endorsed early in the process, they were revised several times. In addition, a late (January 2016) revision of the deliverable date to an earlier date (from 16 June to 16 May) for instructional material meant that time available to deliver instructional material was severely compressed. The compression of the timelines was undertaken against advice from a number of affected enabling areas and were unrealistic. The result of this was introduction of a number of challenges, risks and inefficiencies: • Confusion, instability and suspension of activity whilst plans and timelines were being redeveloped (the department lost time, effort and focus) • Authors and editors of instructional material were placed under significant time pressure, creating stress and limiting ability to properly develop content.	Programme Management

Lessons learned – Enablers

			• There was no time to properly review and test instructional material from the legal and operational perspectives • A body of instructional material was not well written and does not provide clear direction to staff • A body of instructional material does not meet departmental and government writing and accessibility standards and now needs to be remediated.	
Instructional Material	Mapping of operational processes and procedures	It is essential that mapping of effects on operational processes and procedures occurs early to inform the effective and well-targeted setting of a work programme and resource availability.	Processes were not fully mapped and understood resulting in: • inefficiencies – focus and earlier prioritisation was not targeted on essential instructional material. Time was wasted working on non-essential material, which meant the essential material was rushed and not properly thought out • inaccuracy—much of the instructional material contained inaccuracies and errors which have required multiple rewrites at the last minute • unnecessary risk—the late provision of instructional material that was often unclear and containing inaccuracies meant that a risk was introduced that staff may be directed to carry out their duties incorrectly.	Programme Management
Instructional Material	Adherence to established departmental and government procedures and policies	It is essential that planning and programme design recognises and accommodates adherence to existing departmental and government procedures and policies.	There was a failure to understand and recognise the necessity for instructional material to meet departmental and governmental policies. The reasons behind these policies do not appear to have been understood or accepted by some, and were regarded as non-essential. The consequences was a proportion of the instructional material did not provide clear directions to staff and were inaccessible. This introduced unnecessary risk. Feedback from operational staff on the lack of clarity of some instructional material demonstrated that effort should have been taken to meet these requirements.	Programme Management

Lessons learned – Enablers

Instructional Material	Understanding operational and legal requirements	It is essential early in the programme that agreement is reached on how to write instructions for staff that are legally correct and also operationally useable.	Due to the late development of instructional material there was inadequate time for authors, editors and the legal team to determine how to write instructions that are legally correct under the Act but also operationally useable. The result is that some instructions either do not fully meet legal requirements or do meet legal requirements but cannot be understood by operational staff. This has created risk that staff are being incorrectly directed or do not understand their directions. These materials now need to be redrafted.	Programme Management
Instructional Material	Allocation of resources	It is essential that adequate resources are dedicated early in a change programme to ensure outputs are delivered in a timely manner, with minimal stress and to required standards.	Many of the line areas did not accept advice delivered early in the programme implementation regarding the time required to develop instructional material. This meant that adequate resourcing was not put in place when required. The result was significant last-minute workloads, rushed work and introduction of errors and inaccuracies and in some cases failure to meet departmental standards for instructional material around clarity, accuracy and accessibility. This in turn introduced risk for the department.	Resources
Instructional Material	Reporting	It is essential that reporting is streamlined, well-targeted and efficient.	As the programme fell behind the reporting requirements multiplied, which resulted in significant time being spent by multiple areas on reporting on the same milestones. This took resources away from other essential activities and also necessitated extra resources being employed to meet reporting requirements. It also often resulted in confusion between different reports, which in turn required time being spent on reconciling. This was not an effective use of time.	Reporting
Instructional Material	Monitoring progress	It is essential that monitoring is effective, well-targeted and coordinated.	Several lists were created to track the amendment and development of instructional material. These lists were used inconsistently to identify what new instructional material was needed for commencement and what existing instructional material needed amendment. The inconsistent use of these lists meant tracking and reporting was often inaccurate and considerable time was required reconciling.	Programme Management
Instructional Material	Multiple areas reporting on the same thing	Responsibility for tracking progress and reporting about the development of instructional material should be made clear and be coordinated	The responsibility for reporting and tracking progress should be made clear prior to work beginning and should be coordinated.	Programme Management

Lessons learned – Enablers

			This will avoid unnecessary duplication of effort, confusion and inconsistencies, and requirement for reconciling.	
Learning and Development	Developing training content	Content and clearly defined policy positions and process maps should be available early in the training development process.	**Comment:** Training was being developed while relevant policy was still being drafted or updated. With some projects, legal advice was still being provided just days before training was due to commence. **Recommendation:** Finalise policy changes, instructional material and legal advice earlier. If this is not possible, consider changing training delivery timeframes. Also consider a mechanism to advise learners of any changes that have occurred after they have attended training.	Project Management
Learning and Development	Stakeholder engagement	It is more efficient for enablers to have a direct line of communication with PMs and SMEs.	**Comment:** Initially, enablers had to go through the biosecurity legislation implementation office to contact project managers (PMs). This created delays in obtaining information from PMs. **Recommendation:** Enabling areas should be able to directly manage relationships with clients and engage/invite other enabling areas as required to meetings/workshops.	Internal Engagement
Learning and Development	Training materials	Time lost in formatting.	**Lesson:** Training developers unable to input content in correct format. Resulted in significant rework required to reformat products prior to publication. **Recommendation:** Provide support on template formatting to developers prior to content being entered into template to minimise rework. **Comment:** Based on the feedback and evaluation data, the majority of staff rated the training as being of a high quality and relevant to their roles.	Project Management
Learning and Development	Electronic evaluation and analysis	Changes in delivery method impact collection of evaluation data.	**Lesson**: The change to delivery format in Service Delivery to single delivery of four modules resulted in four evaluations forms going to staff simultaneously, which decreased completion of evaluations. Consider engaging 'metrics that matter' to complete online evaluations and analysis for future large implementation projects where training is required. **Comment**: Electronic evaluation of Category A and B training provided regular reports and analysis on participants' feedback. This provided the opportunity to improve training	Project Management

Lessons learned – Enablers

			material. It also provided data about how relevant participants felt the training was to them, and whether they thought they would apply the training in their work. **Recommendation**: Implement electronic evaluation as it provides easy access to evaluation data with minimal use of resources to input this data.	
Learning and Development	Setting timeframes	Build buffers into timeframes to allow for delays in content, advice.	**Recommendation:** Build extra time into content development schedule to help manage delays in provision of supporting material and advice.	Project Management
Learning and Development	Product transparency across divisions, enablers and project implementation team	SDO and Compliance needed better oversight or knowledge of training development process.	**Recommendation:** An enabler should be based in or seconded to SDO. Compliance should act as a conduit of information between Corporate L&D, SDO and Compliance to ensure efficient flow of information about training development and delivery.	Internal Engagement
Learning and Development	Training delivery schedule (training modules for Category B, Canberra)	Delivering one module per session results in a lot of time spent following up 'no-shows' (Canberra).	**Recommendation:** Deliver two or four modules per session (Canberra) to cut down the administrative follow-up work required for 'no-shows'.	Project Management
Learning and Development	Training strategy and Training action plan	Not having a strategy and action plan early in the process wastes time and effort.	**Recommendation:** The right people need to work together early in the process to develop a draft strategy and action plan. The strategy and action plan can then be refined through consultation with stakeholders.	Internal Engagement
Stakeholder Engagement	Improve coordination of department wide stakeholder engagement activity	Need to ensure stakeholder engagement is coordinated across the department to ensure clear messaging and consistency (particularly when engaging the same audience). Recommend one central coordinating office to manage external activity (i.e. including a central schedule/calendar across the department).	Improve coordination of department wide stakeholder engagement activity	Internal Engagement
Stakeholder Engagement	Improve information sharing across department	Better information sharing of communication and engagement activity undertaken by business units or Corporate Communications/Media, especially where it may impact stakeholders or trigger enquiries relating to the legislation.	Improve information sharing across department	Internal Engagement
Stakeholder Engagement	More effective stakeholder profiling and mapping	A comprehensive map of staff, stakeholders and clients including their preferred channels for receiving information would have assisted in	More effective stakeholder profiling and mapping	Programme Management

Lessons learned – Enablers

		developing and distributing targeted information through the most effective channels.		
Stakeholder Engagement	Improve management of submission process	Allow more time to analyse submissions to better utilise information received and ensure we provide every submission with a response. Also improve process, associated forms and reporting to simplify and streamline overall process.	Improve management of submission process	Programme Management
Stakeholder Engagement	Engagement with states and territories and other government agencies (OGA)	Early engagement and an understanding of impacts would enhance stakeholder relationships in the OGA space. Also, improved knowledge sharing across the division on key concerns.	Engagement with states and territories and other government agencies (OGA)	External Engagement
Stakeholder Engagement	Leverage expertise and knowledge to develop and adapt approaches to stakeholder engagement	Utilising the skills and expertise of the stakeholder engagement team to better understand holistic audience issues (versus specific business area interest) and preferred communication channels.	Leverage expertise and knowledge to develop and adapt approaches to stakeholder engagement	Programme Management
Stakeholder Engagement	Clearly articulated roles and responsibilities	As a result of the changes to the implementation plan early in the programme of work, business areas were unclear of their roles and responsibilities resulting in confusion, duplication of work and poor communication.	Clearly articulated roles and responsibilities	Roles and responsibilities
Stakeholder Engagement	Too much time spent on developing / reworking basic content	Based on the nature of enquires that were received, more focus should have been put into developing content which covered the complex issues or nuances of the legislation rather than general, basic content that was already available on the website or existing talking points.	Recommend that a comprehensive analysis be conducted prior to developing new content to ensure that the information is required, not duplicated and client/stakeholder focused.	Programme Management
Stakeholder Engagement	Transfer of the hotline to CCG prior to transition	The transfer occurred too early and the CCG were not equipped to manage the nature of the enquiries prior to transition. The transition back to the Implementation Office required additional work and software installation.	If a hotline is used for future implementation activities, it is recommended to maintain management of the Hotline prior to any transition milestones. Also monitor enquiry types to determine when it becomes BAU for transition to the CCG.	Programme Management

Lessons learned – Enablers

Forms	Project interdependencies – critical path dates set by enabling areas were not met by project teams	Enabling teams were required to deliver/manage forms in a tighter timeframe than they had scheduled.	This resulted in most hard copy forms not being available to regional staff to provide them with the opportunity to familiarise themselves with them prior to needing to use them operationally. Some forms were not delivered in time for 16 June so BCP arrangements needed to be invoked.	Programme Management
Forms	The number of forms identified as critical changed regularly.	The constant changes made it difficult to provide the AS Working Group a clear status of the forms activity.	Establish a mechanism to track which forms changed status and why.	Reporting

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Forms	Forms tracking	The purpose of the forms spreadsheet morphed from a list to a tracking document. This change meant the document wasn't as suitable for its end purpose as it could have been.	When creating a document such as this consider: - what the governance body needs/may need out of it - what the business areas needs/may need out of it - read only access for most and amend only to a few	Reporting
Forms	Form development, printing approvals and distribution of forms to remote locations	Consultation with the subject matter experts to build in relevant timeframes	Earlier and regular engagement between form owner and Print Management.	Project Management
Forms	Initial contact with External forms design team	Contact required earlier	Ensure that the enablers are informed early of the scope of the requirement.	Programme Management
Forms	Design and print process for forms	Allow adequate time, based on professional advice, for design and print process	Limited information provided at the start of the project to inform the scope. Project teams had limited knowledge of process and timeframes for design and printing of forms. Additional time required for such a major forms project.	Project Management
Forms	Forms analysis	Allow adequate time, based on professional advice, for form analysis	More time required for each form in the analysis and form design process. Only 30% of the 60 form requests where analysed as part of the forms design process. The remainder of the forms were processed as received. Without analysis the use of the form cannot be simplified, the data cannot be improved, and the business process has little chance of becoming more effective.	Programme Management

Lessons learned – Enablers

Forms	Development and publication of forms	Become familiar with the development and publication process for internal forms and the governance arrangements prior to developing forms.	The development of forms was completed without regard to whether those forms needed to be published on the instructional material library (IML). Governance arrangements for the publication of forms on the IML was bypassed. Staff were unaware of who to contact about form issues.	Programme Management
Forms	Timeliness of the development of forms	The identification of information products needs to happen in a systematic way much earlier in the project.	The identification of the essential forms required for the implementation of the biosecurity legislation was not completed in a timely manner. This compromised the quality and useability of the forms available on 16 June 2016. More resources needed to be applied earlier by form owners.	Project Management
Forms	Tracking and reporting progress	Don't have multiple lists of the same thing.	Several lists were created to track the development of new forms that needed publication and the amendment of existing forms on the IML. These lists were used inconsistently to identify what new forms needed development and existing forms that needed amending. The inconsistent use of these lists meant tracking and reporting was often inaccurate or impossible to do. Other lists to track forms were being used at the same time.	Reporting
Service Delivery	Scenario Development for Category B and C training	Work Instructions not available to align training material to	The policy positions must be confirmed to enable business design to occur and Work Instructions to be available to enable the development of training material. Without this, scenario's and training material were found to be incorrect or having to be changed at the last minute.	Project Management
Service Delivery	Communication and messaging to SDO Staff inconsistent	Inconsistent and multiple messages from various programs and projects delivered to SDO staff	A coordinated approach to communicate to SDO staff about the changes through one channel must be agreed and adhered too in order to reduce confusion and anxiety amongst operational staff prior to implementation	Internal Communications
Service Delivery	Delivery of Training to staff	Insufficient time and information of the changes to operational processes for Technical Training Officers to deliver comprehensive training to staff	Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun, the trainers did not have the capacity to deliver a comprehensive training package to staff.	Programme Management
Service Delivery	Assurance of training	Insufficient time built into the schedule to allow for the successfulness of training to be measured	Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun, embedding new behaviours required by	Programme Management

Lessons learned – Enablers

			staff to ensure they are operating lawfully and compliant under the new legislation could not be undertaken.	
Service Delivery	Competency Assessment	No competency assessment occurred for face-to-face training	Absence of competency assessment for face-to-face training means the bulk of training needs have not been confirmed as being met.	Programme Management
Service Delivery	Planning and Scheduling of Implementation	Failure to keep the implementation on schedule and adjust as necessary led to training products being under developed.	The delay in policy positions, business design and work instructions led to training being delayed by 5 months as per the original schedule in the Biosecurity Legislation Implementation Service Delivery Program Brief (it was recommend training commenced between Sept – Dec 2015).	Programme Management

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Summary of lessons learned

Process/Theme	Description	Done well/Could have been done better?	Source of lesson
Coordinated program level communications and engagement to ensure single whole-of-department messaging	The development of an internal and external engagement plan and the establishment of a dedicated communication/engagement team ensured that timely, coordinated and consistent messaging was being delivered to staff, clients and stakeholders at the program level.	Done well	Stage 2 Program Closure Report
Program design approach, governance and collaboration was critical to successful implementation	A recommendation of the Stage 1 Post Implementation Review was to adopt a co-design approach in Stage 2 to ensure those who were responsible for implementation were involved upfront in policy and implementation design. This was a highly beneficial exercise to document/agree on the program's future state and identify key dependencies within the program. It also helped to open people's minds to the concept of co-design and embed co-design capability into the department. Co-design was undertaken late in the program's lifecycle but it is highly recommended for the start of any program of work. Co-design is was very effective as it enabled the program to: • capture of the program's intent • increase the likelihood that implementation will work at the program view and for the end user • ensure change management is built into the design process rather than added at the end • engage the right voices to challenge existing ways of thinking and driving innovation • provide a shared understanding and seek agreement to outcomes across multiple groups/stakeholders • inform engagement with enabling areas (ISD, OGC, L&D, PPD, Communications and Engagement) • form the baseline for implementation and determine which program assurance will be undertaken. A Co-design Toolkit was developed by the ThinkPlace to help embed co-design capability into the department – this is available for broader use.	Done well	Stage 2 Program Closure Report

Program design approach, governance and collaboration was critical to successful implementation	During Stage 1, the Business Readiness Assessment indicated the program was not on track to deliver the critical elements by the legislative due date. In response to one of the recommendations, the Program Sponsor requested that an Assistant Secretary Working Group (ASWG) be established to expedite the management of implementation risks, issues and dependencies. Although formed late in the program's lifecycle, this decision-making body was very effective at identifying and resolving issues, focussing on priorities and coordinating effort across projects to deliver on the critical elements. It was highly collaborative and involved the right people, with the right skills, attitudes and behaviours. In the 3 months leading up to commencement of the new legislation, the ASWG met on a daily basis. In the case of this program, the Assistant Secretary cohort needed to be engaged to ensure successful delivery of the program of work.	Done well	Stage 2 Program Closure Report
Program design approach, governance and collaboration was critical to successful implementation	A Program Critical Path was developed to manage the delivery and interdependencies of critical milestones to ensure the department was able to deliver critical activities by 16 June 2016. The Critical Path also highlighted where multiple projects were scheduled to impact enabling areas at the same time, and for this conflict to be managed. The ASWG were responsible for ensuring that critical milestones were met and reported to the Program Sponsor through the Implementation Office. A number of program reviews identified that without the establishment of the ASWG and the Critical Path, the program would not have met the Stage 1 legislative deadline.	Done well	Stage 2 Program Closure Report
Program design approach, governance and collaboration was critical to successful implementation	A Program Information Management Strategy was developed which defined the systems and processes the Implementation Office would use to maintain and control information. This strategy also documented roles, responsibilities and standards. Strong record keeping and registers (such as the Board Decisions Register and Review Recommendations Register) enabled the Implementation Office to respond quickly to information requests including: • ANAO audit • Internal audits • Independent reviews • Senate estimates requests • Briefing requests • Miscellaneous requests	Done well	Stage 2 Program Closure Report

Program design approach, governance and collaboration was critical to successful implementation	The Implementation Office worked collaboratively with other areas of the department to ensure good program management principles were used throughout the life of program. The Implementation Office worked with the Enterprise Risk Team who are responsible for Coordination and implementation of the Enterprise Risk Management Policy and Framework to identify program level risks, which aided the management of risks. Throughout the program the Implementation Office liaised with P3O in the development of program templates, defining program benefits and providing program assurance. The close collaboration helped both the Implementation Office and P3O to enhance their expertise and ensured the program was managed consistent with departmental policies and procedures. The Implementation Office, where possible, tried to reduce the impact on other areas of the department by developing templates for gathering information that included examples of the type of information needed and where possible information was added for them. This helped to reduce the number of enquires made by project teams and enablers. The Implementation Office also offered to review templates populated by project managers before they entered the project clearance process to ensure the right information had been captured	Done well	Stage 2 Program Closure Report
Program design approach, governance and collaboration was critical to successful implementation	Defining projects by function, which was aided by the way the legislation was drafted, assisted in ensuring consistency in the implementation of new processes and operations post implementation. Powers within the Biosecurity Act 2015 were applied consistently across pathways and there was no duplication of implementation activities.	Done well	Stage 2 Program Closure Report
An effective program assurance model is essential to enable decision-making and ensure the program is able to meet its objectives/outcomes.	Early in the program, the Implementation Office developed and implemented a Program Assurance Framework. The multilevel approach included quality reviews and a series of independent assessments to provide assurance to the Program Sponsor that the scope of the program would be delivered. This enabled ongoing and emerging issues to be brought to the forefront and reported directly to the Project Sponsor, which resulted in quick action to rectify issues and the mandate to implement recommendations.	Done well	Stage 2 Program Closure Report
The Implementation Office was flexible in responding to changing program needs ensuring the right people were engaged at the right time.	The Implementation Office funded positions within the following business areas: • Learning & Development • Communications • Engagement • Legislative Coordination This ensured that resources were assigned to, and prioritised for, the program of work. It also provided the Implementation Office and project teams with a single point of contact within each of these areas.	Done well	Stage 2 Program Closure Report
The Implementation Office was flexible in responding to changing program needs ensuring the right people were engaged at the right time.	Resourcing the Implementation Office was on an ‘as required’ basis. A core team was established throughout the program’s lifecycle and where a specific skill set was required for a short period, contractors were engaged to deliver discrete pieces of work. This approach meant that the Implementation Office had the right people at the right time and resources were fully utilised at all times.	Done well	Stage 2 Program Closure Report

Lack of authority, mandate and strong governance to support program delivery.	Many of the Project managers and team members retained day-to-day activities or were subject matter experts (SME) for other activities. This resulted in conflicting priorities that impacted the delivery of some projects.	Could have been done better	Stage 2 Program Closure Report
Lack of authority, mandate and strong governance to support program delivery.	It became apparent that not all messages were cascading down or filtering up to the right people. This was partly due to the AS cohort not being recognised in the governance structure. In various independent reviews it was noted that establishment of the AS Working Group was highly beneficial but should have been in place earlier in the program's lifecycle. This led to confusion and delays in progressing project deliverables and significant effort from the Implementation Office to reaffirm messages. Not adequately utilising the AS cohort to help drive project/program implementation impeded implementation. This was rectified when the AS Working Group was implemented and program delivery was brought back on track.	Could have been done better	Stage 2 Program Closure Report
Lack of authority, mandate and strong governance to support program delivery.	Initially some business areas wanted to approach the implementation of relevant sections of the Biosecurity Act as either business-as-usual activity or managed within their existing structure. This approach resulted in the lack of collaboration between business areas and the Implementation Office. It also made it difficult to identify program and project dependencies.	Could have been done better	Stage 2 Program Closure Report
Lack of authority, mandate and strong governance to support program delivery.	Initial resistance to the introduction of program and project governance arrangements resulted in reluctance by project managers (PMs) to report to the Program Board and they instead established alternative arrangements (such as a Divisional Board). This reduced the Implementation Office's ability to engage with PMs and provide assurance to the Program Sponsor and Board that the program was on track.	Could have been done better	Stage 2 Program Closure Report
Inconsistent program/project management maturity across the department.	The department has an established enterprise level risk tool that allows program/projects to identify and manage risks. However, at a project level, reporting of risk was not consistent and often there was a reluctance to report risks to the Program Sponsor. This reduced the Implementation Office's ability to accurately report and manage program level risks.	Could have been done better	Stage 2 Program Closure Report
Inconsistent program/project management maturity across the department.	It is important to understand exactly what the program needs and choose your product and supplier wisely. Due to a lack of maturity within the department it was assumed that a Benefit Realisation Framework was the only way to define, monitor and report benefits. On reflection, other tools may have been more appropriate, such as an Evaluation Plan which may have allowed for more flexibility in reporting benefits. When the department approached the market for benefits we requested the development of a benefits realisation framework, not realising this may not be the most appropriate tool to manage our benefits.	Could have been done better	Stage 2 Program Closure Report

Inconsistent program/project management maturity across the department.	During the program's lifecycle, project managers were assigned based on their subject matter knowledge rather than their project management skills. This resulted in confusion as PMs didn't necessarily have the expertise to understand what was required of them as the PM and how to manage a project. The PMs skills as an SME were then not available to contribute to project delivery as they were fulfilling the role of a PM, not an SME.	Could have been done better	Stage 2 Program Closure Report
Inconsistent program/project management maturity across the department.	Benefits for the legislation were developed late during the implementation stage. The benefits developed were retrofitted rather than being the driver for the delivery of the change. The benefits for the new legislation should have been defined and endorsed before the new legislation was drafted.	Could have been done better	Stage 2 Program Closure Report
Inconsistent program/project management maturity across the department.	The development of the legislation was undertaken over a number of years and was treated as a distinct piece of work, separate from implementation. The need to develop policy after the Biosecurity Act passed through parliament impacted on the implementation of subordinate legislation and administrative practices, tools and capabilities. This resulted in a compressed timeframe for enablers to meet their requirements prior to implementation. PMs did not fully understand why the legislation was drafted the way it was. Decisions made throughout the development of the Biosecurity Bill were not readily available to support program implementation. This resulted in PMs spending significant time trying to understand/interpret the intent of the Biosecurity Act resulting in delays in developing policy, instructional material and training.	Could have been done better	Stage 2 Program Closure Report
Failure to adhere to program timeframes led to bottlenecks and unrealistic expectations for delivery.	A number of projects failed to adhere to their project timelines resulting in delays in the delivery of products that had a flow on effect on other projects and enablers. As the program had a legislative deadline to meet, delays in producing policy documents and other products resulted in compressed timeframes for enablers and other projects to complete their activities.	Could have been done better	Stage 2 Program Closure Report
Program Management	The role of the Implementation Office was vital for: • enabling interactions across the programme, monitoring and ensuring emerging risks were managed • ensuring that projects were kept up to date with priorities, plans and progress • setting a clear priority early that empowered discussions around prioritisation of instructional material.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Establishment of the Assistant Secretary Working Group (ASWG) was a highly effective mechanism for collaboratively understanding and addressing challenges and resource constraints.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	A flexible approach from enabling areas when applying their governance arrangements ensured that essential instructional material, ICT changes, training and communication material was available for staff to use on 16 May 2016.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Creating a dedicated stakeholder engagement team enabled better focus on understanding and meeting client and stakeholder needs.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Project Management	Early drafting of policy documents and detailed operational requirements assisted the projects and provided a foundation for the development of project documents.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Project documentation was kept simple and to a minimum, which avoided over-complication of project management for the project team, SME's and enablers.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Programme oversight of projects allowed the Implementation Office to assist in getting projects back on schedule.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Regular engagement with external stakeholders provided project teams with confidence in their approach and understanding of issues. It helped to focus efforts on identifying and pursuing appropriate solutions.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	The Biosecurity Legislation Information Sessions were a success. The sessions were well received by industry participants and was a useful way of conveying information and correcting misunderstandings.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Feedback from industry stakeholders and clients was positive regarding the opportunities presented to them (to attend forums, information sessions and face to face meetings). Participants enjoyed the two way panel session format as it allowed them to raise questions and issues specific to them.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Closing the loop with external stakeholders was done well. Stakeholders understood how their input was considered and if comments couldn't be actioned and the reason why.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Office of the Parliamentary Counsel (OPC) expressed their appreciation for the department's open approach that largely conformed to their drafting preferences.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Feedback surveys provided a comprehensive overview of stakeholder awareness and readiness, as well as insight into how stakeholders prefer to receive information from the department and what their key issues were.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Feedback was overwhelmingly positive from stakeholders with regards to the industry e-learning package, particularly the department working with the CBFCA to respond to the request to have Continuing Professional Development points applied to the training.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	The use of targeted digital ads on google, Facebook and industry sites increased traffic to the department's content on the website.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Early and targeted engagement with relevant Subject Matter Experts (SME's) in Post Border Detections, Operational Science Support, Post Entry Quarantine Management and Office of the General Counsel was undertaken and managed well.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Consistent engagement with regional operational staff during the development of new instructional and supporting materials ensured practical and workable solutions for the new legislation.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Facilitated early engagement with Biosecurity Enforcement Officers heightened their learning, acceptance and uptake of change.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Internal Engagement	Having a dedicated team (delegated legislation) with an understanding of the policy intent of the legislation was invaluable in providing solutions to project team relating to implementation issues.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Strong engagement between project teams and Information Services Division resulted in timely implementation of business requirements into existing applications.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Process mapping and scenario testing facilitated by Service Delivery was a highly valuable exercise for understanding staff needs.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	The team site and weekly email to project managers was an effective tool to communicate essential information.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Providing enablers with direct access to project teams and SME's as required assisted in managing conflicting priorities and expectations to deliver in an agreed timeframe.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	The stakeholder engagement team established effective relationships with other divisions to deliver stakeholder engagement activities and answer enquiries efficiently.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Communication between form project members, form designers and print management was collaborative and effective.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Change assessment workshops with location and stream representatives helped to identify current operational processes at a high level and where processes would change under the new legislation.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Survey results indicated that a large percentage of staff, stakeholders and clients were aware that the new legislation was coming into effect on the 16 June 2016.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	As internal and external communication and engagement activities increased in early 2016, it became evident that communication activities needed to be managed separately from the engagement activities to effectively manage the large body of work required.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Following a restructure of mylink, new content was developed and published around What's Changing for staff. Positive feedback was received from staff saying that the information was concise, relevant and easy to understand.	Done Well	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Work should have commenced before the Biosecurity Bill passed through parliament.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Documentation was unavailable from the legislative drafting completed in 2012 to assist development of policy and subordinate legislation. As a result some projects were delayed by several months.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	A 'one-stop-shop' for all relevant information materials is necessary as there is a risk in staff accessing multiple sources for information and guidance.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	The development of some project documentation was time consuming and not particularly useful in delivering on project work. Project documentation needs to be streamlined to meet the needs of the Implementation Office and the enabling areas.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Program Management	Projects were often required to review programme documentation which was time consuming and diverted resources from project deliverables (e.g. Implementation Matrix development with Ernst and Young and P3O change assessments).	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Instructional Material (IM) identification and staging was not clear and should have been assigned priority from the outset.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Enabling areas were keen to engage and assist projects in the early stages of implementation before projects were in a position to utilise this help. Later in the implementation process, projects were in a position to utilise the services at the same time and so these areas were overloaded.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	There would have been significant benefit in the ASWG operating throughout the life of the programme. A project manager working group may also have been useful to encourage improved engagement between projects.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	It is essential that mapping of operational processes and procedures occurs early to inform the effective and well-targeted setting of a work programme and resource availability.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	A late revision of the deliverable date for instructional material published on the IML meant that time available to deliver instructional material was compressed.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Management of submission process could be improved to allow more time to analyse submissions to better utilise information received and ensure we provide every submission with a response.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun: • embedding new behaviours required by staff to ensure they are operating lawfully and compliant under the new legislation could not be undertaken •trainers did not have the capacity to deliver a comprehensive training package to staff	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	Absence of competency assessment for face-to-face training means the bulk of training needs have not been confirmed as being met.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	In some cases there was uncertainty of the scope between projects. Project Managers were not always mindful of how changes to project scope affects dependent projects.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	The policy positon document was a very worthwhile exercise for establishing scope and direction. However, warranted greater emphasis in terms of time and detail. Delays in finalising the policy position in some projects impacted the completion of project and programme deliverables.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	The development of policy and operational policy for all projects should have been undertaken sooner to avoid delays in drafting subordinate legislation.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	The delegated legislation was delayed by 6 months on original planning. This was due to many factors, including availability of OPC drafting resources, delays in settling policy and a failure to test operational requirements. The enabler project manager could have raised risks through governance channels sooner.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Project Management	Policy capability is required for project managers to advise on policy positions for delegated legislation. This can be provided either by having project managers with relevant experience or engaging appropriately with relevant SMEs	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	The policy positions must be confirmed to enable business design to occur and Work Instructions to be available to enable the development of training material. Without this, scenarios and training material were found to be superseded and having to be changed at the last minute.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Projects could benefit from testing operational scenarios within the context of the law earlier.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Differing approaches to project management, governance arrangements, and at times poor communication between divisions led to ineffective decision making, confusion and onerous clearance processes. This resulted in delays to and to unnecessarily strained relationships.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Where dependencies were misidentified or inappropriately pursued, engagement activities were unnecessarily undertaken and efforts redirected from other project activities.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Some project level workshops initiated and facilitated by projects did not have clear objectives or desired outcomes.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Insufficient handover processes for projects (development phase to implementation phase) resulted in duplication of work or a significant loss of knowledge at a critical time of implementation.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Project management skills lacking for some projects.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Business design and work instructions need to be available to enable the development of training material. Without this, scenarios and training material were found to be incorrect or having to be changed at the last minute.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Identification of changes required to ICT systems needs to be completed as soon as new legislation content is known. Business requirements supplied to ISD changed as better understanding of the business requirements of the legislation were gained.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Due to the late development of IM by some projects, there was inadequate time for authors, editors and OGC to determine how to write instructions that are both legally correct under the new legislation but also operationally useable.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Several lists were created (by PPD as well as divisions) to track the amendment and development of IM. The inconsistent use of these lists meant tracking and reporting was often inaccurate and considerable time was required reconciling.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Training was being developed while relevant policy was still being drafted or updated. Content and clearly defined policy positions and process maps should be available early in the training development process.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Deadlines for some forms development was not met by projects resulting in most hard copy forms not being available in a timely manner to regional staff to familiarise themselves sufficiently before using them.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Project Management	Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun, the trainers did not have the capacity to deliver a comprehensive training package to staff or embed new behaviours required by staff to ensure they are operating lawfully and compliant under the new legislation.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	The delay in policy positions, business design and work instructions led to training being delayed by 5 months as per the original schedule.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	s. 42(1)	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Project Management	Development of project communication plans were too high level and lacked detail necessary for Implementation Office and Design and Change Branch to support business areas effectively.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Stakeholder engagement needs to be better coordinated across the department to ensure clear messaging and consistency (particularly when engaging the same audience).	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Better information sharing of communication and engagement activity undertaken by business units or Corporate Communications and Media will need to be addressed, especially where it may impact stakeholders or trigger enquiries relating to the legislation.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	Early engagement and an understanding of impacts would enhance stakeholder relationships with other government agencies.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
External Engagement	The delayed regulation development and corresponding policy detail made it difficult to obtain content that would inform audience specific communication.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Earlier engagement with OGC, Communications and the Web Development was required to ensure that timeframes for completion of deliverables was clear from the outset.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Engagement with service delivery should have commenced earlier in order to confirm what the changes would be for regional staff.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Project managers would have been well served by engaging with each other more frequently to discuss policy positions and drafting requirements.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	A coordinated approach to communicate to service delivery staff about the changes through one channel must be agreed and adhered too in order to reduce confusion and anxiety amongst operational staff prior to implementation.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Duplicate information on mylink for general staff and Service Delivery staff. Recommend one point of entry to information on mylink about Biosecurity Legislation so staff do not have to search for relevant information in several locations.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Improve approach to internal engagement and information sharing to assist with developing a programme view of activities.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Internal Engagement	Departmental communication and engagement on how the legislation affects the whole department could be improved.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Internal Engagement	Due to time constraints, delivery of communication and engagement activities was reactive. More investment if time is required for planning to better understand and forecast issues and identify required materials.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	Project responsibility, roles and capacity need to be clearly articulated, understood and agreed at all levels (i.e. more broadly than project managers) and commitment made to making resources available even where there are competing priorities. Where risks emerge, programme consideration of resourcing, rather than divisional could assist in ensuring all priorities are serviced.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	12 months was an insufficient amount of time to implement the new legislation with the allocated resources.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	Having limited access to OGC resources was challenging and resulted in longer turn-around times than had been anticipated.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	Additional resources allocated to projects for administration, reporting and filing would have been beneficial.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	Where a project is based in the regions, suggest having a staff member in Canberra to facilitate ongoing exchange of information between other project teams and enablers.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	Many of the business areas did not accept advice delivered early in the programme implementation regarding the time required to develop IM. This meant that adequate resourcing was not put in place when required.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Resources	The identification of the essential forms required for the implementation of the biosecurity legislation was not completed in a timely manner. This compromised the quality and useability of the forms available on 16 June 2016. More resources needed to be applied earlier.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Roles and Responsibilities	There needs to be greater clarity around roles and responsibilities so that where projects require input from across divisions, it can be appropriately managed and to ensure that the correct people are being consulted.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Roles and Responsibilities	Responsibility for tracking progress and reporting on the development of IM should be made clear and be coordinated.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Roles and Responsibilities	As a result of the changes to the implementation plan early in the programme of work, business areas were unclear of their roles and responsibilities relating to stakeholder engagement.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Roles and Responsibilities	s. 42(1)	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Reporting	Greater clarity is required around reporting deadlines (i.e. reports, briefings, products, IM) so projects can plan ahead accordingly. This could be achieved by conducting a full scoping activity for each project from the outset.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"

Reporting	Reporting requested by various divisions (apart from the Implementation Office) was too frequent and repetitive. This needs to be streamlined across the programme to limit the burden on project teams and enabling areas.	Could have been done better	**Summary of closure reports Stage 1** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Summary of Closure Reports Stage 1 v0.4.docx"
Program Management	The role of the Implementation Office was vital for enabling interactions across the programme, monitoring and ensuring emerging risks were managed and addressed.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	A clear priority was communicated by the Implementation Office early in the project to focus on ensuring the department was compliant with the legislation on commencement. This empowered discussions around prioritisation of instructional material.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	Establishment of the Assistant Secretary Working Group was a highly effective mechanism for collaboratively understanding and addressing challenges and resource constraints. It was essential to the successful implementation of the new legislation.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	A flexible approach from enabling areas when applying their governance arrangements ensured that essential instructional material, ICT changes, training and communication material was available for staff to use on 16 May 2016. This assisted greatly in ensuring the department was ready on 16 June 2016.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	Creating a dedicated stakeholder engagement team enabled better focus on understanding and meeting client and stakeholder needs.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Office of the Parliamentary Counsel (OPC) expressed their appreciation for the department's open approach that largely conformed to their drafting preferences.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Feedback from industry stakeholders and clients was positive regarding the opportunities presented to them (to attend forums, information sessions and face to face meetings). Participants commented that they enjoyed the two way panel session format as it allowed them to raise questions and issues that were specific to them.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Feedback surveys provided a comprehensive overview of stakeholder awareness and readiness, as well as insight into how stakeholders prefer to receive information from the department and what their key issues were.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Feedback was overwhelmingly positive from stakeholders with regards to the industry e-learning package, particularly the department working with the CBFCA to respond to the request to have Continuing Professional Development points applied to the training.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Having a dedicated team (delegated legislation) with an understanding of the policy intent of the legislation was invaluable in providing solutions to project team relating to implementation issues.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Strong engagement between project teams and Information Services Division resulted in timely implementation of business requirements into existing applications.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"

Internal Engagement	Process mapping and scenario testing facilitated by Service Delivery was a highly valuable exercise for understanding staff needs (i.e. instructional material).	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	The Biosecurity Legislation Implementation Team Site and weekly email to project managers was an effective tool to communicate essential information.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Providing enablers with direct access to project teams and SME's as required assisted in managing conflicting priorities and expectations to deliver in an agreed timeframe.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	The stakeholder engagement team established effective relationships with other divisions to deliver stakeholder engagement activities and answer enquiries efficiently.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Communication between form project members, form designers and print management was collaborative and effective.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Change assessment workshops with location and stream representatives helped to identify current operational processes at a high level and where processes would change under the new legislation.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	With assistance from the streams, changes identified as significant to staff had additional support materials developed to provide further clarity to impacted staff.	Done Well	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	There would have been significant benefit in the Assistant Secretary working group operating throughout the life of the programme.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	A project manager working group may also have been useful to encourage improved engagement between projects.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	It is essential that mapping of effects on operational processes and procedures occurs early to inform the effective and well-targeted setting of a work programme and resource availability.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	While an original business case, brief and schedule for the implementation programme was endorsed early in the process, they were revised several times. In addition, a late revision of the deliverable date to an earlier date for instructional material published on the IML meant that time available to deliver instructional material was severely compressed.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	It is essential that planning and programme design recognises and accommodates adherence to existing departmental and government procedures and policies.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"

Program Management	Management of submission process could be improved to allow more time to analyse submissions to better utilise information received and ensure we provide every submission with a response.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	The delegated legislation was delayed by 6 months on original planning. This was due to many factors, including drafting resources, delays in settling policy from most projects and a failure to test operational requirements during policy setting. The enabler project manager could have raised risks through governance channels sooner, which may led to earlier action to increase drafting resources.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Policy capability is required for project managers to advise of policy positions for delegated legislation. This can be provided either by having project managers with relevant experience or engaging appropriately with relevant SMEs.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	The policy positions must be confirmed to enable business design to occur and work instructions to be available to enable the development of training material. Without this, scenarios and training material were found to be incorrect or having to be changed at the last minute.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Identification of changes required to ICT systems needs to be completed as soon as new legislation content is known. Business requirements supplied to ISD changed as better understanding of the business requirements of the legislation were gained.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Due to the late development of instructional material there was inadequate time for authors, editors and OGC to determine how to write instructions that are both legally correct under the new legislation but also operationally useable.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Several lists were created to track the amendment and development of instructional material. The inconsistent use of these lists meant tracking and reporting was often inaccurate and considerable time was required reconciling.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Training was being developed while relevant policy was still being drafted or updated. With some projects, legal advice was still being provided just days before training was due to commence. Content and clearly defined policy positions and process maps should be available early in the training development process.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Extra time needed to be built into content development to help manage delays in provision of supporting material and advice.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Deadlines for forms development was not met which resulting in enabling areas required to manage and deliver forms in a tighter timeframe than originally scheduled. This resulted in most hard copy forms not being available to regional staff to provide them with the opportunity to familiarise themselves with them prior to using them. Some forms were not delivered in time for 16 June 2016 so business continuity arrangements needed to be invoked.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"

Project Management	Project teams had limited knowledge of process and timeframes for design and printing of forms. 30% of the 60 form requests where analysed as part of the forms design process. The remainder of the forms were processed as received. Without analysis the use of the form cannot be simplified, the data cannot be improved, and the business process has little chance of becoming more effective.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun, the trainers did not have the capacity to deliver a comprehensive training package to staff or embed new behaviours required by staff to ensure they are operating lawfully and compliant under the new legislation.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	The delay in policy positions, business design and work instructions led to training being delayed by 5 months as per the original schedule.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Project Management	s. 42(1)	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Resources	Many of the business areas did not accept advice delivered early in the programme implementation regarding the time required to develop instructional material. This meant that adequate resourcing was not put in place when required.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Resources	The identification of the essential forms required for the implementation of the biosecurity legislation was not completed in a timely manner. This compromised the quality and useability of the forms available on 16 June 2016. More resources needed to be applied earlier.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Roles and Responsibilities	Responsibility for tracking progress and reporting on the development of instructional material should be made clear and be coordinated.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Roles and Responsibilities	As a result of the changes to the implementation plan early in the programme of work, business areas were unclear of their roles and responsibilities relating to stakeholder engagement. This resulted in confusion, duplication of work and poor communication.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Roles and Responsibilities	s. 42(1)	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Reporting	The same information was being reported to several people by email as well as verbally at the AS working group. It is essential that reporting is streamlined, well-targeted and efficient.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	Project managers would have been well served by engaging with each other more frequently to discuss policy positions and drafting requirements.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"

Internal Engagement	Initially, enablers had to engage with project managers through the Implementation Office which created delays in obtaining critical information. It is more efficient for enablers to have a direct line of communication with project managers and SMEs.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Internal Engagement	A coordinated approach to communicate to service delivery staff about the changes through one channel must be agreed and adhered too in order to reduce confusion and anxiety amongst operational staff prior to implementation.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Stakeholder engagement needs to be better coordinated across the department to ensure clear messaging and consistency (particularly when engaging the same audience). There is opportunity to leverage expertise and knowledge to develop and adapt approaches to stakeholder engagement by utilising the skills and expertise of the stakeholder engagement team. This will help to better understand holistic audience issues (versus specific business area interest) and preferred communication channels.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Better information sharing of communication and engagement activity undertaken by business units or Corporate Communications and Media will need to be addressed, especially where it may impact stakeholders or trigger enquiries relating to the legislation.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
External Engagement	Early engagement and an understanding of impacts would enhance stakeholder relationships with other government agencies.	Could have been done better	**Lessons Learned Summary - Enablers** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Closure Reports\Enabler closure reports\Lessons Learned Summary - Enablers.docx"
Program Management	A defined programme approach and structure should be mandated by the Executive and established early for future programmes of work within the department.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	The department should be mindful of the need for resources to support a programme and enable the continuity of programme activity, particularly for senior leadership roles. Key positions should be established early, with clear accountabilities, authority and visibility over the programme.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	The department should continue to promote the importance of good programme management, particularly at the Executive level, with the view to building the maturity of a programme management culture. The department should invest in programme management capabilities to support the growing number of programmes of work being undertaken.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	The programme board should be focused towards, and actively maintain, a programme level view, and as appropriate, apply scrutiny at the project level, to ensure overall that activities are aligned..		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	Programmes should establish early, and maintain, well-defined progress reporting as a useful control to manage and communicate risks and issues. Project reports should be sufficiently detailed and report key information such as scheduling, dependencies and risks, to allow meaningful reporting at the programme level.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"

Program Management	At the Executive level, clearly establish and mandate the role of the programme management office / programme manager in aggregating and monitoring programme progress, including projects.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	A strong risk management strategy and plan should be established and communicated early. This should clearly articulate the programme's (and projects) approach to managing risk.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	Future programmes should maintain a schedule that integrates project schedules and key dependencies. Progress against this schedule should be continually monitored and reported, with exceptions identified and investigated, and with projects held appropriately accountable for their deliverables.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Project Management	Where projects have dependencies to, and are relied on by other projects or business areas, clear acceptance criteria for project deliverables / products should be developed by the dependant areas. This includes providing clarity around the required output, quality and schedule.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	Any departures from the agreed scope and schedule should be agreed by dependant areas and at the programme level.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	The department should not only document dependencies within the programme but also those external to it. Interaction with other departmental initiatives, programmes and key operational activities should be understood and documented.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	A collaborative approach to programme delivery will assist in ensuring there is the necessary discussion and information sharing between stakeholders around scope, schedule dependencies, risk and deliverables.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	Assurance activities provide confidence that the programme is well controlled and that projects will deliver products that meet the programme objectives. Robust assurance mechanisms should be put in place for future projects and made visible at the programme level.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"
Program Management	Benefits management should start as early as possible to ensure that programme and project activity is appropriately aligned to benefits. Once defined, accountability around the deliverable of benefits should be assigned, to ensure appropriate focus.		**Implementation of the Biosecurity Legislation - Internal Audit** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Programme Assurance\Internal Audit\Agriculture IA - Implementation of the Biosecurity Legislation - Report FINAL for AC 190516 (RM).docx"

Program Management	**The use of business design blueprints, process maps and scenario testing.** Where they were used, the development of end to end process maps, scenarios, blueprints etc proved a very effective and productive way to: • Create shared understanding of business processes that cross geographic and divisional boundaries • Translate policy and law into what it meant for operations • Help identify dependencies, priorities, gaps ambiguities and options • Build sustainable solutions faster	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**Co-design and collaboration involving the right people** Interviewees and workshop attendees identified a number of examples where staff and client collaboration had very positive impacts. It was key to: • Understanding dependencies upfront • Information sharing • Leveraging expertise • Solving problems together, across geographic and divisional boundaries • Building strong relationships • Understanding change impacts and identifying support strategies/products	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
External Engagement	Feedback from industry stakeholders and peak bodies was very positive. The engagement was collaborative, inclusive and supported by proactive mechanisms such as surveys. Stakeholder events such as the Biosecurity forum and national information sessions were very well received.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**The AS working group** Although formed late in the programme's lifecycle, this decision making body was very effective at identifying and resolving issues, focussing on priorities and coordinating effort across projects to delivery on the critical path. It was highly collaborative in nature and it involved the right people, with the right skills, attitudes and behaviours.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**Clear priorities and critical path** Although this occurred late in the programme's lifecycle, clarity of purpose, priorities and roles/responsibilities across the programme enabled the 16 June deadline to be met.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**People focussed on getting the job done** There was strong evidence of this across many aspects of the programme. It was particularly evident late in the programme's life cycle as priorities and critical path were rebaselined.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
External Engagement	**Public consultation on the subordinate regulations** Although delayed (in accordance with the original programme schedule), this activity was successfully coordinated and managed.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**Empowering those responsible for implementation** Project sponsors and managers were empowered and accountable for end-to-end delivery of their respective projects.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**The role of the implementation office** Although its mandate was debated and took time to evolve, the implementation office was critical to supporting active integration, coordination and reporting of activities across the programme, particularly in the latter stages of the programme's life cycle.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Program Management	**Planning for and development of a blended learning programme, including development and delivery of eLearning and face-to-face training modules** Although in some cases training was undertaken in the absence of fully formed policy positions and/or completed instructional material, input to and development of training modules and materials occurred iteratively, with significant support from stakeholders across multiple areas within the department. The industry eLearning package was very well received by stakeholders. In general, staff training proved successful, noting the requirement for ongoing focus on the Category C components to support operational staff and clients in executing their responsibilities.	Done Well	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Roles and Responsibilities	**Those responsible for implementation need to be involved upfront in policy design** Considerable time had to be invested by stakeholders in “coming up to speed” and in particular, gaining an understanding of: • What the new legislation meant for business (the intent) • How good legislation translated into effective implementation • How good law translated effectively into operations It was felt that this effort was at times siloed and time could have been spent more effectively.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**Significant activity was undertaken in the lead up to the creation of the Programme, which proved to be either ineffective or in hindsight, not focussed on right priorities** Interviewees and workshops participants felt the ‘pre-implementation’ period could have been more effectively planned and managed to include focussed, coordinated effort on: • Creating a shared understanding of the legislation and new laws and how they needed to be or could be translated into operations • Assessing “current state” (people capability and capacity, processes, technology etc) and addressing gaps • Joint dialogue on the most effective way to implement the legislation • Departmental dependencies, their potential impact on implementation, relative priorities, management strategies and actions	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Program Management	**Those responsible for implementation need to be involved upfront in the design and structure of the Programme** It took significant time for the executive to arrive at an agreed position on how the programme was to be delivered and governed. It wasn't until late in the Programme's lifecycle (July 2015) that this agreement was reached. At times, this translated into confusion, frustration and a lack of shared understanding of the programme approach and priorities among project managers, team members and Board members. There was/is debate regarding the structure of the original projects and their respective scopes of work. There is a view that they were aligned more to the chapters of the Act, rather than the reality of operations and what made sense on the ground. Irrespective of this (and noting there no wrong or right ways to establish a programme – just better ways), the root issue remains – those responsible for implementation need to be involved upfront in the design of the Programme.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**There was not a shared understanding of the department's desired future state, arising from introduction of the new legislation.** Clarity of the department's future state appeared to exist in parts, but did not appear to exist in a holistic, integrated way; understood and owned by stakeholders at all levels. This lack of an explicitly defined future state – or Blueprint – led to the following commentary from interviewees and workshop participants: • Programme outcomes were not clear, until late in the lifecycle • There was no single view of how legislation was to work in practice, as opposed to theory • A consistent translation from good legislation and good law into "what it meant operationally" became very time consuming and at time fragmented • Without a formed baseline for the future, it became challenging to develop and agree a Stage 1 implementation plan and determine and agree priorities ("must haves") across the Programme The requirement to develop a top-down Programme Blueprint was included in the Legislation Implementation Framework (July 2015), but this was not progressed. It will be critical for stage 2, particularly given the focus on delivering business improvements resulting from introduction of the new legislation. Blueprints did exist for some projects, but blueprint design was not undertaken consistently across all projects.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Program Management	**Design work was not undertaken in a consistent, integrated way across the Programme** The lack of a programme wide approach to design meant that to varying degrees, depending on the particular project/enabling area, either the right people were involved too late in the lifecycle or the wrong people were involved too early. In general, this impacted the schedule and the quality of outputs. Design, or co-design, can be and was used by some projects as a very effective way to: • Identify and ensure the right people were involved upfront in the problem solving (ie representatives from policy, legal, operations, client areas and enabling areas) • Engage the executive top-down to engender ownership • Support iterative understanding of change, change impacts and tailored mitigations • Focus those designing and building programme and project products on who is fundamentally at the centre of any solution – the user (staff and clients) • Enable shared understanding of priorities, outcomes and dependencies upfront, thereby mitigating downstream risk • Encourage user testing and time spent on reviewing and adjusting solutions as a result of testing • Resolve “translation” issues and agree common lexicon A set of design principles and the requirement for robust programme and project design were endorsed in the Legislation Implementation Framework (July 2015), but not undertaken is a systemic way. For Stage 2, this could provide the critical “glue”; the guiding process that leverages and builds on that which underpinned Stage 1 success – motivated staff and clients focussed on achieving quality outcomes together.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**It took too long to arrive at a shared understanding of the impact of internal and external change resulting from introduction of new legislation** The breadth and depth of change were underestimated. It was originally assessed as “low” and communicated as such. It wasn’t until late in the life cycle that the true nature and extent of internal and external changes were identified and validated. This made it challenging to engage internal and external stakeholders in a targeted, constructive manner until late in the programmes lifecycle, which in turn increased the risks for commencement (refer BRA). It is apparent that change impact assessment work was not undertaken iteratively and in a consistent and systemic way across the Programme. At times, assessment of impact for some enabling areas was made without formal engagement and input from area representatives. An embedded co-design approach could have mitigated these risks.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Project Management	**Development of the policy positions took much longer than originally scheduled** This created a risk, to varying degrees, on the development of downstream dependencies. The impacts were identified in the Business Readiness Assessment. Interviewees and workshop participants identified several root issues which led to slippage and heightened risk for the subsequent downstream dependencies in this area: • The time taken to develop policy positions, many of which proved very complex, was under-estimated in project plans and schedules. The same could be said for development of subordinate regulations • Understanding how to translate law and best apply the legislation into operations proved time consuming • Dependencies with upstream and downstream activities weren't as clear nor understood as well as they could have been upfront • Access to subject matter experts was challenging given competing priorities • A lack of corporate capability in policy development meant it was challenging and time consuming to develop the products • Sequencing of activities could have been more effective. Development of downstream activities could have commenced earlier and concurrently with the build of the policy positions eg. commencing development of instructional material concurrently with development of policy positions • A more effective co-design and iterative approach could have been taken to development of the policy positions • ''Must haves'' weren't as clear nor understood as well as could have been across all projects (until late in the lifecycle).	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**There was not a shared understanding of programme priorities, dependencies and critical path until late in the Programme's lifecycle** This issue was explored in detail in the Business Readiness Assessment. Workshop participants and interviewees felt considerable time was spent either on trying to understand what was important or working on things that proved to be ancillary. They felt that the following would be critical to the success of Stage 2: • A more disciplined approach upfront to identifying and agreeing the ''must haves'', at programme and project levels • Sequencing concurrent activities to meet the priorities (critical path) • Focussing project and programme reporting on progress in meeting the critical path upfront.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Reporting	**At times, there was too much focus on inputs and processes, and not enough focus on the outcomes** Interviewees and workshop participants felt this most strongly in two areas: • **Reporting**: They felt that, certainly early in the programme's lifecycle, there was an over emphasis on reporting at multiple levels (project, branch, division, Board, corporate), much of which appeared to be uncoordinated and driven via differing templates. While this improved as the programme progressed, they felt greater efficiencies could be gained by reviewing and streamlining reporting for Stage 2 • **The Instructional Material Library**: In their opinion, stakeholders felt that at times an inflexible focus on quality processes compounded the challenges as upstream dependencies started to slip and immovable deadlines had to be met. From the department's perspective, IM quality is critical and a key role of the IML team is to ensure quality standards are maintained and the IM to be uploaded conforms with the endorsed framework. In some cases, given the compounded schedule toward the end of the programme lifecycle, quality gave way to just getting the IM finished. This intersection point between the realities of bottom up programme delivery and the need to meet immovable deadlines and ensuring adherence to top down departmental standards and processes should be explored in the lead up to Stage 2. Agreement needs to be reached on the most effective way to engage across stakeholders with IM responsibilities, apply fit-for-purpose quality processes and procedures (commensurate with the level of assessed risk) and triage / resolve issues in a timely manner.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Project Management	**There appeared to be an inconsistent approach to project management processes, tools and templates.** This at times created confusion, unnecessary re-work and the creation of multiple sources of truth (as opposed to a single source of truth).	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Resources	**Competing corporate priorities had an impact on the Stage 1 schedule and resourcing.** There were a number of high profile, resource intensive initiatives occurring within the department at the same time as Stage 1, including the transition to national service delivery, PEQ transition, cost recovery and the WHS task force. This created pressure on limited resources and blurred priorities at points through the Stage 1 lifecycle.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"
Program Management	**The programme at times and at different levels suffered from the ''tyranny of optimism''.** While an optimistic outlook is critical to programme success, it must be complemented with validated evidence – of progress, of change impact, of quality etc. At times, there was a general perception that ''everything would work out''. Evidence based, point in time assessments (Quality Reviews, the Business Readiness Assessment, the Internal Audit Report) did not always share the same level of optimism. It will be critical in Stage 2 that focus is maintained on conducting Quality Reviews at agreed intervals, the integrity of status reporting and effective, proactive risk management.	Could have been done better	**Post Implementation Review - Stage 1 - Lesosns Learned Summary** "Y:\Legislation\Legislative Reform\Implementation\Program Mgt\Stage 1\Post Implementation Review\Post Implementation Review Report - Lessons Learned Summary.docx"

Lessons learned – Project Level

Information extrapolated from the project closure reports for Stage 1 implementation of the *Biosecurity Act 2015*.

Things done well			
Project	**Process**	**Lesson**	**Theme**
1	External Communication	Regular communications maintained with all stakeholders gave confidence in our approach and understanding of their issues.	External Engagement
1	Internal Coordination	The Coordination team (new bio leg implementation team) did a great job of keeping projects on track and keeping projects up to date with higher level priorities and plans.	Programme Management
2	Project Management	Early drafting and NBC approval of policy documents assisted in the ongoing work of the project and provided a foundation for the development of material such as IM.	Project Management
2	Operationalisation of Chapter 6 powers	The project team was able to identify scope changes as they occurred and respond in a flexible manner to undertake new project activities, and engage with relevant SMEs when activities were beyond the expertise of the project team. The Project team was also able to take into account and respond to issues raised by operational areas and other Projects in a flexible and timely manner. All deliverables and products were identified and created in time for commencement.	Project Management
2	Engagement with relevant SMEs and Project Mangers	Early and targeted engagement with relevant SMEs in post border detections, OSS, PEQ management and OGC was undertaken and managed well on an ongoing basis. Identifying significant linkages with operational areas assisted with the timely development of material to support and assure biosecurity officers through the change management process associated with the new legislation and powers. Engagement with other Project Managers was a focus in the initial stages of project planning.	Internal Engagement
2	Engagement with the Department of Health on vector control	Engagement with the Department of Health on vector control powers was timely and generally well managed due to existing good relationships between agency officials. Project 2 officials were successful in focussing efforts on identifying and pursuing appropriate solutions to a vexed issue for the interim and long term. These outcomes were appropriate and well communicated between the parties, and agreed to by SES.	External Engagement
2	Process to develop entry and exit requirements	Engagement with relevant officials in PEQ management, design team, OGC and the plant and animal biosecurity divisions was instigated at the earliest possible time. Achievement of the objective to engage constructively with all relevant stakeholders on why these notices were required and on what role each area resulted in the content and structure of entry and exit notices being clear and appropriate and legislatively sound.	Internal Engagement
3	Draft operational requirements early	The drafting of detailed operational requirements documentation early in the project timeframe provided useful common reference for biosecurity implementation team and the project team.	Project Management

Lessons learned – Project Level

4	Development of subordinate legislation	The project was successful in delivering all subordinate legislation requirements on time.	Project Management
4	Stakeholder engagement	Effective targeted engagement with industry stakeholders and Norfolk Island community.	External Engagement
4	Prioritisation of project deliverables	The project experienced slippage in completion of its milestones as a result of delays in the development of subordinate legislation and instructional material for other projects. The project communicated and dealt with the slippage effectively and was able to deliver day 1 critical outputs.	Project Management
5	Targeted engagement and consultation	The success of project 5 is due to the considerable, timely and targeted engagement and consultation across the department, the national Biosecurity work force, stakeholders, clients and the public at large. The Project has worked closely across the Department with the Legislation Implementation Programme, the Office of General Council and the other projects.	Internal & External Engagement
6	Communication between Project 6 and internal stakeholders	Frequent and two-way consultation led to strong working relationships between the project team and internal stakeholders, including project owner and policy owner, project SMEs, Enabler SMEs, programme office and operational programs. Project 6 instigated discussions with other project teams to help identify and manage cross-over of work. This enabled us to build good relationships with other projects, share ideas and strategies, and monitor the 'big picture'.	Internal Engagement
6	Time management	Where possible, project team aligned with original timeline for deliverables.	Project Management
6	Project documentation	Kept simple and to a minimum, which avoided over-complication of the project management for the project team, SMEs and Enablers. Use of designated legislation SharePoint site meant all project documents were visible and accessible to project team, SMEs, Enablers and other project teams.	Project Management
8	Input into the development of eLearning and face-to-face training modules for staff.	The Project Team acted quickly to draft input in line with Training Development Section's (TDS's) timelines and needs, and this was well received by TDS and their colleagues. The Project Team was able to negotiate and reconcile different views on training needs with TDS and other stakeholders.	Project Management
8	Input into development of mylink content for staff.	TDS consulted with the Project Team in the design and delivery of relevant content of the training modules. The Project Team offered draft content in a timely fashion, and responded quickly and constructively to suggestions by Internal and Corporate Communications Team.	Project Management
10	Gantt charts	Were well done and helpful	Project Management

Lessons learned – Project Level

10	FaBS Division Overview Report	Simple, easy to update, useful	Reporting
10	The IIFCC members were consulted and engaged	The Hyatt meeting on the 23 Feb 2016 was well received and appreciated by industry members	External Engagement
11	Developing a process for FPP testing where industry is able to ensure the department that they are capable of managing biosecurity risk.	As this is a new function across the department, compliance management needs to be reviewed to ensure that the department can manage the FPP testing process.	Project Management
12	Collaboration with all areas, in particular OGC and Biosecurity Legislative Implementation Team	Everyone understanding the timetable and prepared to support each other and be responsive to urgent requests.	Internal Engagement
12	AS working group lunchtime meetings	Everyone kept up to date and responsive to emerging issues.	Internal Engagement
14	Stakeholder engagement with subject matter experts	Subject matter expert and stakeholder engagement was successful. Subject matter experts provided extensive commitment and availability throughout the project.	Internal Engagement
15	Collaboration with Operational Science Support (OSS) to identify best way to enable staff to be authorised as Biosecurity Officers to enable testing and sampling activities	Early engagement to enable OSS to identify staff and put arrangements in place to authorise relevant staff as Quarantine Officers so that they could automatically become Biosecurity Officers on commencement of the Biosecurity Act 2015, ensuring smooth transition of functions and continuity of operations (Project 23).	Internal Engagement
15	Collaboration with senior regional operational staff when developing practical processes for new work instructions and related supporting materials for officers.	Consistent engagement with regional operational staff throughout the development of new instructional and supporting martials, ensured practical and workable solutions for the application of new legislative requirements. This collaboration ensured a smooth transition and continuity of operations on commencement of the Biosecurity Act 2015.	Internal Engagement
15	Operational scenarios developed for use in training	Consultation with regional investigation managers culminated in sound scenario testing being developed and used for training purposes and document development across all the sub-projects.	Internal Engagement
15	Engagement of Enforcement Officers as subject matter experts	This facilitated early engagement with the Biosecurity Enforcement Officers and heightened their learning, acceptance and uptake of change.	Internal Engagement

Lessons learned – Project Level

15	Workshops/working groups	The workshops/working groups assisted the project to identify and confirm the scope of the project and also facilitated productive and early engagement with stakeholders. It also provided a forum in which to clearly identify and work through potential issues in a timely way.	Internal Engagement
16	Collaboration with the Tasmanian government to enable their officers to be authorised as biosecurity officers.	Early engagement with states and territories on the requirements for the new legislation.	External Engagement
16	Identification by the programme that the project wasn't progressing as scheduled enabled measures to be implemented to ensure project deliverables were completed.	Programme oversight of the project identified the issue and provided the program the opportunity to implement changes to facilitate the project getting back on schedule.	Programme Management
17	Divisional Governance Section	Divisional Governance Section provided great benefit from the project perspective in terms of provision of guidance on project management issues and documentation requirements; updates across legislation program; understanding of strategic focus of steering committee; and filter of information and requirements to/from the Implementation Programme Office.	Project Management
17	Internal Engagement	Engagement across other projects, both within and outside the Division – through contact with project managers (i.e. having an entire Program of work covering the legislation implementation) and Compliance Governance team. This enabled joint consideration of policy which crossed multiple projects, and ensured all provisions in the new legislation adequately covered. Engagement with ISG on First Point assessments – involvement from those with clear understanding of the operational issues aided in developing the assessment tools. Workshops and regular teleconferences held with assessment working group so as to promote consistency in approach to assessments.	Internal Engagement
19	Project Team input to development of eLearning and face-to-face training modules for staff	The Project Team acted quickly to draft input in line with Training Development Section's (TDS's) timelines and needs, and this was well received by TDS and their colleagues.	Project Management
19	Project Team input to development of mylink content for staff	The Project Team offered draft content in a timely fashion, and responded quickly and constructively to suggestions by Internal and Corporate Communications Team.	Project Management
19	Working with in-house drafters on drafting of Regulation, s. 42(1)	Excellent two-way relationships – process went quickly, smoothly and cooperatively, and deadlines met.	Internal Engagement

Lessons learned – Project Level

19	Overall stakeholder engagement	Was done within timeframes, advertised according to best known paradigms, issues raised addressed, and good records kept.	External Engagement
20	Stakeholder engagement	Early engagement with stakeholders. Closing the loop – letting stakeholders know how their input was considered and if comments couldn't be actioned, providing the reason why.	External Engagement
22	Certain project management artefacts	The Policy Position document was a very worthwhile exercise for establishing scope and direction. In fact, I think it warranted greater emphasis in terms of time and detail.	Project Management
22	Policy development	The approved arrangements team worked exceptionally well to develop a comprehensive policy and operational framework for arrangements.	Project Management
22	Electronic AA applications	The use of electronic applications for the first time resulted in a faster more efficient submission of applications.	Project Management
22	Development of an (Excel-based) electronic system to monitor consideration periods	The calculation of the consideration period available for applications can become quite complex in the event of multiple and/or overlapping requests for further information. The 'Big Ben' consideration clock automates the calculation of days remaining in the consideration period and 'heat maps' (with colour) all applications, so service delivery staff can see at a glance which applications need attention. Note that Big Ben is a stop gap measure pending proper systems development.	Project Management
22	Industry sessions	The industry sessions were a useful exercise for conveying information and correcting misunderstandings.	External Engagement

Lessons learned – Project Level

Things to improve on				
1	Internal Communication on Legislation Development	There was insufficient internal consultation on the development of legislation which led to areas of the legislation being unworkable from a practical point of view. Amendments will be required as a result of this lack of consultation.	Consult more widely and regularly on all legislation development.	Legislation Development
1	Internal clarity on roles and responsibilities with regards ballast water	With four areas of the department responsible for different aspects of ballast water policy and management, there needs to be greater clarify around roles and responsibilities so that projects can be managed more effectively, business owners can have clarity on who is doing what and all involved can ensure the correct people are being consulted.	Ballast water working group that takes in all areas with ballast water responsibility, has a coordinated approach, and clearly defined roles and responsibilities. This will be particularly important in Stage 2.	Roles and responsibilities
1	Forecasting/planning ahead for deadlines	There was not a lot of forewarning for when briefings/reports/products (including IML) would be required. It would certainly be better to have greater warning and clarity on deadlines so that projects can plan ahead.	A very clear project plan that includes deadlines for regular reporting, important meetings likely to require briefing (NBC, AGSOC etc.) and documents (e.g. IML). In addition to being able to plan ahead – a full scoping activity at the start of the project to identify all affected 'products' and their business owners etc. so that all areas have foresight on what is going to be required and when. Improvements in this area could have also have been achieved by better clarity of roles and responsibilities within the department.	Reporting
1	Timing for implementation / Resourcing	12 months was an insufficient amount of time to implement the legislation with the allocated resources.	Better planning – either add more resources to implementation or more time. Make deadlines and milestones real and achievable, noting that poor clarity of roles and responsibilities and lack of consultation during legislation development within the department added significant delays/roadblocks to the implementation program.	Resourcing
1	Reporting	Divisional reports, reports on swimlanes etc. were too frequent, repetitive.	Make reporting meaningful, justified and serve a distinct purpose.	Reporting
1	Implementation Review process	Reviewing the implementation before it happened took away time from actually implementing effectively	Reduce the size/effort of reviewing. Reviewing the whole program of work, for example the Ernst & Young and subsequent reviews, took resources away from achieving project goals. It	Programme Management

Lessons learned – Project Level

			would be more effective to focus on reviewing only critical aspects of the implementation process.	
2	Project management and governance	There was a lot of uncertainty between the scope of projects 2 and 5, with a late changes in project scope (according to original project plans) reassigning responsibility for operationalising some assessment and management powers under chapter 6 being reassigned to project 2 without much discussion. As a consequence, a few things went awry: - significant portions of instructional material were not progressed until late - insufficient workshopping of the use of the powers occurred early in project, leading to a last minute flurry of activity to appropriately choose which powers to use - additional responsibility and pressure lead to reduced focus on the original project scope delaying other priorities Identification of project capacity when project scope changes occurred was not always timely, or well communicated. Whilst these changes resulted in increased flexibility being built into the design and delivery of certain project activities, it also resulted in the creation of critical knowledge gaps and impacts to project resources. A better understanding by Project 2 of operational requirements at an earlier stage of the project could have resulted in the earlier and more appropriate development of IM and training, and scenario testing where appropriate. As the Chapter 6 powers were new and untested, it was important to use these documents in scenario testing and wider consultation.	Project monitoring should be considered to determine whether delays to Project 5 progressing Chapter 6 assessment and management powers could have been identified and resolved sooner. Changes to project scope should have had the programme change management governance applied, with changes in responsibility tested at a program level. Project managers and implementation supported all could have raised this. Suggest considering whether the board was the right level to do this at given its infrequency and the level of priority of its decisions. For future programmes, it may be worth considering leaving an Assistant Secretary Working Group in place earlier to help make lower order decisions (like shifts in project scope). Project Managers needed to be mindful of project scope creep with dependent projects and provide a clear position on capacity and responsibility for project activities that could otherwise result in an inappropriate change of scope.	Project Management

Lessons learned – Project Level

		Better/earlier identification of unique needs and requirements for operational areas at the outset of the project and then addressing these needs in appropriately would have been beneficial.		
2	Difference in divisional approaches	Differing approaches to project management, different governance arrangements, and at times poorly managed communication between divisions led to ineffective decision making, confusion as to who to engage and onerous clearance processes. This resulted at times in delays to the progression or completion of certain activities, and to unnecessarily strained relationships. It also resulted in confusion regarding project scope changes and activities.	Suggest future programmes are delivered consistently across divisions to avoid confusion. If different approaches are required, suggest considering in advance ways to adapt programme design to account for individual requirements.	Project Management
2	Communication between dependent Projects, SMEs and enablers	While general SMEs for each division were identified, it was at times difficult to identify an appropriate person for more specific issues, and when they could be identified they were sometimes unavailable due to competing priorities (PQD team difficult to engage during incursion and SDO were difficult to engage until nearer to commencement). Further, as project activities progressed and workloads increased there was less strategic engagement and more reactive engagement.	Project responsibility, roles and capacity need to be clearly articulated, understood and agreed at all levels (i.e. more broadly than Project Managers) and commitment made to making resources available even where there are competing priorities. Where risks emerge, programme consideration of resourcing, rather than divisional could assist in ensuring all priorities are serviced. There were also delays in developing adapted IM and other documents specific to certain operational areas which meant there was a lack of clarity or understanding of some of the new requirements at commencement.	Resources / Engagement

s. 42(1)

Lessons learned – Project Level

		s. 42(1)		
2	Testing all relevant operational scenarios	There was a lack of clarity early on in regards to how Chapter 6 powers would be used in relation to Chapters 3 and 4. This contributed to operational scenarios that were not tested within the context of the law until too late. Proactive engagement with Service Delivery was not identified as a priority or undertaken early enough. Service Delivery also did not seem to identify or engage directly or in a timely manner with all relevant Project Mangers in order to confirm what the changes would be for staff in regional offices.	There was not timely engagement between Project 2 and Service Delivery on a range of fronts, resulting in poor delivery of initial communications activities. There was little time to provide constructive or informed feedback or to discuss the purpose and effectiveness of the activities at that point in time (when policy was yet to be settled by several key projects). Informing projects of upcoming work that will require feedback ahead of time to give the key program areas opportunity to develop content and provide comprehensive feedback before drafts are provided for feedback/consultation within a short timeframe is essential with this type of change management activity. Whilst this was eventually resolved and correct information provided to staff through scenarios and Mylink information sheets, there was great effort required to reframe what Chapter 6 powers would be used for.	Internal Engagement
2	Information and communication material storage and availability for staff	Project team and programs experienced issues in publishing documents on the IML and mylink due to lack of flexibility in what can be housed in these locations. Programme documents were a bit of a free for all at times. For example, the Master List for critical forms was not easily accessible or useable by Project 2 and the purpose of the List was not clearly articulated in the early stages. The List was often updated, amended, and restructured by other users with implications for Project 2 but without explanation to Project 2.	A 'one-stop-shop' for all relevant information materials is necessary as there is a risk in requiring staff to access multiple sources for information and guidance. Project 2 found that several documents created for staff did not meet the requirements for the IML or mylink and therefore could not easily be made publically available and therefore their utility was reduced (pocket guide). Suggest more communication, clarifying responsibilities for update and using version control and sharing/privacy tools to manage documents.	
2	Attendance at or hosting workshops and engagement with	Many early workshops did not have clear objectives.	Some early workshops hosted by Project 2 were designed to be discussions of concepts with the objective of informing policy	

Lessons learned – Project Level

	other projects where dependencies were misidentified	Proper identification of project dependencies is critical.	development and to gain a better understanding of departmental activities. However, this may not have always been well communicated or understood by participants who may not have gained benefit themselves from attending. Where dependencies were misidentified or inappropriately pursued, engagement activities were unnecessarily undertaken and efforts redirected from other project activities.	
2	Risk assessment with Ernst and Young consultants	Project 2 was inappropriately assigned extreme and high risk ratings for certain project activities, despite the likelihood of the risks arising being low to non-existent due to mitigation treatments.	Time was taken from other project activities to complete a risk assessment activity led by Ernst and Young consultants that only looked and the consequences, and not the likelihood, of risks identified. Whilst the risk assessment was later revised to include likelihood, this could have been avoided had the risk assessment been undertaken properly in the first place.	Programme Management
3	Limited access to OGC	Having limited access to OCG resources was challenging and resulted in longer turn-around times than had been anticipated.	NAQS would have considered having a staff member based in Canberra to facilitate ongoing exchange of information between other project teams and OGC. When staff travelled to Canberra for key meetings, this process was more productive and generated a better mutual understanding. Telephone meetings were valuable but not as effective as face to face discussions.	Resources
3	Project Handover	NAQS project was initially reporting through the Compliance Division to deliver our project. Service Delivery Division took a lead role mid-way through the project and overlaid much of what had already been done, particularly around process mapping and tracking progress. This resulted in significant duplication of effort in relation to process mapping and considerations on future-state during the critical periods leading into rollout. While SDD provided strong guidance and support around the delivery of training to all staff, the duplicated effort in reporting and responding to ad-hoc requests was significant for our small project team in Cairns and necessitated a diversion of project resources away from training		Project Management

Lessons learned – Project Level

		preparations and delivery efforts in order to meet reporting deadlines.		
4	The development of policy and instructional material for all projects should have been undertaken sooner.	This seemed to have caused some delay with drafting of subordinate legislation and compounding effects.		
4	The project was undertaken as a stand-alone project requiring a review of the policy and instructional material of other projects once all policy and instructional material had been completed.	This caused slippage in completion of milestones for external Territories project due to the delays other projects were experiencing.	It would have been more efficient and effective if the regulation of external Territories project was embedded in or a compulsory consideration of all other projects.	
4	The project experienced some issues when key project staff left the project just before the legislation was to be implemented on Norfolk Island with little time for handover between project team resources.	This has resulted in a significant loss of knowledge at a critical time (implementation).		
4	The goods determinations for external Territories had to be modelled on the determination created for the mainland.	Delays experienced in drafting the mainland determination meant the drafting of the determinations for external Territories had to be completed in an extremely short turnaround time potentially impacting the quality of the legislative instruments and the consultation that needed to occur.	The goods determinations will need to be reviewed post implementation and further consultation will be needed, particularly for Norfolk Island.	
4	Transitional planning for Norfolk Island	More planning and consideration of legislative transitional arrangements for Norfolk Island may have assisted in managing the import permit issues experienced on implementation. This includes appropriate resourcing in the technical areas of the department to support the initial influx of Norfolk		

Lessons learned – Project Level

		Island import permits and communication of the new import requirements.		
4	The development of some project documentation was time consuming and was not particularly useful in delivering the project work. At times, there was also continual change of template versions and repetition in some of these documents. For example: • the status of project risk was to be logged in the risk/issue log as well as on the monthly status report. • the project plan template changed multiple times while the plan was being drafted and also contained some duplicate information, such as the stages, milestones and the initial draft schedule. Also the stakeholder management segment was duplicated by the communication plan that also needed to be drafted. • P3O was engaged initially to undertake a change assessment and draft documents were prepared, however the process changed suddenly and was to	Need better planning, coordination and streamlining of project documentation to make more useful and relevant.		

Lessons learned – Project Level

	be undertaken through the blueprinting exercise instead.			
5	IM development	An agreed (but flexible) process (upfront) for the storage, reporting and updating of instructional material would have assisted.	A member of PPD attached to the team to act as a conduit/champion for the division.	Resources
5	Resources	Additional resource for administration, reporting and filing would have been useful. Additional resources in ISD to assist in documenting and building the changes in ICT systems		Resources
5	Internal Engagement from outset	Increased engagement from specific Sections from the beginning.		Internal Engagement
6	Policy and draft content for regulations and determinations was finalised by the project team and met scheduled timeframes (in June 2015) however drafting of subordinate legislation was delayed by the programme office and the Office of Parliamentary Counsel (OPC). Draft goods determination was more than eight months overdue.	Flow on effects impacted length of the public consultation period, and delayed change management e.g. development of instructional material, communications material, other projects (e.g. External Ocean Territories), and liaison with states and territories. SMEs and programs were then overburdened with demanding, last minute turn-around times to ensure finalisation of draft determinations and change implementation met critical deadlines, on top of other (non-Project 6) legislation requirements and their day-to-day workload.	This could have been prevented if drafting of the determinations had not been deprioritised. When the delay was identified as a critical risk, additional resourcing could've been provided to the legislation team. The department could've employed the services of alternative legislation drafters when it was identified OPC didn't have resourcing to meet earlier timeframes. Appropriate and timely engagement of the right people is essential e.g. seeking early technical expertise while drafting the goods determination.	Programme Management
6	Attendance at workshops for other projects.	Many of those workshops had no clear objective or desired outcomes.	Project teams should've only run workshops if needed, and once they had a specific objective e.g. testing of policy principles.	Resources
6	P30 Change Assessment	Not required and of no benefit to project.	Project 6 provided input into data capture but never received a completed assessment/report. It was not clear what the purpose of the Change Assessment was meant to be. This was not a worthwhile use of project members' time and the data capture duplicated work already completed in the Project 6 Change Management Plan.	Reporting

Lessons learned – Project Level

8

Project Management

S. 42(1)

8

Project Management

Lessons learned – Project Level

9	Early engagement	More involvement of regional and service delivery staff earlier in the development of work instructions and operational processes. Earlier engagement with other policy areas within Agriculture. Consult earlier with industry, with the support of the Biosecurity Legislation Implementation Support Office.	Canberra operational staff should conduct information sessions in regions to follow up on the implementation of the legislation. Push stronger for role specific training for Agriculture officers i.e. ill traveller, deceased traveller, pratique, ship sanitation, terminology changes.	Internal & External Engagement
10	IML identification and staging was not clear	When identifying IML that need changing we should upfront assign the priority	In the end it worked out	Programme Management
10	Term changes need to be more prominent	Industry is sensitive to terminology changes	When terms are being changed (such as “Lodger” was changed to “Service Recipient or Agent”) we should have a document that identifies these upfront.	Programme Management
10	Delegations	Ministerial delegations are separate to Director of Biosecurity delegations	That we seek the approval for these prior to legislation implementation	Programme Management
11	Project implementation	Policy/scope	FPP project was presented to the project manager without any department wide agreed objectives for policy development, intent or scope. This delayed the project by several months while these were researched and developed. There was no documentation available from the legislative drafting completed in 2012.	Project Management
11	Change management	Not done well	Projects needed a change manager or section to assist the project managers where there is a significant change in policy/process etc.	Project Management
11	Project management	Not done well	Project management skills lacking for some projects because staff were seconded from operational/line areas and did not possess the requisite skills and experience.	Project Management
11	Biosecurity Legislation Implementation	Role and responsibility	The Biosecurity Legislation Implementation Programme commenced in November 2014 and it was not clear what their roles and responsibilities were in regard to assisting the project deliverables. Some projects did not start until the following June 2015.	Programme Management

Lessons learned – Project Level

11	Understanding of the department's policy around FPP testing		- The department already does FPP testing but not to the level delivered within this project - An understanding of how FPP will work in conjunction with other departmental policy was difficult to establish - Some users/stakeholders of the FPP test outputs were resistant to including the test as part of their validation processes.	Project Management
11	Blue print design	Not done well	This was time consuming for project managers. Needed an end-to-end picture first.	Resources
12	Finalisation of recommended delegation levels and limits by projects	Projects need to factor in more time to manage the interdependencies between project/policy areas and the operational areas.	Ensure project timelines are developed and monitored to reflect complex relationships.	Project Management
14	Departmental coordination.	Coordination at a departmental level.	Support implementation office, Service Delivery Integration, PPD, Training, P3O, Divisional coordination team and project teams to work in partnership to minimise duplication in requests/reporting/processes; and to reduce the burden on Project Managers during peak periods of effort.	Programme Management
14	Project management.	Importance of establishing a strong foundation for the project.	It is essential that a Project Team ensures all stakeholders are identified and engaged early to ensure their interests are reflected in the initial project scope; and to minimise delays, miscommunications and conflict throughout the project lifecycle.	Project Management
14	Allocation of projects.	Processes were ineffective due to project overlap.	Projects could have been allocated based on pathways (goods, conveyances, travellers) and aligned more to the parts of the Act rather than processes (Information Gathering, Assessment and Management). Communication and effort was further complicated due to the overlap between projects.	Programme Management
14	Governance and reporting.	Timing and prioritising of key deliverables. In addition to key deliverables, further governance and reporting added unnecessary pressure.	Duplicated layers of governance and reporting could have been reduced. Reporting requirements should have been looked at holistically across the department. Different area agendas and requests could have been integrated.	Reporting
15	Delivery of Training. Due to the complexity of the content, Learning and	Requirement for better preparation and timely engagement with Learning and Development.	Training is best delivered by those with the necessary skills and expertise in that field.	Project Management

Lessons learned – Project Level

	Development staff were not in a position to deliver enforcement tools training to Biosecurity Enforcement Officers at the enforcement National Conference in May.			
15	Engagement with Service Delivery Operations (SDO).	Requirement for frequent communication to ensure that all desired timeframes for deliverables can be met. Decision making processes to be agreed upon to ensure that decisions around delegations are consistent and transparent.	It is recommended that project staff engage more effectively with SDO by having weekly scheduled meetings.	Internal Engagement
15	Review and clearance of critical material and requests for legal advice can take longer than the project desires for some urgent deliverables.	Earlier engagement with the Office of the General Counsel (OGC) by the project to ensure that OGC has sufficient time to review/clear critical material and provide advice.	There were times the project needed to move forward without clearance or comments from OGC.	Project Management
15	Development of supporting materials for translation through the department's Communication Branch.	Earlier engagement with the department's Communications Branch to ensure that documents can be prepared within desired timeframes and are of a high quality.	It is recommended that current clearance times for having materials translated are known, allowing for the project to better plan to meet set milestones. For noting: The communications Branch should seek to engage new translating services due to the low quality of products received, due to insufficient translations.	Project Management
15	Development of content for the intranet (Mylink) to house supporting documentation for issuing infringement notices in the traveller environment.	Earlier engagement with the Department's Web Development team to facilitate swift creation and clearance of content.	It is recommended that timely and frequent meetings be held with the Web Development team to ensure that requirements are understood and timeframes are met.	Internal Engagement
16	Development of policy documents	The delay in finalising the project policy document impacted on the time available to complete project deliverables	As with all project management it is important to ensure project timelines are developed and monitored closely. Slippage in timeline should be reported as soon as possible and corrective actions put in place.	Project Management
16	Identifying Tasmania Officers who had completed their mandatory	When obtaining reports from LMS on who has completed training check how this has been calculated as complete/not completed.	This issue in LMS may be resolved with the implementation of the Learnhub in July 2016.	Programme Management

Lessons learned – Project Level

	training requirements to be authorised as biosecurity officers.			
16	s. 42(1)			Project Management
17	Draft of legislative instruments	Disproportionate amount of time was spent on drafting the legislative instruments, due to difficulties with the template provided by OPC.	Outsourcing drafting of the legislative instruments as time spent on the Determinations took the focus away from other priorities.	Programme Management
17	Early engagement	Earlier and more specific engagement with industry on the development of minimum standards - maybe via workshop. Provided in November via email/teleconferencing, but we didn't get formal response on issues until May/June. Earlier and broader engagement across the policy areas of the department regarding the minimum standards. While Animal and Plant Division had SME input into the project team, broader engagement would have been better to ensure all issues covered early on.		Internal & External Engagement
20	Stakeholder submissions	Contact stakeholders during submission period to confirm if they are going to be making a submission	Reminds stakeholders to make a submission and avoids late submissions	External Engagement
22	Commencement of work	Should have started earlier	Work should have started when the bill was in final form, not when it was passed through parliament	Programme Management
22	Project management governance	Overemphasis and Over-reliance	In the 12 months from start of the project to commencement of legislation, the first 7-8 months were devoted exclusively to producing project artefacts and industry sessions. The project governance provided somewhat limited utility for those doing the projects and somewhat false-assurance of progress to the executive (which became apparent in February 2016).	Project Management

Lessons learned – Project Level

22	Project management governance	Budget dedicated resources	Such was the project management and reporting workload that we should have budgeted 1-2 individuals purely for this work while others could start the underlying work on instructional material, requirements, tools, templates etc.	Project Management
22	Engagement with Service Delivery	Integrate more	Greater, closer and earlier engagement with service delivery would have been beneficial. Perhaps service delivery officer(s) on the project team who, in addition to contributing operational knowledge to the development of policy could have also been instrumental in communicating to service delivery.	Internal Engagement
22	Reporting requirements	Duplication and 'One size fits all' approach	Considerable duplication in reporting requirements. Worst example of this was where we were required to report to a corporate area on issues raised by industry and how we answered them. Rather than providing the industry submissions and our responses, we had to put each issue raised into an excel file and put our position/response to that issue in the cell next to it. Additionally, we had to complete a separate word document providing a summary of the content in the Excel file. In the frenetic lead up to commencement, the project management reporting focussed on the development/revision of instructional material, templates and forms. However, for the approved arrangements project, in addition to instructional material, templates and forms, an enormous workload was associated with the revision of arrangement requirements.	Reporting
22	Corporate 'enabling' areas	Mismatched scheduling of resources	Corporate 'enabling' areas were keen to help (e.g. with communications, instructional material) in the very early stages, before the projects were in a position to utilise this help (e.g. before having information to communicate or processes defined for instructional material). Later, in the implementation process, all the projects were in a position to utilise the services at the same time and so these areas were overloaded and became bottlenecks. At this point, they appeared to reinvent their role as 'authorisers' and placed additional reporting demands on the projects late in the process when the projects were already extremely busy. Additionally, demands on OGC's resources	Project Management

Lessons learned – Project Level

			appeared to increase exponentially to commencement, leading to delays in obtaining advice.	
22	s. 42(1)			Project Management
22	Cost-recovery review	Entanglement of processes	The reform of cost-recovery concurrently with legislative implementation was not ideal. Resulted in misunderstanding among stakeholders about what was a cost-recovery reform issue and what was a legislative implementation issue.	External Engagement
22	Early promotion of legislative benefits	Caution required ahead of policy development	Early promotion of the benefits of the new legislation ahead of policy development and cost-recovery finalisation may have confused stakeholders. This is evident in the widely held misapprehension that combining arrangements saves money.	External Engagement
25	Internal Engagement	In retrospect, the project would have benefited from more regular engagement with relevant subject matter experts and future policy owners. This could have been achieved through Project 25 initiating standing project meetings and would have promoted greater buy-in and ownership of policy direction by those areas who would ultimately be responsible and impacted by the policy.	Involving regions likely to be impacted by the policy earlier would have been beneficial as it would have reduced the communication burden required closer to the implementation date. Noting that the Biosecurity (Exposed Conveyances – Exceptions from Biosecurity Control) Determination 2016 was attempting to manage complex conveyance interactions, on review of the final product, the project may have benefited from making simplicity a key objective when designing the policy position (the document which drove the drafting instructions provided to the Office of Parliamentary Counsel). This may have resulted in a Determination that was easier to understand.	Internal Engagement

Things done well

Programme Management

- The Implementation Office ensured that projects were kept up to date with higher level priorities, plans and progress through emails, meetings and the Biosecurity Legislation Implementation Team Site.
- Collaboration between all areas, in particular Implementation Office and OGC was done well. In particular the establishment of the AS working group which ensured everyone was kept up to date on emerging issues and able to manage them in a timely manner.
- Project and Divisional reporting templates were simple and easy to update.

Project Management

- Early drafting of policy documents and detailed operational requirements assisted in the ongoing work of the project and provided a foundation for the development of project documents such as instructional material.
- Project documentation was kept simple and to a minimum, which avoided over-complication of project management for the project team, SME's and enablers.
- Programme oversight of project progress allowed the Implementation Office to implement measures to get the project back on schedule.

External Engagement

- Regular engagement with external stakeholders provided project teams with confidence in their approach and understanding of issues. It helped to focus efforts on identifying and pursuing appropriate solutions.
- The Biosecurity Legislation Information Sessions were a success. The sessions were well received and appreciated by industry participants. It was a useful exercise for conveying information and correcting misunderstandings.
- Closing the loop with external stakeholders was done well. Stakeholders understood how their input was considered and if comments couldn't be actioned, providing the reason why.

Internal Engagement

- Early and targeted engagement with relevant Subject Matter Experts (SME's) in Post Border Detections (PQD), Operational Science Support (OOS), Post Entry Quarantine (PEQ) Management and Office of the General Counsel (OGC) was undertaken and managed well on an ongoing basis.
- Frequent and two-way consultation led to strong working relationships between the project team and internal stakeholders, including project owners and policy owners, project SME's, enabler SME's, Implementation Office, OGC and other projects.
- Consistent engagement with regional operational staff during the development of new instructional and supporting materials ensured practical and workable solutions for the new legislation.
- Consultation with regional investigation managers culminated in sound scenario testing being developed and used for training purposes.
- Facilitated early engagement with Biosecurity Enforcement Officers heightened their learning, acceptance and uptake of change.

Things that could have been better

Programme Management

- Work should have commenced when the Biosecurity Bill was in a final draft form, not when it passed through parliament.
- There was no documentation available from the legislative drafting completed in 2012 to assist in the development of policy and subordinate legislation. As a result the project was delayed by several months.
- A 'one-stop-shop' for all relevant information materials is necessary as there is a risk in requiring staff to access multiple sources for information and guidance.
- The development of some project documentation was time consuming and not particularly useful in delivering on project work. Need better planning, coordination and streamlining of project documentation across the Implementation Office and enablers to make them more useful and relevant.
- Projects were often required to review programme documentation which was time consuming and diverted resources from project deliverables (such as the Implementation matrix development with Ernst and Young).
- The P3O change assessments provided no benefit to the project and it the purpose of these documents were not clear. This work duplicated information already captured in projects change management plans.
- Instructional Material (IM) identification and staging was not clear. IM should have been assigned priority from the outset.
- Enabling areas were keen to engage and assist projects in the early stages of implementation before projects were in a position to utilise this help. Later in the implementation process, all the projects were in a position to utilise the services at the same time and so these areas were overloaded and at capacity.

Project Management

- In some cases there was uncertainty between the scope across projects. Project Managers needed to be mindful of project scope creep with dependent projects.
- The policy positon document was a very worthwhile exercise for establishing scope and direction, however could have warranted greater emphasis in terms of time and detail. Delays in finalising the policy position impacted on the time available to complete project deliverables.
- The development of policy and instructional material for all projects should have been undertaken sooner to avoid delays in drafting subordinate legislation.
- Projects could benefit from testing operational scenarios within the context of the law earlier.
- Differing approaches to project management, different governance arrangements, and at times poorly managed communication between divisions led to ineffective decision making, confusion as to who to engage and onerous clearance processes. This resulted at times in delays to the progression or completion of certain activities, and to unnecessarily strained relationships.
- Where dependencies were misidentified or inappropriately pursued, engagement activities were unnecessarily undertaken and efforts redirected from other project activities.
- Many workshops initiated and facilitated by projects did not have clear objectives or desired outcomes.
- Insufficient handover processes for projects resulted in duplication of work that had already been done or a significant loss of knowledge at a critical time of implementation.

- Project management skills lacking for some projects because staff were seconded from operational/line areas and did not possess the requisite skills and experience.

Resources

- Project responsibility, roles and capacity need to be clearly articulated, understood and agreed at all levels (i.e. more broadly than project managers) and commitment made to making resources available even where there are competing priorities. Where risks emerge, programme consideration of resourcing, rather than divisional could assist in ensuring all priorities are serviced.
- 12 months was an insufficient amount of time to implement the new legislation with the allocated resources.
- Having limited access to OGC resources was challenging and resulted in longer turn-around times than had been anticipated.
- Additional resources allocated to projects for administration, reporting and filing and resources in Information Services Division (ISD) to assist in documenting and building changes in ICT systems would have been beneficial.
- Where a project is based in the regions, suggest having a staff member in Canberra to facilitate ongoing exchange of information between other project teams and enablers.

Roles and responsibilities

- There needs to be greater clarity around roles and responsibilities so that where projects require input from across divisions, it can be appropriately managed and to ensure that the correct people are being consulted.
- Late scope changes resulted in reassigning responsibility to another without much discussion.

Reporting

- Greater clarity is required around reporting deadlines (i.e. reports, briefings, products, IM) so projects can plan ahead accordingly. This could be achieved by conducting a full scoping activity for each project from the outset.
- Reporting was too frequent and repetitive and needs to be streamlined across the programme to limit the burden on project teams.
- Considerable duplication of reporting requirements resulted in project teams being diverted from progressing project deliverables.

Internal Engagement

- Earlier engagement with OGC, Communications and the Web Development was required to ensure that timeframes for completion of deliverables was clear from the outset.
- Engagement with service delivery should have commenced earlier in order to confirm what the changes would be for regional staff.
- More engagement of regional and service delivery staff earlier in the development of work instructions and operational processes would have been beneficial.
- Increased engagement from specific sections from the outset would have been beneficial to avoid unnecessary delays in the lead up to commencement.

External Engagement

- Contact stakeholders during the submission period to confirm if they are going to make a submission to avoid late submissions.

Things done well

Programme Management

- The role of the Implementation Office was vital for enabling interactions across the programme, monitoring and ensuring emerging risks were managed and addressed.
- A clear priority was communicated by the Implementation Office early in the project to focus on ensuring the department was compliant with the legislation on commencement. This empowered discussions around prioritisation of instructional material.
- Establishment of the Assistant Secretary Working Group was a highly effective mechanism for collaboratively understanding and addressing challenges and resource constraints. It was essential to the successful implementation of the new legislation.
- A flexible approach from enabling areas when applying their governance arrangements ensured that essential instructional material, ICT changes, training and communication material was available for staff to use on 16 May 2016. This assisted greatly in ensuring the department was ready on 16 June 2016.
- Creating a dedicated stakeholder engagement team enabled better focus on understanding and meeting client and stakeholder needs.

External Engagement

- Office of the Parliamentary Counsel (OPC) expressed their appreciation for the department's open approach that largely conformed to their drafting preferences.
- Feedback from industry stakeholders and clients was positive regarding the opportunities presented to them (to attend forums, information sessions and face to face meetings). Participants commented that they enjoyed the two way panel session format as it allowed them to raise questions and issues that were specific to them.
- Feedback surveys provided a comprehensive overview of stakeholder awareness and readiness, as well as insight into how stakeholders prefer to receive information from the department and what their key issues were.
- Feedback was overwhelmingly positive from stakeholders with regards to the industry e-learning package, particularly the department working with the CBFCA to respond to the request to have Continuing Professional Development points applied to the training.

Internal Engagement

- Having a dedicated team (delegated legislation) with an understanding of the policy intent of the legislation was invaluable in providing solutions to project team relating to implementation issues.
- Strong engagement between project teams and Information Services Division resulted in timely implementation of business requirements into existing applications.
- Process mapping and scenario testing facilitated by Service Delivery was a highly valuable exercise for understanding staff needs (i.e. instructional material).
- The Biosecurity Legislation Implementation Team Site and weekly email to project managers was an effective tool to communicate essential information.
- Providing enablers with direct access to project teams and SME's as required assisted in managing conflicting priorities and expectations to deliver in an agreed timeframe.
- The stakeholder engagement team established effective relationships with other divisions to deliver stakeholder engagement activities and answer enquiries efficiently.

Lessons learned – Enablers

- Communication between form project members, form designers and print management was collaborative and effective.
- Change assessment workshops with location and stream representatives helped to identify current operational processes at a high level and where processes would change under the new legislation.
- With assistance from the streams, changes identified as significant to staff had additional support materials developed to provide further clarity to impacted staff.

Lessons learned – Enablers

Things that could have been better

Programme Management

- There would have been significant benefit in the Assistant Secretary working group operating throughout the life of the programme.
- A project manager working group may also have been useful to encourage improved engagement between projects.
- It is essential that mapping of effects on operational processes and procedures occurs early to inform the effective and well-targeted setting of a work programme and resource availability.
- While an original business case, brief and schedule for the implementation programme was endorsed early in the process, they were revised several times. In addition, a late revision of the deliverable date to an earlier date for instructional material published on the IML meant that time available to deliver instructional material was severely compressed.
- It is essential that planning and programme design recognises and accommodates adherence to existing departmental and government procedures and policies.
- Management of submission process could be improved to allow more time to analyse submissions to better utilise information received and ensure we provide every submission with a response.

Project Management

- The delegated legislation was delayed by 6 months on original planning. This was due to many factors, including drafting resources, delays in settling policy from most projects and a failure to test operational requirements during policy setting. The enabler project manager could have raised risks through governance channels sooner, which may led to earlier action to increase drafting resources.
- Policy capability is required for project managers to advise of policy positions for delegated legislation. This can be provided either by having project managers with relevant experience or engaging appropriately with relevant SMEs.
- The policy positions must be confirmed to enable business design to occur and work instructions to be available to enable the development of training material. Without this, scenarios and training material were found to be incorrect or having to be changed at the last minute.
- Identification of changes required to ICT systems needs to be completed as soon as new legislation content is known. Business requirements supplied to ISD changed as better understanding of the business requirements of the legislation were gained.
- Due to the late development of instructional material there was inadequate time for authors, editors and OGC to determine how to write instructions that are both legally correct under the new legislation but also operationally useable.
- Several lists were created to track the amendment and development of instructional material. The inconsistent use of these lists meant tracking and reporting was often inaccurate and considerable time was required reconciling.
- Training was being developed while relevant policy was still being drafted or updated. With some projects, legal advice was still being provided just days before training was due to commence. Content and clearly defined policy positions and process maps should be available early in the training development process.
- Extra time needed to be built into content development to help manage delays in provision of supporting material and advice.

Lessons learned – Enablers

- Deadlines for forms development was not met which resulting in enabling areas required to manage and deliver forms in a tighter timeframe than originally scheduled. This resulted in most hard copy forms not being available to regional staff to provide them with the opportunity to familiarise themselves with them prior to using them. Some forms were not delivered in time for 16 June 2016 so business continuity arrangements needed to be invoked.
- Project teams had limited knowledge of process and timeframes for design and printing of forms. 30% of the 60 form requests where analysed as part of the forms design process. The remainder of the forms were processed as received. Without analysis the use of the form cannot be simplified, the data cannot be improved, and the business process has little chance of becoming more effective.
- Due to the schedule of instructional material, changes to systems and forms being finalised after the commencement of training had begun, the trainers did not have the capacity to deliver a comprehensive training package to staff or embed new behaviours required by staff to ensure they are operating lawfully and compliant under the new legislation.
- The delay in policy positions, business design and work instructions led to training being delayed by 5 months as per the original schedule.

s. 42(1)

Resources

- Many of the business areas did not accept advice delivered early in the programme implementation regarding the time required to develop instructional material. This meant that adequate resourcing was not put in place when required.
- The identification of the essential forms required for the implementation of the biosecurity legislation was not completed in a timely manner. This compromised the quality and useability of the forms available on 16 June 2016. More resources needed to be applied earlier.

Roles and responsibilities

- Responsibility for tracking progress and reporting on the development of instructional material should be made clear and be coordinated.
- As a result of the changes to the implementation plan early in the programme of work, business areas were unclear of their roles and responsibilities relating to stakeholder engagement. This resulted in confusion, duplication of work and poor communication.
- s. 42(1)

Reporting

- The same information was being reported to several people by email as well as verbally at the AS working group. It is essential that reporting is streamlined, well-targeted and efficient.

Internal Engagement

- Project managers would have been well served by engaging with each other more frequently to discuss policy positions and drafting requirements.

Lessons learned – Enablers

- Initially, enablers had to engage with project managers through the Implementation Office which created delays in obtaining critical information. It is more efficient for enablers to have a direct line of communication with project managers and SMEs.
- A coordinated approach to communicate to service delivery staff about the changes through one channel must be agreed and adhered too in order to reduce confusion and anxiety amongst operational staff prior to implementation.

External Engagement

- Stakeholder engagement needs to be better coordinated across the department to ensure clear messaging and consistency (particularly when engaging the same audience). There is opportunity to leverage expertise and knowledge to develop and adapt approaches to stakeholder engagement by utilising the skills and expertise of the stakeholder engagement team. This will help to better understand holistic audience issues (versus specific business area interest) and preferred communication channels.
- Better information sharing of communication and engagement activity undertaken by business units or Corporate Communications and Media will need to be addressed, especially where it may impact stakeholders or trigger enquiries relating to the legislation.
- Early engagement and an understanding of impacts would enhance stakeholder relationships with other government agencies.

Post Implementation Review – Stage 1 Biosecurity Legislation Implementation Programme

What worked effectively	
Observation	**Supporting Commentary**
The use of business design blueprints, process maps and scenario testing.	Where they were used, the development of end to end process maps, scenarios, blueprints etc proved a very effective and productive way to: • Create shared understanding of business processes that cross geographic and divisional boundaries • Translate policy and law into what it meant for operations • Help identify dependencies, priorities, gaps ambiguities and options • Build sustainable solutions faster
Co-design and collaboration involving the right people	Interviewees and workshop attendees identified a number of examples where staff and client collaboration had very positive impacts. It was key to: • Understanding dependencies upfront • Information sharing • Leveraging expertise • Solving problems together, across geographic and divisional boundaries • Building strong relationships • Understanding change impacts and identifying support strategies/products
External stakeholder engagement	Feedback from industry stakeholders and peak bodies was very positive. The engagement was collaborative, inclusive and supported by proactive mechanisms such as surveys. Stakeholder events such as the Biosecurity forum and national information sessions were very well received.
The AS working group	Although formed late in the programme's lifecycle, this decision making body was very effective at identifying and resolving issues, focussing on priorities and coordinating effort across projects to delivery on the critical path. It was highly collaborative in nature and it involved the right people, with the right skills, attitudes and behaviours.
Clear priorities and critical path	Although this occurred late in the programme's lifecycle, clarity of purpose, priorities and roles/responsibilities across the programme enabled the 16 June deadline to be met.

What worked effectively	
Observation	**Supporting Commentary**
People focussed on getting the job done	There was strong evidence of this across many aspects of the programme. It was particularly evident late in the programme's life cycle as priorities and critical path were rebaselined.
Public consultation on the subordinate regulations	Although delayed (in accordance with the original programme schedule), this activity was successfully coordinated and managed.
Empowering those responsible for implementation	Project sponsors and managers were empowered and accountable for end-to-end delivery of their respective projects.
The role of the implementation office	Although its mandate was debated and took time to evolve, the implementation office was critical to supporting active integration, coordination and reporting of activities across the programme, particularly in the latter stages of the programme's life cycle.
Planning for and development of a blended learning programme, including development and delivery of eLearning and face-to-face training modules	Although in some cases training was undertaken in the absence of fully formed policy positions and/or completed instructional material, input to and development of training modules and materials occurred iteratively, with significant support from stakeholders across multiple areas within the department. The industry eLearning package was very well received by stakeholders. In general, staff training proved successful, noting the requirement for ongoing focus on the Category C components to support operational staff and clients in executing their responsibilities.

What didn't work effectively	
Observation	**Supporting Commentary**
Those responsible for implementation need to be involved upfront in policy design	Considerable time had to be invested by stakeholders in "coming up to speed" and in particular, gaining an understanding of: • What the new legislation meant for business (the intent) • How good legislation translated into effective implementation • How good law translated effectively into operations It was felt that this effort was at times siloed and time could have been spent more effectively.

What didn't work effectively	
Observation	**Supporting Commentary**
Significant activity was undertaken in the lead up to the creation of the Programme, which proved to be either ineffective or in hindsight, not focussed on right priorities	Interviewees and workshops participants felt the 'pre-implementation' period could have been more effectively planned and managed to include focussed, coordinated effort on: • Creating a shared understanding of the legislation and new laws and how they needed to be or could be translated into operations • Assessing "current state" (people capability and capacity, processes, technology etc) and addressing gaps • Joint dialogue on the most effective way to implement the legislation • Departmental dependencies, their potential impact on implementation, relative priorities, management strategies and actions
Those responsible for implementation need to be involved upfront in the design and structure of the Programme	It took significant time for the executive to arrive at an agreed position on how the programme was to be delivered and governed. It wasn't until late in the Programme's lifecycle (July 2015) that this agreement was reached. At times, this translated into confusion, frustration and a lack of shared understanding of the programme approach and priorities among project managers, team members and Board members. There was/is debate regarding the structure of the original projects and their respective scopes of work. There is a view that they were aligned more to the chapters of the Act, rather than the reality of operations and what made sense on the ground. Irrespective of this (and noting there no wrong or right ways to establish a programme – just better ways), the root issue remains – those responsible for implementation need to be involved upfront in the design of the Programme.
There was not a shared understanding of the department's desired future state, arising from introduction of the new legislation.	Clarity of the department's future state appeared to exist in parts, but did not appear to exist in a holistic, integrated way; understood and owned by stakeholders at all levels. This lack of an explicitly defined future state – or Blueprint – led to the following commentary from interviewees and workshop participants: • Programme outcomes were not clear, until late in the lifecycle • There was no single view of how legislation was to work in practice, as opposed to theory • A consistent translation from good legislation and good law into "what it meant operationally" became very time consuming and at time fragmented

What didn't work effectively	
Observation	**Supporting Commentary**
	• Without a formed baseline for the future, it became challenging to develop and agree a Stage 1 implementation plan and determine and agree priorities ("must haves") across the Programme The requirement to develop a top-down Programme Blueprint was included in the Legislation Implementation Framework (July 2015), but this was not progressed. It will be critical for stage 2, particularly given the focus on delivering business improvements resulting from introduction of the new legislation. Blueprints did exist for some projects, but blueprint design was not undertaken consistently across all projects.
Design work was not undertaken in a consistent, integrated way across the Programme	The lack of a programme wide approach to design meant that to varying degrees, depending on the particular project/enabling area, either the right people were involved too late in the lifecycle or the wrong people were involved too early. In general, this impacted the schedule and the quality of outputs. Design, or co-design, can be and was used by some projects as a very effective way to: • Identify and ensure the right people were involved upfront in the problem solving (ie representatives from policy, legal, operations, client areas and enabling areas) • Engage the executive top-down to engender ownership • Support iterative understanding of change, change impacts and tailored mitigations • Focus those designing and building programme and project products on who is fundamentally at the centre of any solution – the user (staff and clients) • Enable shared understanding of priorities, outcomes and dependencies upfront, thereby mitigating downstream risk • Encourage user testing and time spent on reviewing and adjusting solutions as a result of testing • Resolve "translation" issues and agree common lexicon A set of design principles and the requirement for robust programme and project design were endorsed in the Legislation Implementation Framework (July 2015), but

What didn't work effectively	
Observation	**Supporting Commentary**
	not undertaken is a systemic way. For Stage 2, this could provide the critical "glue"; the guiding process that leverages and builds on that which underpinned Stage 1 success – motivated staff and clients focussed on achieving quality outcomes together.
It took too long to arrive at a shared understanding of the impact of internal and external change resulting from introduction of new legislation	The breadth and depth of change were underestimated. It was originally assessed as "low" and communicated as such. It wasn't until late in the life cycle that the true nature and extent of internal and external changes were identified and validated. This made it challenging to engage internal and external stakeholders in a targeted, constructive manner until late in the programmes lifecycle, which in turn increased the risks for commencement (refer BRA). It is apparent that change impact assessment work was not undertaken iteratively and in a consistent and systemic way across the Programme. At times, assessment of impact for some enabling areas was made without formal engagement and input from area representatives. An embedded co-design approach could have mitigated these risks.
Development of the policy positions took much longer than originally scheduled	This created a risk, to varying degrees, on the development of downstream dependencies. The impacts were identified in the Business Readiness Assessment. Interviewees and workshop participants identified several root issues which led to slippage and heightened risk for the subsequent downstream dependencies in this area: • The time taken to develop policy positions, many of which proved very complex, was under-estimated in project plans and schedules. The same could be said for development of subordinate regulations • Understanding how to translate law and best apply the legislation into operations proved time consuming • Dependencies with upstream and downstream activities weren't as clear nor understood as well as they could have been upfront • Access to subject matter experts was challenging given competing priorities • A lack of corporate capability in policy development meant it was challenging and time consuming to develop the products

What didn't work effectively	
Observation	**Supporting Commentary**
	• Sequencing of activities could have been more effective. Development of downstream activities could have commenced earlier and concurrently with the build of the policy positions eg. commencing development of instructional material concurrently with development of policy positions • A more effective co-design and iterative approach could have been taken to development of the policy positions • ''Must haves'' weren't as clear nor understood as well as could have been across all projects (until late in the lifecycle).
There was not a shared understanding of programme priorities, dependencies and critical path until late in the Programme's lifecycle	This issue was explored in detail in the Business Readiness Assessment. Workshop participants and interviewees felt considerable time was spent either on trying to understand what was important or working on things that proved to be ancillary. They felt that the following would be critical to the success of Stage 2: • A more disciplined approach upfront to identifying and agreeing the ''must haves'', at programme and project levels • Sequencing concurrent activities to meet the priorities (critical path) • Focussing project and programme reporting on progress in meeting the critical path upfront.
At times, there was too much focus on inputs and processes, and not enough focus on the outcomes	Interviewees and workshop participants felt this most strongly in two areas: • **Reporting:** They felt that, certainly early in the programme's lifecycle, there was an over emphasis on reporting at multiple levels (project, branch, division, Board, corporate), much of which appeared to be uncoordinated and driven via differing templates. While this improved as the programme progressed, they felt greater efficiencies could be gained by reviewing and streamlining reporting for Stage 2 • **The Instructional Material Library**: In their opinion, stakeholders felt that at times an inflexible focus on quality processes compounded the challenges as upstream dependencies started to slip and immovable deadlines had to be met. From the department's perspective, IM quality is critical and a key role of the IML team is to ensure quality standards are maintained and the IM to be uploaded conforms with the endorsed framework. In some cases, given the compounded schedule toward the end of the programme lifecycle, quality

What didn't work effectively	
Observation	**Supporting Commentary**
	gave way to just getting the IM finished. This intersection point between the realities of bottom up programme delivery and the need to meet immovable deadlines and ensuring adherence to top down departmental standards and processes should be explored in the lead up to Stage 2. Agreement needs to be reached on the most effective way to engage across stakeholders with IM responsibilities, apply fit-for-purpose quality processes and procedures (commensurate with the level of assessed risk) and triage / resolve issues in a timely manner.
There appeared to be an inconsistent approach to project management processes, tools and templates.	This at times created confusion, unnecessary re-work and the creation of multiple sources of truth (as opposed to a single source of truth).
Competing corporate priorities had an impact on the Stage 1 schedule and resourcing.	There were a number of high profile, resource intensive initiatives occurring within the department at the same time as Stage 1, including the transition to national service delivery, PEQ transition, cost recovery and the WHS task force. This created pressure on limited resources and blurred priorities at points through the Stage 1 lifecycle.
The programme at times and at different levels suffered from the ''tyranny of optimism''.	While an optimistic outlook is critical to programme success, it must be complemented with validated evidence – of progress, of change impact, of quality etc. At times, there was a general perception that ''everything would work out". Evidence based, point in time assessments (Quality Reviews, the Business Readiness Assessment, the Internal Audit Report) did not always share the same level of optimism. It will be critical in Stage 2 that focus is maintained on conducting Quality Reviews at agreed intervals, the integrity of status reporting and effective, proactive risk management.

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Document 12

Biosecurity Legislation Implementation

Programme Overview Report July-August 2015

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STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
On track	No change	On track	No change	On track	No change	At risk	Improving	On track	No change

Status Overview

Majority of the projects are on track or slightly behind schedule with no overall impacts to delivery timeframes. Main source of delays for projects stems from resourcing issues and are being addressed and monitored by the project sponsors. Key focus is on making sure resources are prioritised to policy development activities to support development of the regulations and instruments. Where policy decisions are taken to not enact particular powers, this will be communicated to the EMC.

Development of regulations and instruments is currently on track against timeframes. Some projects are being monitored.

Management of the Governance and officials project, which deals with the appointment of biosecurity officers, has recently been transferred within the Service Delivery Division. While the project is now behind schedule, additional resources have been allocated and this project is expected to be on track next month. FABS and Compliance Division have raised risks in relation to their dependencies with this project.

Strategies for instructional material and corporate training strategy and an approach for communications and engagement were put forward at the 31 July board meeting. The board endorsed the instructional material strategy and the communications and engagement approach. The strategy for learning and development requires revision in particular to provide a combined workforce view of the People Capability Branch and Service Delivery Operations Branch in the strategy and tabled for endorsement at the next board meeting on 14 September.

Business integration is revising the organisational design blueprint approach that was put forward to the board 31 July. The board requested that the proposed workshops to develop the organisational design be delayed to October/November.

Forward Outlook

A series of information sessions are being planned by Compliance Division for the import community throughout September. These will include presentation on the new legislation as it relates to import pathways and approved arrangements.

It is expected that the Minister will announce the release of the BIRA regulation exposure draft for public consultation the week commencing 24 August 2015 and will be run until the end of November. During this time submissions will be received and key stakeholders will be invited to participate in facilitated workshops. Preparation for public consultation in October 2015 for the majority of the remaining regulations is underway.

The implementation support office will be seeking additional capability to delivery benefits realisation strategy and programme assurance framework.

Deliverables/Milestones

Project	Deliverable/Milestone	Status/Trend		Comments
Programme level	Benefits realisation strategy	At risk	↑	Due for completion beginning of August. Slippage due to resources – seeking additional capability.
Programme level	Programme assurance framework	At risk	↑	Due for completion beginning of September. Slippage due to resources – seeking additional capability.
1. Ballast water and sediments	Project profile endorsed	At risk	↑	Slightly behind schedule. Project profile to be considered at the board meeting on 20 August.
7. Internal and external review of decisions	Project profile endorsed	At risk	↑	Due 31 July. Completion revised to 4 September. To be considered at the board meeting on 14 September.
8. Protections and decision making	Finalise detailed policy position	At risk	↑	Due 31 July. Completion revised to 4 September. To be considered at the board meeting on 14 September.
16. Governance and officials	Project profile endorsed & finalise detailed policy position	At risk	↑	Due 31 July & 31 August. Completion revised to 4 September. To be considered at the board meeting on 14 September.
19. Information sharing, confidentiality and privacy	Project profile endorsed	At risk	↑	Due 31 July. Completion revised to 4 September. To be considered at the board meeting on 14 September.
Learning and development	Corporate training strategy	At risk	↑	Due 31 July. Revising with feedback from the board. To be considered at the board meeting on 14 September.
Communications and engagement	Communications and engagement strategies	At risk	↑	Due 31 July. Proposing change request at 20 August meeting. Strategies to be considered at board on 14 September.
Instructional material	IM Development Plan	At risk	↑	Due 31 July. Expected completion 14 August and to be considered at the board meeting on 20 August.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLI-1	Insufficient capacity and capability to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability.	**Medium**
BLI-2	Delays to the development of an assurance framework and quality gate approach.	Potential quality issues not detected.	Seeking additional capability.	**Medium**
BLI-3	Lack of coordinated approach to the communication and engagement between programme and project level.	Inconsistent or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and individual project teams where necessary to support the development of the SE &Communication plans.	**Medium**
BLI-4	Department unable to manage biosecurity risks of ballast water effectively for vessels that cannot use ballast water management systems or ballast water exchange.	Potential for increased Biosecurity Risk because not all methods of ballast water exchange enforced.	Biosecurity Animal documenting policy position and working with Biosecurity Policy and Response to determine if it is possible to meet policy outcomes within current legislative framework.	**Medium**
BLI-5	Resource availability and capacity impacting project delivery.	Impacts to project schedules or deliverables may be experienced.	Project sponsors addressing resource concerns and prioritising activity.	**Medium**

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
BLI-6	Governance and officials project is behind schedule which has impacts on dependent project in FABS and Compliance Division.	14 August 2015	Management of project transferred to Service Delivery Operations. Schedule will be reviewed.	**Medium**
BLI-7	Department may not have sufficient resources to regulate domestic ballast water.	December 2015	Department to discuss options for states and territories to engage.	**Medium**

Status as at: 20 August 2015

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
On track	No change	On track	No change	On track	No change	On track	No change	On track	No change

Status Overview

The status of the regulations development and finalisation is at risk due to availability of drafting resources at the Office of Parliamentary Counsel. OPC have advised that additional resources will be available from the week commencing 21 September. The board agreed to investigate the best way to secure alternate sources of drafting capability to put in place if necessary. Delays to finalising drafting of regulations may delay public consultation and have flow on impacts to development of instructional material, training and communication products.

The board endorsed several project schedule change requests from Compliance, Service Delivery and Finance and Business Support at the 18 September meeting. Projects are on track against these revised dates.

Public consultation for the BIRA regulation exposure draft is underway and will be run until the end of November. This may be extended to align with consultation of the BIRA guidelines. During this time submissions will be received and key stakeholders will be invited to participate in facilitated workshops.

Strategies for internal and external communications and training were endorsed at the 18 September board meeting. Work is underway on developing corporate training packages. Training needs analysis for corporate level packages with project managers has commenced through a series of meetings held on 11 September.

The implementation support office has engaged additional capability to deliver a benefits realisation strategy and programme assurance framework and to identify integration opportunities. The programme assurance framework is scheduled to be presented at the October board meeting.

Engagement with the Department of Health is ongoing with a Health representative attending board meetings from October.

Forward Outlook

Regulations development and finalisation is being closely monitored and additional sources of drafting capability will be deployed if required.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans.

Learning and development will commence consultation on the 'Introduction to the Biosecurity Act' e-learning module and review of the 'Comply with Legislation' module of the Certificate III in Government.

Deliverables/Milestones

Project	Deliverable/Milestone	Status/Trend		Comments
Programme level	Benefits realisation strategy	At risk	↑	Due for completion beginning of August. Slippage due to resources – additional capacity now in place. Strategy to be provided to October board.
Programme level	Programme assurance framework	At risk	↑	Due for completion beginning of September. APIS have now been engaged. Framework to be provided to October board.

s. 42(1)

6. Conditions and permits for goods	Development of drafting instructions	At risk	–	Has not been able to meet scheduled timeframe of completion by 31 August. Drafting has been reprioritised to other areas at this stage.
14. Information Gathering	Finalise detailed policy position	At risk	↑	A strategy including additional resources has been implemented to address delays.
20. BIRA	Finalise detailed policy position	At risk	–	To be provided to the board out of session in September.
Office of the General Counsel	IM – Legal review and assurance	At risk	–	Instructional material has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	At risk	↑	October public consultation of regulations is at risk due to availability of drafting resources. Investigating best way to secure to seek alternate drafting resources.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLI-1	Insufficient capacity and capability to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability.	**Medium**
BLI-2	Delays to the development of an assurance framework and quality gate approach.	Potential quality issues not detected.	APIS have been engaged to develop the assurance framework.	**Medium**
BLI-3	Lack of coordinated approach to the communication and engagement between programme and project level.	Inconsistent or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and individual project teams where necessary to support the development of the SE & Communication plans.	**Medium**
BLI-4	Department unable to manage biosecurity risks of ballast water effectively for vessels that cannot use ballast water management systems or ballast water exchange.	Potential for increased biosecurity risk because not all methods of ballast water exchange can be enforced.	s. 42(1)	**Medium**
BLI-5	Resource availability and capacity impacting project delivery.	Impacts to project schedules or deliverables may be experienced.	Project sponsors addressing resource concerns and prioritising activity.	**Medium**

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
BLI-7	Department may not have sufficient resources to regulate domestic ballast water.	December 2015	Department to discuss options for states and territories to engage.	**Medium**
BLI-8	Sufficient OPC drafting resources are not available	6 October 2015	Investigating best way to secure alternate drafting resources.	**Medium**

Programme Overview Report September-October 2015

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
On track	No change	On track	No change	At risk	Declining	At risk	Improving	On track	No change

Status Overview

The status of regulations development and finalisation continues to be at risk as drafting and exposure milestones have been delayed. Office of Parliamentary Counsel resources have competing priorities which have diverted focus from drafting biosecurity regulations adding to ongoing uncertainty. Alternate sources of drafting capability may need to be considered. Delays to finalising the drafting of regulations has delayed public consultation that was scheduled for October 2015. It is expected that the remaining regulations will not be available for public consultation until at least mid-late November.

There is increasing concern that deliverable timeframes for Learning and Development, Instructional Material, and Communication and Engagement will not be met. These deliverables are heavily reliant on receiving and analysing information from projects. Communications and Engagement require project specific information on audience segments to inform the development and implementation of the programme communication and engagement plan which is scheduled to be delivered at the 10 November board meeting. For Learning and Development, there is insufficient information from project teams on technical training needs to inform analysis of training workload associated with implementing the Act. Delays in projects finalising policy has delayed projects providing input into these areas. To date, only one project (Project 6) has undertaken an initial review of identified existing instructional material.

Many projects have experienced delays in finalising policy positions and commencing business design which will inform training needs analyses, IM assessments, and communication and engagement plans. Delays have been due to resource constraints and competing priorities. Compliance Division have contracted Design Managers Australia (DMA) to work with their projects on the development and documentation of their business designs.

The implementation support office is working closely with the Internal and Corporate Communication team and other business areas within the Service Delivery Division and Corporate Strategy and Governance Division to gain a better understanding of the people impacts and to ensure communication and engagement activities are aligned to other change programs occurring within the department.

The Biosecurity Legislation Implementation Board endorsed a programme assurance framework on 7 October 2015. The framework offers direction for providing assurance that at commencement of the Biosecurity Act on 16 June 2016:

- all legislative requirements will have been met
- the department will have the capability (people, processes, technology, and information) and capacity to meet legislative requirements
- staff and clients will be aware of their obligations and responsibilities.

BIRA Guidelines were made publically available on 16 October.

Forward Outlook

Regulations development and finalisation is being closely monitored and additional sources of drafting capability will be deployed if required. It is expected that the remaining regulations will not be available for public consultation until at least mid-late November.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans. These plans will inform the development and implementation of the programme's communication and engagement plan.

Learning and development will build the 'Introduction to the Biosecurity Act' e-learning module following the consultation on the storyboard. Learning and Development and Instructional Material will continue to work with project teams to progress training needs analyses and the assessment of instructional material.

Advice on the Onshore and emergency policy position will be provided to state and territory governments via the National Biosecurity Committee. Further consultation with state and territory governments will be required to work through practical aspects of implementation.

Consultation on the BIRA regulation exposure draft and BIRA draft guidelines will be run until mid-December. During this time submissions will be received and key stakeholders will be invited to participate in facilitated workshops.

The implementation support office is preparing for the first quality review in late November/early December. An RFQ will be sent to several consulting companies to provide an independent review capability.

Status as at: 16 October 2015

Deliverables/Milestones

Project	Deliverable/Milestone	Status/Trend		Comments
1. Ballast water and sediments	Drafting regulations	At risk	▬	Project slightly behind schedule. Drafting instruction has been sent to OPC.
3. Regulation of the Torres Strait	Detailed policy position, drafting instructions, business design blueprint, education needs analysis.	At risk	↓	Dependencies on other projects causing delays to the schedule. Working with DMA to develop the business design blue prints.
4. Regulation of the External Territories	Detailed policy position, drafting instructions, business design blueprint, education needs analysis.	At risk	↓	Dependencies on other projects causing delays to the schedule. Working with DMA to develop the business design blue prints. Business design and education needs analysis expected to be complete in November.
6. Conditions and permits for goods	Development of drafting instructions & subordinate legislation	At risk	↓	Project is behind schedule pending finalisation of Drafting Instructions and drafting for determinations. Other areas of the project are on track.
11. Fit and proper person test	Detailed policy position, business design blueprint, education needs analysis.	At risk	▬	Policy position close to being finalised. Working with DMA to develop the business design blue prints. Business design and education needs analysis expected to be complete in January.
13. Abandonment and forfeiture of goods and conveyances	Development of policy, IM and training plans	At risk	↓	Progress delayed due to competing priorities.
18. Decontamination to manage Plant and Animal Risk	Detailed policy position, business design blueprint, education needs analysis.	At risk	↓	Delays to policy position due to resource constraints. Milestone dates to be reviewed.
Office of the General Counsel	IM – Legal review and assurance	At risk	▬	Instructional material has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	At risk	▬	October public consultation of regulations delayed to mid-late November due to availability of drafting resources.
Business Integration	Organisation Design (Blueprint) Strategy & Plan	At risk	▬	Workshops to develop blueprint were to be held in October. Considering alternate way to develop the blueprint.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLR-1	Insufficient capacity and capability for Learning and Development to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability.	**Medium**
BLR-2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and project teams where necessary to support the development of stakeholder engagement & communication plans	**Medium**
BLR-3	Projects may not meet the commencement roadmap schedule.	Time available to finalise instructional material, identify training needs and communications messages is compressed and resources not available to deal with increased load.	Monitor milestones and resource requirements and work with project managers to prioritise workload.	**Medium**
BLR-5	Resource availability and capacity impacting project delivery.	Impacts to project schedules or deliverables may be experienced.	Project sponsors addressing resource concerns and prioritising activity.	**Medium**
BLR-6	Policy positions not being finalised or do not sufficiently answer all policy questions.	May delay or prevent development of delegated legislation or result in gaps in business design	November Quality Review scope to include assessment of policy positions.	**Medium**

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
BLI-1	Department may not have sufficient resources or systems to regulate domestic ballast water.	December 2015	Department to discuss options for states and territories to engage.	**Medium**
BLI-2	Public consultation milestone not met.	November 2015	A strategy for the release of the remaining regulations for public consultation is being developed.	**Medium**

Programme Overview Report October-November 2015

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
On track	No change	On track	No change	At risk	No change	On track	No change	On track	No change

Status Overview

The status of the regulations development and finalisation continues to be at risk as drafting and exposure milestones have been delayed. Office of Parliamentary Counsel have made additional drafting resources available and are working through drafting priorities. Delays to finalising drafting of regulations has delayed the public consultation that was scheduled for October 2015.

The majority of projects are now reporting on track, one project is yet to finalise their policy position. However, to date only one project (Project 6) has undertaken an initial review of identified existing instructional material (IM), four other projects have commenced their review. All other projects are yet to assess the work required to update IM which means the workload for Practice and procedural design (PPD) and Office of the General Counsel (OGC) is unknown. PPD are making contact with the project teams to assist with completing this review.

The programme communications and engagement plan was considered by the board on 10 November 2015 board meeting. Five project level communications and engagement plans informed the development of the programme communications and engagement plan. Further development of the programme level communications and engagement activities is dependent on receiving the remaining project level communications and engagement plans.

A potential gap in process and system capability relating to IM for external parties has been identified. The current process relates to internally focussed IM for staff and does not include IM for communicating process and procedural information for clients. It is recommended that consideration be given to developing a collaborative project that incorporates staff from PPD, communications and OGC to ensure a consistent approach to the development of IM for external parties is adopted. Additionally, the current IT platform for the Instructional Material Library (IML) requires use of departmental devices (computers and tablets) for access. This could lead to a gap in authorised officers' ability to access IM.

s. 42(1)

Business integration have held workshops with the implementation support office on 3 November to inform the development of the organisation design blueprint and with stream integrators on 12 November 2015 to discuss operational changes resulting from the legislation. Business integration have held meetings with 16 project teams to gain an understanding of staff and ICT impacts. A framework has been developed which will be used to map impacts for staff resulting from legislative and ICT changes. The framework will need to clearly depict the baseline, opportunistic and future staff and system changes in relation to the service delivery model and inform the organisational design.

The board endorsed the scope of the first quality review under the programme assurance framework at their meeting on 10 November 2015. The objective of the review is to verify that there are no significant gaps between the programme of work and the Biosecurity Act. The review will be conducted by two internal reviewers and two external reviewers and will deliver a report that provides recommendations on any corrective actions required.

Forward Outlook

A tranche of delegated legislation is expected to be exposed by 30 November 2015 and a final tranche to be exposed in December.

Senior officers will be engaging with industry to discuss the biosecurity legislation. The department will continue to work collaboratively with industry to communicate with stakeholders and provide feedback and information as policy and delegated legislation is developed.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans. These plans will inform the development and implementation of the programme's communication and engagement plan.

Learning and development will commence a pilot of the 'Introduction to the Biosecurity Act' e-learning module. Learning and Development and Instructional Material will continue to work with project teams to progress training needs analyses and the assessment of instructional material.

Business integration will continue to develop the organisation design blueprint and present it at the 9 December board meeting. Meetings with a further eight project teams will be scheduled as soon as possible and information received will be included in the framework. Further clarification on operational impacts from the changes will be sought from the projects as required.

The first quality review will commence during the week of 30 November. The review team will provide a verbal update on the review findings at the 9 December board meeting. The final report including recommendations on any corrective action will be distributed the week of 14 December.

Deliverables/Milestones

Project	Deliverable/Milestone	Status/Trend		Comments
1. Ballast water and sediments	Communications	At risk	▬	Require draft regulations to progress some communication materials. Consultation underway with Victoria.
6. Conditions and permits for goods	Development of drafting instructions & subordinate legislation	At risk	↑	Project is behind schedule pending finalisation of Drafting Instructions and drafting for determinations. Other areas of the project are on track.
16. Governance and officials	Detailed policy position	At risk	↑	A number of key issues are yet to be resolved to enable finalisation of the detailed policy position.
Office of the General Counsel	IM – Legal review and assurance	At risk	▬	Instructional material has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	At risk	▬	October public consultation of regulations delayed to mid-late November due to availability of drafting resources.
Business Integration	Organisation Design (Blueprint) Strategy & Plan	At risk	▬	Workshops to develop blueprint were to be held in October. Considering alternate way to develop the blueprint.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLR-1	Insufficient capacity and capability for Learning and Development to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability.	**Medium**
BLR-2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and project teams where necessary to support the development of stakeholder engagement & communication plans	**Medium**
BLR-3	Projects may not meet the commencement roadmap schedule.	Time available to finalise instructional material, identify training needs and communications messages is compressed and resources not available to deal with increased load.	Monitor milestones and resource requirements and work with project managers to prioritise workload.	**Medium**
BLR-5	Resource availability and capacity impacting project delivery.	Impacts to project schedules or deliverables may be experienced.	Project sponsors addressing resource concerns and prioritising activity.	**Medium**
BLR-6	Policy positions not being finalised or do not sufficiently answer all policy questions.	May delay or prevent development of delegated legislation or result in gaps in business design	November Quality Review scope to include assessment of policy positions.	**Medium**

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
BLI-1	Department may not have sufficient resources or systems to regulate domestic ballast water.	December 2015	Department to discuss options for states and territories to engage.	**Medium**
BLI-2	Public consultation milestone not met.	November 2015	A tranche of delegated legislation is expected to be exposed by 30 November 2015 and a final tranche to be exposed in December.	**Medium**
BLI-3	Identification of roles/persons that will need to be authorised as biosecurity officers to progress governance and officials project	December 2015	Project team consulting with subject matter experts to resolve the issue.	**Medium**

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
On track	No change	On track	No change	At risk	No change	On track	No change	On track	No change

Status Overview

The status of the subordinate legislation development and finalisation continues to be at risk as drafting and exposure milestones have been delayed. Thirteen pieces of subordinate legislation have been released for exposure. The second tranche was released on 5 February 2016. Public consultation will close on 24 March 2016. This will also apply for any remaining subordinate legislation to be released. Release of remaining subordinate legislation is expected to occur in March 2016. This will include the cost recovery regulation, goods determination, personal information instrument and reportable biosecurity incident determination.

The Information Services Division (ISD) has received Request for Services (RFS) for ICT change design. An assessment of the AIMS RFS for costing purposes is currently underway. There are concerns that not all ICT change designs will be implemented before 16 June 2016. ISD will conduct a further assessment of what is required for ICT change design and development including the prioritisation of ICT changes to meet minimum requirements for commencement. An update is to be provided at the February 2016 board meeting.

Projects 3, 6, 15 and 19 have completed reviewing existing instructional material. Projects 6, 7, 8, 19 and 25 have indicated they will be developing new instructional material. All other projects are yet to assess the work required to update Instructional Material (IM) which means the workload for Practice and Procedural Design (PPD) and the Office of the General Counsel (OGC) is unknown. Forty pieces of existing instructional material and twenty pieces of new instructional material have been identified as requiring amendment or development prior to commencement. Of these, twelve are reported as being in progress.

Implementation of the Phase 1 communication activities is ongoing. Work has commenced on the development of the Phase 2 Communication and Engagement Plan.

The Biosecurity Implementation branch is currently arranging, facilitating and participating in a number of engagement activities with industry, other government agencies and state and territory governments. Opportunities have been identified to work with external stakeholders through working groups, forums and consultative committees that have a stake in the transition to new regulatory requirements. The department will hold a Biosecurity Legislation Industry Forum on 23 February 2016 in Canberra to provide information to peak industry groups on how the *Biosecurity Act 2015* will affect their businesses from 16 June 2016.

The 'Introduction to the *Biosecurity Act 2015*' eLearning has been published on 14 January 2016 with communication messages released on 18 January 2016. Face-to-face training materials are being finalised and training schedules have been developed, with training commencing in March 2016. Work is ongoing on a number of corporate training packages. Corporate training teams are now focussing on supporting projects with project specific training. Initial feedback is positive with over 850 completing the 'Introduction to the *Biosecurity Act 2015*' eLearning module already.

s. 42(1)

The Service Delivery Operations (SDO) Biosecurity Legislation Implementation Plan (previously Change Support Strategy) provided at the December 2015 Implementation board meeting has been updated and provided to the board for the January 2016 meeting. This will form the basis of monitoring and reporting for SD operation readiness. The Biosecurity Legislation Change Timeline (previously Biosecurity Legislation Implementation) and SDO Function Impact Assessment have been updated following consultation with projects and provided to the board for the January 2016 meeting.

The first quality review was completed in December 2015 with a final report circulated out-of-session to the board. The Implementation Support Office has documented the flow on recommendations and are currently working through them.

The programme critical path and commencement road map has been updated to include more accurate timeframes and milestones/deliverables from now until June 2016. This will provide the board with greater visibility and make it easier to report on and track progress in the lead up to commencement.

Forward Outlook

All remaining subordinate legislation are expected to be exposed in March 2016. A closing date of 24 March 2016 for public consultation will be applied. The decision to shorten the consultation period is to allow enough time to prepare the submission for the Federal Executive Council meeting on 14 April 2016.

ISD expects all RFSs to be lodged with detailed requirements, costings approved and authorisation to process (ATP completed). There are concerns that not all ICT changes will be implemented before 16 June 2016. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources. An update is to be provided at the February 2016 board meeting.

Senior officers will be engaging with industry to discuss the biosecurity legislation. The department will continue to work collaboratively with industry to communicate with stakeholders and provide feedback and information as policy and delegated legislation is developed. February and March 2016 will be particularly busy as a number of Industry Biosecurity Information Sessions are scheduled throughout Australia.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans and with relevant projects to support the release of the regulations. Phase 2 Communication and Engagement Plan is in development and will be presented at the February 2016 board meeting.

Status as at: 5 February 2016

Learning and Development (L&D) will publish supporting eLearning modules in February 2016. L&D will continue to support project teams with category C training. Train the trainer workshops for face-to-face category B training to be held around Australia. A pilot of the face-to-face and category B to commence in Melbourne.

Operations integration are holding workshops with SDO service streams throughout February 2016 to conduct detailed change assessments. An assessment of category B and C training and the extent to which it provides staff with the information they require to operate under the Biosecurity Act will be conducted. Business readiness measures will continue to be undertaken as required

The second quality review is scheduled for February 2016. A draft of the scope of the review will be developed in the coming weeks and sent to the board for comment.

Deliverables/Milestones

Project	Deliverable/Milestone	Status/Trend		Comments
1. Ballast water and sediments	Communications	At risk	▬	Consultation with Victoria on domestic ballast water is continuing.
4. Regulation of the External Territories	Policy advice to inform legislation Drafting Instructions.	At risk	▬	Delays in drafting of goods determinations continue to impact the development of drafting instructions for this project. External territory regulations are scheduled for limited exposure, so delays can be managed but may impact on the quality of final deliverables.
6. Conditions and permits for goods	Development of subordinate legislation and FPP policy for permits	At risk	↓	Has not met scheduled timeframe of completion by October 2015. Permit regulations have been drafted. Awaiting draft determinations for review. FPP policy for permits cannot be finalised until detail of FPP model is developed by project #11.
Office of the General Counsel	IM – Legal review and assurance	At risk	▬	IM has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	At risk	▬	October public consultation of regulations delayed due to delays in the drafting process.
Operations Integration	IM prioritisation, ICT change requirements and Category C training needs analysis	At risk	▬	Needed for staff scheduling and contingency plan.
Information Services	RFS for ICT system change requirements.	At risk	▬	Working with project teams to determine requirements and priorities.
Instructional Material	Assessment of IM	At risk	↑	Working with project teams to discuss the development of IM.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLR-1	Insufficient capacity and capability for Learning and Development to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability.	Medium
BLR-2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	Ensure a coordinated approach across the divisions and project teams during the development of consolidated industry engagement opportunities. The Biosecurity Information Sessions for industry scheduled across Australia will ensure consistent messaging and collaboration across the divisions and project teams.	Medium
BLR-3	Projects may not meet the commencement roadmap schedule.	Time available to finalise instructional material, identify training needs and communications messages is compressed and resources not available to deal with increased load.	A review of the commencement roadmap has ensured it provides more accurate timeframes and milestones/deliverables from now until June 2016. Monitor milestones and resource requirements and work with project managers to prioritise workload.	Medium
BLR-5	ICT updates to incorporate changes required for biosecurity legislation compliance not completed on time.	ICT systems not compliant with Biosecurity Act on day 1 of implementation.	Conduct assessment of ICT change design and development including prioritising of requirements.	Medium

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
BLI-1	Public consultation milestone not met.	November 2015	A strategy for release of the remaining regulations for public consultation is being developed.	Medium

s. 42(1)

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Overall status		Scope		Schedule		Resources		Risk	
At risk	Declining	On track	No change	At risk	Declining	On track	No change	At risk	Declining

Status Overview

The status of the biosecurity legislation implementation programme requires close monitoring – particularly areas of highest risk including delegated legislation development, IT system changes and IML. There is a strong focus on ensuring that all projects and enabling areas are fully concentrated on the essential requirements needed (must haves) for commencement.

The majority of projects are reporting on track across the Compliance, Finance and Business Support, Service Delivery, Biosecurity Animal and Biosecurity and Implementation Divisions. The revision of Instructional Material (IM) continues to be a focus across the divisions. The delay in drafting of goods determinations has impacted Projects 4 and 6 who have reported as being at risk. The Ballast water project has shown as at risk but this may change now that the Minister has agreed to delay domestic requirements of Chapter 5 of the *Biosecurity Act 2015* until the Ballast Water Convention is in force.

The status of the delegated legislation development and finalisation continues to be at risk as drafting and exposure milestones have not been met. Thirteen pieces of delegated legislation have been released for exposure. The second tranche of regulations was released on 5 February 2016 and consultation will close on 24 March 2016. This means the consultation period for the second tranche of regulations and the cost recovery regulation which is yet to be released will be less than the 60 days the SPS guidelines recommends. Stakeholder engagement will be very important over this time to reduce the risk of damaging the department's reputation with industry and stakeholders.

External stakeholder engagement is reporting as at risk however this is improving. The Biosecurity Legislation Implementation Branch will continue to work cohesively with delivery divisions of the programme to consolidate stakeholder engagement activity for the projects. Currently the branch is arranging, facilitating and participating in a number of engagement activities with industry, other government agencies, state and territory governments and environment groups. The department held a Biosecurity Legislation Industry Forum on 23 February 2016 in Canberra which provided information to peak industry groups on how the *Biosecurity Act 2015* will affect their businesses from 16 June 2016. This forum provided an opportunity for consultation on the delegated legislation. The Communication and Engagement Plan provides how communication activities will be managed from February 2016 to June 2016 and was endorsed by the board at its February 2016 meeting.

A number of projects have yet to finalise their assessment of existing IM and continues to be a risk for the programme, however this is improving. As at 24 February 2016 there were 48 pieces of IM where decisions have not been recorded on the tracking spreadsheet. This means that the workload for Practice and Procedural Design (PPD) and the Office of the General Council (OGC) is still uncertain. To date, 456 pieces of IM have been identified as requiring amendment or development from commencement. Of these, 99 are in progress. At the February 2016 meeting the board discussed issues surrounding the practicality of finalising the large volume of IM identified as being required for commencement. Service Delivery noted the need for IM to be developed well ahead of commencement, the lack of progress to date and the need for staff to be provided with IM that provides clear direction and meets legal requirements, the board unanimously endorsed the risk based approach outlined in the IM board paper for focussing effort on IM essential for commencement. PPD will work closely with project areas to ensure the risk based approach is adopted.

The update of ICT applications project continues to be at risk. The Information Services Division (ISD) do not have all the detailed requirements for the impacted ICT systems. Five systems have been identified as needed to be updated. The greatest amount of work to be specified is for the AIMS and QPR applications. Detailed requirements have been received for QPR and BICON. Partial detailed requirements have been received for AIMS and MAPS. Detailed requirements are needed for SAC. Business areas need to continue to prioritise the development of requirements for system changes. An update is to be provided at the March 2016 board meeting.

The development of corporate eLearning and face-to-face training packages is on schedule. The 'Introduction to the *Biosecurity Act 2015*' eLearning was published in January 2016 and as at 23 February 2016 2068 staff have completed the module. A further three corporate eLearning products will be published on 26 February 2016. Four pilot sessions of face-to-face training were successfully completed on 2 and 3 February 2016. Train-the-trainer workshops were held in Sydney on 16-17 February 2016 and in Adelaide on 23-24 February 2016. Category C training requirements analysis is ongoing with Projects 1, 5 and 15 identified as requiring technical training for commencement which is less than anticipated. A workshop was held in January 2016 to plan for the development of Category C training with Service Delivery Operations (SDO) and project managers. Staff have been allocated to assist with Category C training development.

Operations Integration continues to be on track. A series of change assessment workshops were conducted in February 2016. Subject matter experts, project managers and service delivery staff worked together to explore what will change by role/function and what is needed to support this change. These workshops identified a number of service delivery risks and opportunities. A subsequent round of workshops may be required to settle remaining key processes. A summary of the products and materials proposed through these workshops will be provided to the Board in March 2016.

s. 42(1)

Forward Outlook

All remaining delegated legislation requiring broad public consultation is expected to be released in late February/March 2016. This will include cost recovery regulation, the goods determination and the reportable biosecurity incident determination. A consequential and transitional regulation will be required for full implementation of cost recovery and amending regulations that still refer to the Quarantine Act. To make sure that the regulations are finalised and tabled in the first sitting week in May 2016, consultation will close for all regulations that require broad public consultation on 24 March 2016.

Industry sessions have been scheduled for March and April 2016 across Australia and meetings with Department of Defence and National Farmers Federation Roundtable are scheduled for late February and March 2016. The Biosecurity Legislation Implementation Forum held on 23 February 2016 will inform the content of these Information sessions. The Biosecurity Implementation Branch is working with staff across the department to ensure consistency in messaging and to identify any gaps or duplication of work.

PPD will continue to engage with project teams around the review of identified IM, training of staff writing IM and general support. A risk assessment will be completed once the projects have completed their review of identified IM and in the context of the revised project deadlines. ISD expects all RFSs to be lodged with detailed requirements, costings approved and authorisation to process (ATP completed). There are concerns that not all ICT changes will be implemented before 16 June 2016. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources. An update is to be provided at the March 2016 board meeting.

Learning and Development (L&D) will continue to report on staff completion of biosecurity training to executive. Project managers will continue to receive ongoing support in Category C training development for specific projects. Upon completion of train-the-trainer sessions scheduled in February 2016 face-to-face training will commence from March 2016.

Remaining change assessment workshops will be held in February to early March 2016. Operations Integration will assess the requirements for role-specific information products and the subsequent development of these products, as identified through the change assessment workshops. ICT changes and the capacity, capability and time constraints to achieve this will be monitored. The outcomes of the change assessment workshops will be provided to the board at its next meeting.

Internal and Corporate Communication will use the outcomes from the SD workshops as well as meeting with project managers and subject matter experts to develop key messages for specific target audiences to support implementation of the Communication and Engagement Plan. A forward plan of communication and engagement activities will also be developed to track and report on the progress of communication.

The second quality review and Business Readiness Assessment IBRA) of the Programme is ongoing. The second quality review final report will be distributed to the board in the week commencing 14 March 2016. An interim BRA report will be presented to the March 2016 board meeting and the final report presented at the April 2016 meeting.

Deliverables/Milestones

Project	Deliverable/Milestone	Status	Trend	Comments
1. Ballast water and sediments	Communications	At risk	–	Consultation with Victoria on domestic ballast water is continuing.
4. Regulation of the External Territories	Policy advice to inform legislation Drafting Instructions.	At risk	–	Delays in drafting of goods determinations continue to impact the development of drafting instructions for this project. Legal Instruments for External territory intended for limited exposure. Delays can be managed but may impact on the quality of final deliverables.
6. Conditions and permits for goods	Development of delegated legislation and FPP policy for permits	At risk	↓	Has not met scheduled timeframe of completion by October 2015. Awaiting draft determinations for review. FPP policy for permits cannot be finalised until detail of FPP model is developed by project #11.
OGC	IM – Legal review and assurance	At risk	–	IM has not been provided for review.
Regulation development and finalisation	Development and finalisation of delegated legislation by initial due date of 28 February 2016	At risk	–	Only cost recovery regulations, goods determination and reportable biosecurity incident determination to be drafted for exposure. Other instruments to be drafted will not be exposed but may have targeted consultation as required. New drop dead date of 28 April 2016 to go to EXCO.
Operations Integration	IM prioritisation, ICT change requirements and Category C training needs analysis	At risk	–	Needed for staff scheduling and contingency plan.
Information Services	RFS for ICT system change requirements.	At risk	–	Working with project teams to determine requirements and priorities. Slight decrease in risk from last month as minimal or no changes have been identified in some applications. Lack of details, and changes to the already received detailed requirements for other applications keeps this risk high (moving target scenario).
Instructional Material	Assessment of IM	At risk	↑	Working with project teams to discuss the development of IM. Focus will be on prioritising IM needed at commencement.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
BLR-1	Training content and requirements not finalised in time for staff to complete for commencement.	Staff not business ready to be compliant with the Act on day 1 of implementation.	Pilot sessions held for face-to-face training. Outcomes will be analysed and applied to the face-to-face session. Train-the-trainer workshops held in mid-February 2016.	Medium
BLR-2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	The Biosecurity Legislation Industry Forum held on 23 Feb 2016 is an opportunity to provide same message to industry client and stakeholder groups.	Medium
BLR-3	Projects may not meet the commencement roadmap schedule.	Time available to finalise IM, identify training needs and communications messages is compressed and resources not available to deal with increased load.	Review undertaken in Feb 2016 and endorsed by the board. High risk areas to be highlighted with business areas for review.	Medium
BLR-5	ICT updates to incorporate changes required for biosecurity legislation compliance not completed on time.	ICT systems not compliant with Biosecurity Act on day 1 of implementation.	ISD to engage closely with business to develop requirements and prioritise changes according to risk. Particularly for AIMS and QPR applications that requires the greatest amount of work.	Medium

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Issues				
ID	**Description**	**Resolution Date**	**Resolution Options/Comments**	**Rating**

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LEX 35181

Biosecurity Legislation Implementation

Enabler Overview Report – August-September

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
↑ Improving — No change ↓ Declining

Status Summary

Project #	Project title	Overall status	Comments
N/A	Learning and development	**On track**	
N/A	Instructional material	**On track**	
N/A	Business Integration	**On track**	
N/A	Communications and engagement	**On track**	
N/A	Office of the General Counsel	**On track**	
N/A	Regulations development and finalisation	**At risk**	October public consultation of regulations is at risk due to availability of drafting resources.

Status Overview

The status of the regulations development and finalisation is at risk due to availability of drafting resources at the Office of Parliamentary Counsel. OPC have advised that additional resources will be available from the week commencing 21 September. The board agreed to investigate alternate sources of drafting capability to put in place if necessary. Delays to finalising drafting of regulations may delay public consultation and have flow on impacts to development in instructional material, training and communication products.

Strategies for internal and external communications and training were endorsed at the 18 September board meeting. Work is underway on developing corporate training packages. Training needs analysis with projects managers has commenced through a series of meeting held on 11 September.

s. 42(1)

Forward Outlook

Regulations development and finalisation is being closely monitored and additional sources of drafting capability will be deployed if required.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans.

Learning and development will commence consultation on the Introduction to the Biosecurity Act e-learning module and review of the Comply with Legislation module of the Certificate III.

Instructional material has not been provided for review and assurance; this may result in delays in legal clearance.

Deliverables/Milestones

Project title	Deliverable/Milestone	Status/Trend		Comments
Office of the General Counsel	IM – Legal review and assurance	**At risk**	▬	Instructional material has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	**At risk**	↑	October public consultation of regulations is at risk due to availability of drafting resources. Investigating options to seek alternate drafting resources.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
	Insufficient capacity to work with projects to identify training needs, develop and deliver training	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation	Identifying ways to reprioritise training activity to increase capability	**Medium**
	Lack of coordinated approach to communication and engagement between programme and project level	Inconsistent or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and project teams where necessary to support the development of SE& Communication plans	**Medium**
	Projects may not meet the commencement roadmap schedule	Time available to finalise instructional material is compressed and resources not available to deal with the increased load	Monitor milestones and resource requirements and work with project manager to prioritise workload.	**Medium**

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
	Sufficient OPC drafting resources are not available	6 October 2015	Investigating options to seek alternate drafting resources	Medium
				Choose an item.
				Choose an item.
				Choose an item.

Biosecurity Legislation Implementation Programme

Report Date	16/06/2015

Project Status Report - Stage 1

Title	Corporate support for development of instructional material		
Sponsor	Paul Morris	**Project Manager**	s. 22(1)(a)(ii)
Description	Support from the Practice and Procedural Design team for the review, development and finalisation of instructional material for the Biosecurity Legislation Implementation Programme.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	We have been informed that several projects have slid back their timelines for commencment and completino of instructional material. There are potential downstream implications for resource availability. We will investigate full implications and management strategies through the coming month.
Outlook for Next Month	Provided the potential risk of deadlines for IM development being shifted is treated, then on track.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Project plan for PPD support for development of instructional material for	31-Jan-15	02-Feb-15	Completed
1	Mapping existing IM on IML	31-Jan-15	31-Jan-15	Completed
2	Tracking matrices finalised	16-Feb-15	01-Mar-15	Completed
3	IM development information pack	31-Mar-15	31-Mar-15	Completed
4	IM development strategy	31-Jul-15	31-Jul-15	Completed
	Stage 1 IM development plan	13-Aug-15	13-Aug-15	In progress
	Initiation of support to projects	As per project plan	As per project plan	In progress
	Publication on IML of IM required for commencement	30-May-16	30-May-16	
	Development plan for post-commencment IM	30-May-16	30-May-16	

Dependencies

Nature of dependency	Critical date	Comments	Status
Dedication within projects of staff to write IM (and ensuring they are trained)			In progress
Idenitifcation by projects of IM required for commencement		Some delays are apparent from some projects in reviewing their IM.	In progress
Plan from Office of the General Council on reviewing of IM			In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
IM Risk 01	Staff writing IM are not adequately skilled/trained	Significant increase in time taken to develop IM with impacts on PPD	Work with project leaders to ensure staff attend IM training	Low
IM risk 02	Projects do not dedicate enough resources for IM development	IM not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 03	Projects do not engage PPD early in IM development	IM does not meet department needs and is not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 04	PPD does not have resources to carry out work in programme time frame	Unable to provide required assistance, quality assurance and publication services in time for commencement	Currently recruiting extra staff	Low

IM Risk 05	Projects push timelines for initiation, development and finalisation of IM later	Time available to finalise IM is compressed which in turn increases workload to be achieved within shorter time frame. Resources to cater for this are not available and required IM is not published by commencement.	Track milestones and resource requirements at a programme level and work with project leaders to manage prioritisation and workloads.	Medium

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		High		
		Medium		

LEX 35181

Biosecurity Legislation Implementation

Divisional Overview Report – August-September

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Project #	Project title	Overall status	Comments
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	
		Choose an item.	

Status Overview

s. 42(1)

Forward Outlook

Instructional material has not been provided for review and assurance; this may result in delays in legal clearance.

Deliverables/Milestones

Project title	Deliverable/Milestone	Status/Trend		Comments
	IM – Legal review and assurance	**At risk**	▬	Instructional material has not been provided for review.
		Choose an item.		
		Choose an item.		
		Choose an item.		
		Choose an item.		
		Choose an item.		
		Choose an item.		
		Choose an item.		
		Choose an item.		

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
				Choose an item.
				Choose an item.
				Choose an item.
				Choose an item.
				Choose an item.
				Choose an item.

Issues

ID	Description	Resolution Date	Resolution Options/Comments	Rating
				Choose an item.
				Choose an item.
				Choose an item.
				Choose an item.

Biosecurity Legislation Implementation Programme

Report Date	11/09/2015

Project Status Report

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Overview

Current Status Overview	At Risk	OPC drafter has advised that biosecurity legislation projects are being done concurrently with drafting for the Cost Recovery Taskforce and Export Quotas. With their current resources allocated to Dept of Agriculture work, it is unlikely that we will meet the October deadline for release of some exposure drafts. The department will need to provide OPC with guidance on drafting priorities for the three projects. Six biosecurity projects are currently rated as at risk, threatening full release of regulations for public exposure. These projects will not prevent other delegated legislation being developed (allowing for OPC resources): Ballast Water Project has a path for
Outlook for Next Month		OPC resourcing and exposure of delegated legislation to be raised with board at 18 September meeting We will prioritise drafting to ensure key delegated legislation can be released for public exposure as soon as possible. Working with At Risk projects to ensure drafting instructions provided to OPC as appropriate. Ballast, Firsts Points, Installations expected to be back 'On track'

Milestones and Deliverables

Milestone	Due date	Status	Comments
Category A instructions to OPC	ASAP	At Risk	Several projects have not had drafting instructions finalised as final policy advice not available. October exposure at risk as drafting of these will be behind other projects. At risk project:Information gathering (see Issues section below).
Category B instructions to OPC	31 August	At Risk	Final policy advice for Ballast water and cost recovery not provided. Development of conditions and permits instructions delayed.
Category C instructions to OPC	30 September	On track	
Category A exposure drafts available	31 August	At Risk	Several instructions with drafter. OPC resourcing not sufficient to meet 1 October deadline. Prioritising key delegated
Category B exposure drafts available	30 September	At Risk	OPC resourcing not sufficient to meet 1 October deadline. Prioritising key delegated legislation.
Category A and B to be exposed in October	1 October	At Risk	OPC resourcing not sufficient to meet 1 October deadline. Prioritising key delegated legislation.
Category C exposure drafts available	31 December	On track	
Delegated legislation finalised and registered	28 February	On track	

Deliverable	Category	Status		Comments
Biosecurity Import Risk Analyses	N/A	Exposure draft available	On track	Exposure draft released 31/8; to close for public consultation 30/11
Approved Arrangements	A	Developing instructions	On track	DIs to OPC 11/9 - project team using 2012 draft reg as basis for new regulation, will streamline drafting
Assessment and management powers for goods, conveyances and premises	A	Instructions sent to OPC	On track	DIs sent to OPC 17/8 - instructions are straight forward and should be back on track for exposure
Information gathering (Pre-arrival reporting and notice of intention to import)	A	Instructions sent to OPC	At Risk	Some DIs to OPC, with the proviso that follow up instructions would follow. Updated input to inform further DIs was given on 1/09 - however, significant clarifications will still be required. Issue raised with Compliance AS and steering committee, new resources being assigned
Compliance and enforcement	A	Instructions sent to OPC	On track	DIs to OPC 22/7
First Points of Entry and entry at non first points	A	Developing instructions	At Risk	DIs to OPC 8/9. A second instruction under development for biosecurity control release areas and variation and revocation of determinations
Installations	A	Awaiting policy advice	At Risk	Project team seeking clearance of policy position. Development of DIs commenced on basis of draft policy position.
Inspector-General of Biosecurity	A	Instructions sent to OPC	On track	DIs sent to OPC 14/8
Ballast water and Sediments	B	Developing instructions	At Risk	Meeting 18/8 resolved a number of policy issues. s. 42(1)
Conditions and permits for goods	B	Developing instructions	At Risk	Development of instructions delayed by prioritising other instructions and complexity. To assist in resolving complexity a partial insruction tobe provided to OPC w/c 14/9 to
Cost recovery and compensation	B	Awaiting policy advice	At Risk	New fee determination dependent on outcomes of cost recovery review. Some draft determimations provided DIs not provided to OPC on 31 August. Fees should largely be reflective of those in revised Quarantine Service Fees Determination. DIs to be issued to OPC once draft of revised determination is available. Additional instructions relating to compensation and other matters unrelated to fees determination will be required
Testing Samples	B	Awaiting policy advice	On track	Expected date to OPC 30 Sept (if required) - possible that no regulations will be required or any regulations required will be simple.
Onshore and emergency	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Information sharing, confidentiality and privacy	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Regulation of the Torres Strait	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Regulation of the External Territories	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Internal and external review of decisions	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Fit and proper persons test	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept
Governance and officials	C	Awaiting policy advice	On track	Expected date to OPC 30 Sept (if required) - possible that no legislation instrument will be required.

Biosecurity Legislation Implementation Programme

Report Date	11/09/2015

Project Status Report

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Risks

Description	Potential impact	Treatment/Comments	Residual Risk
Sufficient OPC drafting resources not available.	May cause delays in development of delegated legislation and release of exposure drafts.	Raise with OPC Reprioritise exposure and revise timeframes Escalate to board	Medium
Policy position not being provided by project teams.	May delay or prevent development of delegated legislation.	Find elements of regulation that can be instructed while issues are resolved. Escalate to SES or board.	Low
Scheduling of projects not followed, putting pressure on LSMEs to deliver all at one time.	May delay or prevent development of quality delegated legislation.	Monitor progress of projects and reprioritise as necessary, including bringing forward where possible Escalate to SES or board.	Low

Issues

Description	Rating	Comments / Plan to resolve	Resolution date
Initial drafting instructions were sent to OPC on 16 June, with proviso that follow up instructions would follow in relation to cargo requirements. This was to enable the information gathering project to conduct a gap analysis. Gap analysis was completed and information provided on 14/8, however, the information provided lacked clear policy intent and drafting instructions could not be prepared by due date of 31 August.	Medium	- Issue was escalated with Tina Hutchinson and David Mackay - s. 22(1)(a)(ii) has now been allocated as the lead for the policy development (instead of s. 22(1)(a)(ii)), with s. 22(1)(a)(ii) assisting through revising the detailed policy position by 16 September - On track to provide drafting instructions to OPC by 30 September pending timeliness and quality of revised policy position and information	21/8
Ballast project team have had a series of policy questions regarding the Act and implementation of the Ballast Water convention, which has delayed provision of policy for development of instructions. Some speculation that an amendment to the Act will be required.	Low	- meeting 19/8 resolved a number policy issues, now have sufficient information to start developing DIs s. 42(1) - 2012 regulation largely correct which will simplify drafting	19/8
Cost recovery drafting instructions relating to fees determination cannot be developed until Quarantine Service Fees Determination is finalised. However instructions relating to compensation and other matters unrelated to fees determination can be progressed independently.	Medium	- Quarantine Service Fees Determination should be able to be largely replicated in Biosecurity Fee Regulation, which will reduce drafting required - Advised PM on 10/9 to prioritise policy development to inform drafting of matters unrelated to fees determination	

Biosecurity Legislation Implementation Programme

Report Date 16/09/2015

Project Status Report - Stage 1

Title	Learning and Development		
Sponsor	Paul Morris	**Project Manager**	s. 22(1)(a)(ii)
Description	The role of learning and development is to manage the approach to training development and delivery to ensure that staff are business ready to be compliant with Biosecurity Act 2015 on day one of implementation. Learning and development will develop four training products to support readiness for commencement of the Biosecurity Act. Learning and development will also work with project managers to support and advise on designing, developing and delivering biosecurity legislation products.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	At risk	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	Training Development have commenced work on the corporate training packages: • Introduction to the Biosecurity Act 2015 - new - well advanced and expected to be distributed soon • Comply with Legislation – elearning current – requires amending • Certificate III in Government – current – some modules require amending (specifically the Comply with legislation) • Making good decisions – current – requires amending • Training Delivery Techniques – new – this will be used as a support to train/refresh officers with the relevant qualifications in the delivery of training Training needs analysis with project managers commenced through a series of meetings held in Canberra on 11 September 2015
Outlook for Next Month	• The Introduction to the Biosecurity Act 2015 will have had consultation and the training development proposal complete and the outline of elearning module will have commenced. • The review of the Comply with legislation module of the Certificate III will have commenced. • The other packages will continue to be reviewed. •Training needs analysis for F2F training development commenced

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Corporate Training Strategy	14-Sep-15		Draft ready for board approval
	Corporate Training Plan	14-Sep-15		Draft ready for board approval
	Introduction to the Biosecurity Act 2015 eLearning	30-Nov-15		Draft storyboard under development. Consultation with PMs has occurred
1	Comply with legislation eLearning	30-Nov-15		TDP approved. Development has commenced. Content with the Office of the General Counsel for review
	Introduction to Delegations elearning	30-Oct-15		Package has been reviewed, minor changes required
2	Making good decisions eLearning	20-Dec-15		TDP drafted. Meeting with PM scheduled 17/09/2015
3	Training Delivery Techniques			Pilot will occur when required
4	Introduction to Biosecurity Act for officers (F2F) development	Corporate 30-12-2015 Specialist 28-2-2016		Mapping has commenced. Consultation with PMs to be undertaken
	Training Needs Analysis	Ongoing		Ongoing with PMs

Dependencies

Nature of dependency	Critical date	Comments	Status
			In progress
			At risk
			Closed

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk

1	Development and delivery of biosecurity legislation projects may not be delivered before implementation date	Staff may not be able to comply with the biosecurity legislation upon commencement	A corporate training strategy and plan have been drafted for board approval. Continued discussions with project managers will occur. Delays in finalisation of project policy positions and training could compress the time needed for effective training development and delivery.	Medium
				Low
				Low

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		High		
		Medium		

Biosecurity Legislation Implementation Programme

Report Date	17/09/2015

Project Status Report - Stage 1

Title	Internal and External Communications		
Sponsor	Troy Czabania	**Project Manager**	s. 22(1)(a)(ii)
Description	Internal and External communication provides advice on how communication may be used to ensure those affected by, or who have an interest in the legislative changes, are aware of the changes required to comply with the *Biosecurity Act 2015* from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	On track	**No change**	On track	**No change**	At risk	**No change**

Current Status Overview	The Biosecurity Legislation Internal and External communication strategies have now been developed for presentation to the Board on 18 September 2015 (04/15). The delivery of these communication strategies is on schedule with the revised timeframes endorsed at the 03/15 Board meeting. Both strategies identify interdependencies with other projects and show how corporate teams will be working together during the implementation. A first-cut draft impact matrixies have also been developed which identifies internal and external audiences. This requires considerable further analysis and is expected to evolve as more is known about audiences, impacts and treatment options.
Outlook for Next Month	Internal and Corporate Communications will work with project teams to help them complete project-specific Stakeholder Engagement and Communication Plans. The team will work with Service Delivery Operations, People Capability and enablers to further develop the impact matrixes. This will also inform the Programme Communications and Engagement Plan. The schedule for the delivery of the Programme Communications and Engagement Plan may be compromised if the project specific Stakeholder Engagement and Communication Plans are not completed and information regarding internal audience segments can not be provided.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Programme Communications and	October/November	October/November	Delivery is dependent on progression of
1				
2				
3				
4				

Dependencies

Nature of dependency	Critical date	Comments	Status
ment and Communications Plans and project	End Septembe	t of Programme Communications and Engagement Plan and to furth	In progress
People Capability	End Septembe	nts required to assist with development of matrix and the Programm	In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Projects do not develop	Inadequate information to develop the	Work with the projects to assist them	Medium
	Failure to provide details	Inability to accurately determine	Work with SDO and People Capability	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date

Biosecurity Legislation Implementation Programme

Report Date 7/10/2015

Project Status Report - Stage 1

Title	Corporate support for development of instructional material		
Sponsor	Paul Morris	**Project Manager**	s. 22(1)(a)(ii)
Description	Support from the Practice and Procedural Design team for the review, development and finalisation of instructional material for the Biosecurity Legislation Implementation Programme.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	We are currently gathering information on revised timelines for commencement of work on IM. We will use this data to assess potential implications, risks and resourcing requirements.
Outlook for Next Month	Provided the potential risk of deadlines for IM development being shifted is treated, then on track.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Project plan for PPD support for development of instructional material for	31-Jan-15	02-Feb-15	Completed
Mapping existing IM on IML	31-Jan-15	31-Jan-15	Completed
Tracking matrices finalised	16-Feb-15	01-Mar-15	Completed
IM development information pack	31-Mar-15	31-Mar-15	Completed
IM development strategy	31-Jul-15	31-Jul-15	Completed
Stage 1 IM development plan	13-Aug-15	13-Aug-15	Completed
Initiation of support to projects	As per project plan	As per project plan	In progress
Publication on IML of IM required for commencement	30-May-16	30-May-16	
Development plan for post-commencment IM	30-May-16	30-May-16	

Dependencies

Nature of dependency	Critical date	Comments	Status
Dedication within projects of staff to write IM (and ensuring they are trained)			In progress
Idenitifcation by projects of IM required for commencement		Some delays are apparent from some projects in reviewing their IM.	In progress
Plan from Office of the General Council on reviewing of IM			In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
IM Risk 01	Staff writing IM are not adequately skilled/trained	Significant increase in time taken to develop IM with impacts on PPD	Work with project leaders to ensure staff attend IM training	Low
IM risk 02	Projects do not dedicate enough resources for IM development	IM not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 03	Projects do not engage PPD early in IM development	IM does not meet department needs and is not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 04	PPD does not have resources to carry out work in programme time frame	Unable to provide required assistance, quality assurance and publication services in time for commencement	Currently recruiting extra staff	Low
IM Risk 05	Projects push timelines for initiation, development and finalisation of IM later	Time available to finalise IM is compressed which in turn increases workload to be achieved within shorter time frame. Resources to cater for this are not available and required IM is not published by commencement.	Track milestones and resource requirements at a programme level and work with project leaders to manage prioritisation and workloads.	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		High		
		Medium		

Biosecurity Legislation Implementation Programme

Report Date 15/10/2015

Project Status Report - Stage 1

Title	Learning and Development		
Sponsor	Travis Power	**Project Manager**	s. 22(1)(a)(ii)
Description	The role of learning and development is to manage the approach to training development and delivery to ensure that staff are business ready to be compliant with Biosecurity Act 2015 on day one of implementation. Learning and development will develop four training products to support readiness for commencement of the Biosecurity Act. Learning and development will also work with project managers to support and advise on designing, developing and delivering biosecurity legislation products.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	On track	No change	On track	No change	On track		At risk	

Current Status Overview	Training Development have commenced work on the corporate training packages: • Introduction to the Biosecurity Act 2015 (new) – well advanced. Storyboard out for consultation. • Comply with Legislation – elearning current – requires amending • Certificate III in Government – current – some modules require amending (specifically the Comply with legislation) • Making good decisions – current – requires amending • Training Delivery Techniques – new – this will be used as a support to train/refresh officers with the relevant qualifications in the delivery of training Training needs analysis with project managers commenced through a series of meetings held in Canberra on 11 September 2015. Analysis of training workload well advanced.
Outlook for Next Month	• The Introduction to the Biosecurity Act 2015 eLearning to be developed and commence pilot. • Workshops to define category A and B face to face training products completed. • The Comply with legislation eLearning build completed. • Introduction to Delegations eLearning completed. • Making Good Decisions commence build • Continue to attend workshops to support project teams • Draft training workload analysis completed

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Milestone/Deliverable	Planned date	Expected date	Comments
Corporate Training Strategy	14-Sep-15		Complete
Corporate Training Plan	14-Sep-15		Complete
Introduction to the Biosecurity Act 2015 eLearning	30-Nov-15		Distributed for comment due 7 October
Comply with legislation eLearning	30-Nov-15		Build of this product has commenced
Introduction to Delegations elearning	30-Oct-15		eLearning under review
s. 42(1)			
Training Delivery Techniques			Pilot will occur when required
Introduction to Biosecurity Act for officers (F2F) development	Corporate 30-12-2015 Specialist 28-2-2016		Mapping has commenced. Consultation with PMs to be undertaken
Training Needs Analysis	Ongoing		Ongoing with PMs

Dependencies

Nature of dependency	Critical date	Comments	Status
			In progress
			At risk
			Closed

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk

1	Development and delivery of biosecurity legislation projects may not be delivered before implementation date	Staff may not be able to comply with the biosecurity legislation upon commencement	A corporate training strategy and plan have been drafted for board approval. Continued discussions with project managers will occur and workshops will be facilitated to ensure project scope is maintained and timeframes can be delivered on. Resources will be reallocated to the high priority work from low priority work as needed.	Medium
				Low
				Low

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		Low		
		Low		

Biosecurity Legislation Implementation Programme

Project Status Report

Report Date	9/10/2015

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Overview

Current Status Overview	At Risk	Enabler project at risk as drafting and exposure milestones not met. OPC advises our drafters are now dedicated to the Biosecurity Act, drafting to priority order reflected in the table below. New draft instruments have been received from OPC and are intended for exposure in October. Projects and milestones will become on track as instruments are exposed. Continuing to work with project managers and business owners to identify issues where policy positions have not been finalised and are getting projects back on track as quickly as possible. All instructions for category A have been provided to OPC - milestone complete.
Outlook for Next Month		With some OPC resources now dedicated to Biosecurity Act delegated legislation, expected that draft instruments will be prepared for exposure and will bring projects back on track. The need to obtain alternative drafting resources has reduced for now.

Milestones and Deliverables

Milestone	Due date	Status	Comments
Category A instructions to OPC	ASAP	Complete	
Category B instructions to OPC	31 August	At Risk	Final policy advice for cost recovery not provided. Development of conditions and permits instructions delayed.
Category C instructions to OPC	30 September	At Risk	Awaiting policy advice for several projects, puts availablility of exposure drafts at risk
Category A exposure drafts available	31 August	At Risk	OPC provided with priority requirements.
Category B exposure drafts available	30 September	At Risk	OPC provided with priority requirements.
Category A and B to be exposed in October	1 October	At Risk	OPC provided with priority requirements
Category C exposure drafts available	31 December	On track	
Delegated legislation finalised and registered	28 February	On track	

Deliverable	Category	Status		Comments
Biosecurity Import Risk Analyses	Exposed	Exposure draft available	On track	Exposure draft released 31/8; public consultation to close 30/11
Inspector-General of Biosecurity	A	Instructions sent to OPC	At Risk	First draft regulation provided by OPC 2/10; will work with OPC to finalise an exposure draft as quickly as possible.
Information gathering (Pre-arrival reporting and notice of intention to import)	A	Instructions sent to OPC	At Risk	First set of DIs sent to OPC on 18/6, second set of DIs sent to OPC on 06/10.
Ballast water and sediments	B	Instructions sent to OPC	At Risk	DIs to OPC 2 October; s. 42(1)
Approved Arrangements	A	Draft instrument received from	At Risk	OPC provided draft regulations 1 October; aim to have an exposure draft available in October
Conditions and permits for goods - goods determination	B	Developing instructions	At Risk	Development of instructions delayed by prioritising other instructions and complexity. To assist in resolving complexity, a partial instruction to be provided to OPC w/c 5/10 to work through drafting issues.
First Points of Entry and entry at non first points	A	Developing instructions	At Risk	DIs for landing places and ports sent to OPC 8/9. Instructions for biosecurity control release areas and variation and revocation of determinations sent to drafter 6 October.
Installations	A	Instructions sent to OPC	At Risk	DIs sent to OPC on 6 October.
Assessment and management powers for goods, conveyances and premises	A	Instructions sent to OPC	At Risk	DIs sent to OPC 17/8 - instructions are straight forward and should be on track for exposure as soon as OPC have time to draft
Cost recovery and compensation	B	Awaiting policy advice	At Risk	DIs not provided to OPC on 31 August. Fees should largely be reflective of those in revised Quarantine Service Fees Determination. DIs are being developed for draft policy positions relating to compensation and other matters unrelated to fees determination. awaiting polci advice for fees/charges on ballast water management activities - if regulations required full cot recovery process will delay delivery of instruments Feb 2016.
Conditions and permits for goods - permit regulations	B	Instructions sent to OPC	At Risk	DIs sent to OPC on 1/10.
Onshore and emergency	C	Awaiting policy advice	At Risk	Dis expected to be provided to OPC w/c 12/10, pending sign off of policy approach by project sponsor.
Governance and officials	C	No longer required	Complete	Project team confirmed on 7/10 that no drafting is required.
Compliance and enforcement - regulations relating to personal information and infringement notices	A	Instructions sent to OPC	At Risk	DIs to OPC 22/7 - exposure draft not available for milestone. Additional instructions may be required in relation to infringement notices as program areas refine their policy.
Regulation of the External Territories	C	Awaiting policy advice	At Risk	Expected date to OPC mid October.
Regulation of the Torres Strait	C	Awaiting policy advice	At Risk	DIs not provided to OPC as scheduled due to awaiting policy advice. However, it is expected Dis will be provided to OPC w/c 26/10.
s. 42(1)				
Testing Samples	B	No longer required	Complete	Policy advice received 30 Sept - no regulations necessary
Information sharing, confidentiality and privacy	C	Developing instructions	At Risk	DIs complete; expected to be provided to OPC w/c 12/10.
Internal and external review of decisions	C	Awaiting policy advice	Complete	Confirmed that regulations are not required.

Biosecurity Legislation Implementation Programme

Report Date	9/10/2015	Project Status Report	
Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Risks

Description	Potential impact	Treatment/Comments	Residual Risk
Sufficient OPC drafting resources not available.	May cause delays in development of delegated legislation and release of exposure drafts.	Raise with OPC Reprioritise exposure and revise timeframes Escalate to board Seek alternative drafting resources	Medium
Policy position not being provided by project teams.	May delay or prevent development of delegated legislation.	Find elements of regulation that can be instructed while issues are resolved. Escalate to SES or board.	Low
Scheduling of projects not followed, putting pressure on LSMEs to deliver all at one time.	May delay or prevent development of quality delegated legislation.	Monitor progress of projects and reprioritise as necessary, including bringing forward where possible Escalate to SES or board.	Low

Issues

Description	Rating	Status	Resolution date
Initial drafting instructions for information gathering were sent to OPC on 16 June, with proviso that follow up instructions would follow in relation to cargo requirements for regulations under section 120. There was a delay in preparing follow up instructions due to lack of clear policy intent and project governance issues.	Low	- Issue was escalated with Tina Hutchinson and David Mackay - New PM has been allocated, and a substantially updated policy position provided on 16 September has clarified policy intent - Follow up drafting instructions provided to OPC on 06/10.	06/10
Ballast project team have had a series of policy questions regarding the Act and implementation of the Ballast Water convention, which has delayed provision of policy for development of instructions. Some speculation that an amendment to the Act will be required.	Low	- meeting 19/8 resolved a number policy issues, now have sufficient information to start developing DIs s. 42(1) - 2012 regulation largely correct which will simplify drafting	19/8
Cost recovery drafting instructions relating to fees and compensation are being developed. Finalisation of regulations prescribing fees/charges on ballast water management activities identified to be at risk for meeting Feb 2016 timeframe.	Medium	- Quarantine Service Fees Determination should be able to be largely replicated in Biosecurity Fee Regulation, which will reduce drafting required - Draft policy positions provided on 29/9 to inform preparing DIs. Project team had initial meeting with ballast water project team on 6/10 to discuss plan for developing ballast water fees/charges.	

s. 42(1),s. 22(1)(a)(ii)

Biosecurity Legislation Implementation Programme

Report Date 9/10/2015

Project Status Report - Stage 1

Title	Communications and Engagement		
Sponsor	Troy Czabania/ Lee Cale	**Project Manager**	s. 22(1)(a)(ii)
Description	Communication and engagement provides advice on how communication and engagement may be used to ensure those affected by, or who have an interest in the legislative changes, are aware of the changes required to comply with the *Biosecurity Act 2015* from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	On track	No change	On track	No change	On track	No change	At risk	No change

Current Status Overview	The Biosecurity Legislation Internal and External communication and Engagement strategies have now been endorsed by the Board. Work has commenced on the Programme Communication and Engagement Plan (including Forward Schedule 1). The Plan will be delivered at the November Board Meeting. The schedule for the delivery of the Plan may be compromised if the project specific Stakeholder Engagement and Communication Plans are not completed and information regarding internal audience segments can not be provided. Work has commenced on activities relating to Phase 1 (education and awareness) of the Internal and External Communication Strategy. Corporate Communication is providing communication advice and support to People Capability regarding the Biosecurity Legislation e-learning modules. The department is engaging with NFF on 15 October to discuss key projects of interest and the BIRA guidelines. Communication materials are being prepared ot support the BIRA guidelines.
Outlook for Next Month	Internal and Corporate Communications will continue to work with project teams to help them complete project-specific Stakeholder Engagement and Communication Plans. These plans will inform the development of the Programme Communication and Engagement Plan. General awareness/education communication materials will be rolled out. Develop communcation strategy to support roll-out of biosecurity e-learning models. Redeveloping the existing biosecurity intranet site and content to ensure it aligns with phase 1 communications and training communication requirements. It is anticpated that the remainign draft regulations will be released in stages and the first group of regulations are expected to be released at the end of October.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Programme Communications and	October/November	October/November	Delivery is dependent on completion of project plans from projects.
2	Communication to support roll-out of	Commencement date	November	Delivery is dependent on roll-out of general awareness fact sheet (references staff training and release of e-learning modules)
3	General communication factsheet for all	October	October	Delivery is dependent on timing of approval process.
4	Regional staff talking points	September	October	Material has been developed and is going through the approval process.

Dependencies

Nature of dependency	Critical date	Comments	Status
Stakeholder Engagement and Communcatio	Project plans a	cific information. This work may be at risk given some projects are not	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Project SE&C Plans	The Forward Schedule will not capture all	Work with the projects to assist them	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date

Biosecurity Legislation Implementation Programme
Project Status Report - Stage 1

Report Date	7/10/2015

Title	Corporate support for development of instructional material		
Sponsor	Paul Morris	**Project Manager**	s. 22(1)(a)(ii)
Description	Support from the Practice and Procedural Design team for the review, development and finalisation of instructional material for the Biosecurity Legislation Implementation Programme.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	At risk	No change	On track	No change	On track		At risk	

Current Status Overview	• To our knowledge, only one of the twenty-two projects that are due to have commenced drafting instructional material have actually started this step. • Project 6 has completed reviewing the instructional material that has been identified as potentially relating to their work. Four other projects (Projects 3, 7, 8 and 19) have commenced their review. All other projects are behind schedule. PPD are in the process of contacting project leads to offer assistance with this essential step. • Updates of the IM tracking spreadsheets will be finalised this week with the revised project IM deadlines identified in the commencement road map. We have also identified additional IM developed in 2015 that potentially will need to be considered by projects. A total of 1071 pieces of IM (including forms and templates) are now captured in the spreadsheet. • A potential gap relating to IM for external parties has been identified. The current process relates to internally focussed IM for staff and does not include instructional material for communicating process and procedural information for clients. It is recommended that consideration be given to developing a collaborative project that incorporates staff from PPD, communications and legal to ensure a consistent approach to the development of IM for external parties is adopted.
Outlook for Next Month	Continued engagement with project areas around review of identified instructional material, training of staff writing IM and general support for the development of IM. A risk assessment will be completed once the projects have completed their review of identified IM and in the context of the revised project deadlines.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Project plan for PPD support for development of instructional material for	31-Jan-15	02-Feb-15	Completed
1	Mapping existing IM on IML	31-Jan-15	31-Jan-15	Completed
2	Tracking matrices finalised	16-Feb-15	01-Mar-15	Completed
3	IM development information pack	31-Mar-15	31-Mar-15	Completed
4	IM development strategy	31-Jul-15	31-Jul-15	Completed
	Stage 1 IM development plan	13-Aug-15	13-Aug-15	Completed
	Initiation of support to projects	As per project plan	As per project plan	In progress
	Publication on IML of IM required for commencement	30-May-16	30-May-16	
	Development plan for post-commencment IM	30-May-16	30-May-16	

Dependencies

Nature of dependency	Critical date	Comments	Status
Dedication within projects of staff to write IM (and ensuring they are trained)		Project 5 (Assessment and mangement powers) have identified staff within their team requiring training in writing instructional material. This training will be delievered by PPD this month.	In progress
Idenitifcation by projects of IM required for commencement		Project 6 has completed reviewing the instructional material that has been identified as potentially relating to their work. Four other projects (Projects 3, 7, 8 and 19) have commenced their review. All other projects are behind schedule. PPD are in the process of contacting project leads to offer assistance with this essential step.	In progress
s. 42(1)			In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk

IM Risk 01	Staff writing IM are not adequately skilled/trained	Significant increase in time taken to develop IM with impacts on PPD resources	Work with project leaders to ensure staff attend IM training	Low
IM risk 02	Projects do not dedicate enough resources for IM development	IM not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 03	Projects do not engage PPD early in IM development	IM does not meet department needs and is not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 04	PPD does not have resources to carry out work in programme time frame	Unable to provide required assistance, quality assurance and publication services in time for commencement	Currently recruiting extra staff	Low
IM Risk 05	Projects push timelines for initiation, development and finalisation of IM later	Time available to finalise IM is compressed which in turn increases workload to be achieved within shorter time frame. Resources to cater for this are not available and required IM is not published by commencement.	Track milestones and resource requirements at a programme level and work with project leaders to manage prioritisation and workloads.	Medium

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		High		
		Medium		

Biosecurity Legislation Implementation Programme

Report Date	5/11/2015

Project Status Report - Stage 1

Title	Business Integration		
Sponsor		**Project Manager**	s. 22(1)(a)(ii)/s. 22(1)(a)(ii)
Description	To develop an organisation design to guide project design and integrate with the department's strategy and Service Delivery (SD) operating model.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	At risk	No change	On track	No change				

Current Status Overview	* A workshop with the Biosecurity Legislation Implementation Team was held on Tues 3 November to provide input into the Organisation Design. * Meetings with project managers of 16 projects have been held to gain an understanding of the impacts on staff and ICT of the legislation being introduced. * A framework has been developed which will be used to map impacts for staff resulting from legislative and ICT changes. The framework will clearly depict the baseline, opportunistic and future staff and system changes in relation to the service delivery model and inform the Operational Design.
Outlook for Next Month	* A workshop with Stream Integrators is planned for 12 November 2015 to discuss operational changes resulting from the Biosecurity Act and provide input to the Organisation Design. * Meetings with a further 8 projects will be scheduled as soon as possible in November. The information received will be included in the framework deliverable informing the Organisation Design. * Further clarification on operational impacts from the changes to legislation will be sought from the project managers as required.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Programme Interaction View Completed	01-Sep-15		
Draft Organisation Design (Blueprint)	30-Nov-15	30-Nov-15	

Dependencies

Nature of dependency	Critical date	Comments	Status
Policy positions and blueprints finalised	06-Nov-15	Required to inform Organisational Design	At risk
			Closed
			Closed

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
				High
				Medium
				Low

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		High		
		Medium		

s. 42(1),s. 22(1)(a)(ii)

Biosecurity Legislation Implementation Programme

Report Date 5/11/2015

Project Status Report - Stage 1

Title	Communications and Engagement		
Sponsor	Troy Czabania/ Lee Cale	**Project Manager**	s. 22(1)(a)(ii)
Description	Communication and engagement provides advice on how communication and engagement may be used to ensure those affected by, or who have an interest in the legislative changes, are aware of the changes required to comply with the *Biosecurity Act 2015* from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	On track	No change	On track	No change	On track	No change	At risk	No change

Current Status Overview	The Biosecurity Legislation Programme Communication and Engagement Plan (the Plan) has been developed and will be presented at the 10 November Board Meeting. Prior to the development of the Plan, each of the 25 projects were asked to complete Stakeholder Engagement and Communication Plans (SE&Coms plans) to assist in the developing the Plan. Of the expected 10 , 5 SE&Coms plans have been completed (Projects 5, 6, 7, 8 and 19). Compliance division has indicated that a combined SE&Coms plan will be developed. Further development of programme level communication and engagement activities is dependent on receiving the remaining plans.
Outlook for Next Month	Internal and Corporate Communications and the Programme Office will continue to work with project teams to help them complete project-specific SE&Coms plans. General awareness/education communication materials will be rolled out. The existing biosecurity intranet site will be redeveloped to ensure it aligns with Phase 1 communications and training communication requirements. Internal and Corporate Communications and the Programme Office are working with the relevant projects to support the release of the regulatory packages.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Programme Communications and	10-Nov-15	10-Nov-15	Delivered
2	Implementation of Phase 1	Nov 2015 to Jan 2016	Nov 2015 to Jan 2016	Underway
3				
4				

Dependencies

Nature of dependency	Critical date	Comments	Status
Project SE&Coms Plans	30-Nov-15	ceiving project specific information. This work may be at risk given so	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Project SE&C Plans	The development of the Phase 2	Work with the projects to assist them	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date

Biosecurity Legislation Implementation Programme

Report Date 4/11/2015

Project Status Report - Stage 1

Title	Learning and Development		
Sponsor	Travis Power	**Project Manager**	s. 22(1)(a)(ii)
Description	The role of learning and development is to manage the approach to training development and delivery to ensure that staff are business ready to be compliant with Biosecurity Act 2015 on day one of implementation. Learning and development will develop four training products to support readiness for commencement of the Biosecurity Act. Learning and development will also work with project managers to support and advise on designing, developing and delivering biosecurity legislation products.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	Analysis on the delivery of face to face training has commenced Training Development have commenced work on the corporate training packages: • Introduction to the Biosecurity Act 2015 - new - under development • Comply with Legislation – elearning current – requires amending • Certificate III in Government – current – some modules require amending (specifically the Comply with Legislation) • Good Decision Making (previously called Making Good Decisions) – current – requires amending • Training Delivery Techniques – new – this will be used as a support to train/refresh officers with the relevant qualifications in the delivery of training
Outlook for Next Month	• Development of the Introduction to to the Biosecurity Act 2015 eLearning to be completed and commence pilot. • Workshops to define category A and B face to face training products completed. • The Comply with Legislation eLearning build completed. • Introduction to Delegations eLearning completed. • Commence build of Good Decision Making. • Continue to attend workshops to support project teams.

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	Milestone/Deliverable	Planned date	Expected date	Comments
	Corporate Training Strategy	14-Sep-15		Complete
	Corporate Training Plan	14-Sep-15		Complete
	Introduction to the Biosecurity Act 2015 eLearning	30-Nov-15	03-Dec-15	Storyboard sent to appprovers for sign off 4 November
1	Comply with legislation eLearning	30-Nov-15	22-Nov-15	Peer review has commenced with feedback due 9 November
	Introduction to Delegations eLearning	30-Oct-15	11-Nov-15	eLearning build complete
2	Good decision making eLearning	20-Dec-15	30-Nov-15	Build of this product has commenced
3	Training Delivery Techniques			Pilot will occur when required
4	Introduction to Biosecurity Act for officers (F2F) development	Corporate 30-12-2015 Specialist 28-2-2016		Outline distributed, feedback returned and amended outline completed. Content for all four components under development. Consultation with PMs has been
	Training Needs Analysis (TNA)	Ongoing		Preliminary TNA paper to board meeting 10/11/2015 Detailed analysis has commenced

Dependencies

Nature of dependency	Critical date	Comments	Status
			In progress
			At risk
			Closed

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk

1	Development and delivery of biosecurity legislation projects may not be delivered before implementation date	Staff may not be able to comply with the biosecurity legislation upon commencement	A corporate training strategy and plan have been drafted for board approval. Continued discussions with project managers will occur and workshops will be facilitated to ensure project scope is maintained and timeframes can be delivered on. Resources will be reallocated to high priority work from low priority work as needed.	Medium
				Low
				Low

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		Low		
		Low		

Biosecurity Legislation Implementation Programme

Report Date	6/11/2015

Project Status Report

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Overview

Current Status Overview	At Risk	Enabler project at risk as drafting and exposure milestones not met. OPC resources have made additional drating resources available and are working through drafting priorities. Some draft instruments have been received from OPC and are intended for exposure in November, with a second package of instruments planned for exposure when available. Projects and milestones will become on track as instruments are exposed.
Outlook for Next Month	Exposure of all category A and B instruments expected by 31 December 2015. Expecting overall staus to be 'On track' in that time.	

Milestones and Deliverables

Milestone	Due date	Status	Comments
Category A instructions to OPC	ASAP	Complete	
Category B instructions to OPC	31 August	At Risk	Final policy advice for cost recovery not provided. Development of conditions and permits instructions delayed.
Category C instructions to OPC	30 September	At Risk	Awaiting policy advice for several projects, puts availablility of exposure drafts at risk
Category A exposure drafts available	31 August	At Risk	OPC provided with priority requirements.
Category B exposure drafts available	30 September	At Risk	OPC provided with priority requirements.
Category A and B to be exposed in October	1 October	At Risk	OPC provided with priority requirements.
Category C delegated legislation finalised	31 December	On track	
Delegated legislation finalised and registered	28 February	On track	

Deliverable	Category	Status		Comments
Biosecurity Import Risk Analyses	Exposed	Exposure draft available	On track	Exposure draft released 31/8; public consultation to close 30/11
Inspector-General of Biosecurity	A	Draft instrument received from OPC for comment	At Risk	Exposure draft cleared by FAS 4/11. Will be sent to MO for clearance with first package of instruments for exposure in the coming weeks.
Information gathering (Pre-arrival reporting and notice of intention to import)	A	Instructions sent to OPC	At Risk	First set of DIs sent to OPC on 18/6, second set of DIs sent to OPC on 06/10. OPC currently working on the first draft of the regulation.
Ballast water and sediments	B	Instructions sent to OPC	At Risk	DIs to OPC 2 October; s. 42(1)
Approved Arrangements	A	Exposure draft available	At Risk	Exposure draft cleared by FAS 30/10. Will be sent to MO for clearance with first package of instruments for exposure in the coming weeks.
Conditions and permits for goods - goods determination	B	Developing instructions	At Risk	Development of instructions delayed by prioritising other instructions and complexity. Majority of drafting instructions for determination sent to OPC 2/11.
First Points of Entry and entry at non first points	A	Draft instrument received from OPC for comment	At Risk	Draft regulation received and returned to OPC with program comments 3/11
Installations	A	Instructions sent to OPC	At Risk	DIs sent to OPC on 6/10. OPC working on first draft of instrument.
Assessment and management powers for goods, conveyances and premises	A	Draft instrument received from OPC for comment	At Risk	Draft regulation received and returned to OPC with program comments 5/11.
Cost recovery and compensation	B	Developing instructions	At Risk	Drafting instructions for compensation sent to OPC 4/11 Fee and charge instructions not yet provided. Fees should largely be reflective of those in revised Quarantine Service Fees Determination. Awaiting final fee determinations and policy advice for fees/charges on ballast water management activities.
Conditions and permits for goods - permit regulations	B	Instructions sent to OPC	At Risk	DIs sent to OPC on 1/10. OPC currently working on the first draft of the regulations.
Onshore and emergency	C	Developing instructions	At Risk	DIs for Onshore provided to OPC 9/11. DIs for emergency awaiting policy advice.
Governance and officials	C	No longer required	Complete	Project team confirmed on 7/10 that no drafting is required.
Compliance and enforcement - regulations relating to personal information and infringement notices	A	Draft instrument received from OPC for comment	At Risk	First draft regulation returned to OPC with comments 3/11
Regulation of the External Territories	C	Awaiting policy advice	At Risk	Expect first set of DIs will be provided to OPC early November. Additional DIs will be provided relating to details of modified goods determinations late November.
Regulation of the Torres Strait	C	Awaiting policy advice	At Risk	Expect first set of DIs will be provided to OPC early November. Additional DIs will be provided relating to details of modified goods determinations late November.
Fit and proper persons test	C	No longer required	Complete	Final policy position confirmed by project sponsor on 4/11 that no regulations required.
Testing Samples	B	No longer required	Complete	Policy advice received 30 Sept - no regulations necessary
Information sharing, confidentiality and privacy	C	Instructions sent to OPC	At Risk	DIs provided to OPC 5/11 with compensation DIs.
Internal and external review of decisions	C	No longer required	Complete	Confirmed that regulations are not required.

Biosecurity Legislation Implementation Programme

Report Date	6/11/2015	Project Status Report	
Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Risks

Description	Potential impact	Treatment/Comments	Residual Risk
Sufficient OPC drafting resources have not been available.	May cause delays in development of delegated legislation and release of exposure drafts.	Raise with OPC Reprioritise exposure and revise timeframes Escalate to board Seek alternative drafting resources	Medium
Policy position not being provided by project teams.	May delay or prevent development of delegated legislation.	Find elements of regulation that can be instructed while issues are resolved. Escalate to SES or board.	Low
Scheduling of projects not followed, putting pressure on LSMEs to deliver all at one time.	May delay or prevent development of quality delegated legislation.	Monitor progress of projects and reprioritise as necessary, including bringing forward where possible Escalate to SES or board.	Low

Issues

Description	Rating	Status	Resolution date
Ballast project team have had a series of policy questions regarding the Act and implementation of the Ballast Water convention, which has delayed provision of policy for development of instructions. Some speculation that an amendment to the Act will be required.	Low	- meeting 19/8 resolved a number policy issues, now have sufficient information to start developing DIs s. 42(1) - 2012 regulation largely correct which will simplify drafting	Resolved October
Cost recovery drafting instructions relating to fees and compensation are being developed. Waiting for advice on whether regulations prescribing fees/charges on ballast water management activities will be required at commencement - if required, identified to be at risk for meeting Feb 2016 timeframe.	Medium	- Quarantine Service Fees Determination should be able to be largely replicated in Biosecurity Fee Regulation, which will reduce drafting required - Draft policy positions provided on 29/9 to inform preparing DIs. Project team had initial meeting with ballast water project team on 6/10 to discuss plan for developing business model for ballast water management to inform if any need to cost recover for activities.	

Biosecurity Legislation Implementation Programme

Report Date 12/01/2016

Project Status Report - Stage 1

Title	Communications and Engagement		
Sponsor	Troy Czabania/ Lee Cale	**Project Manager**	s. 22(1)(a)(ii)
Description	Communication and engagement provides advice on how communication and engagement may be used to ensure those affected by, or who have an interest in the legislative changes, are aware of the changes required to comply with the *Biosecurity Act 2015* from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	On track	No change	On track	No change	On track	No change	At risk	No change

Current Status Overview	The Biosecurity Legislation Programme Communication and Engagement Plan was developed and presented at the 10 November Board Meeting. Implementation of the Phase 1 Communication activities is ongoing. Work has commenced on the development of the Phase 2 Communication and Engagement Plan. Work is continuing with the project teams to help them complete project-specific Stakeholder Engagement and Communication Plans. Most plans have now been received (three outstanding). The team will continue to work with the projects to further refine and develop the plans.
Outlook for Next Month	Work is continuing with the project teams to help them complete project-specific Stakeholder Engagement and Communication Plans. The majority of plans have now been received (three outstanding – Cost Recovery, Delegations Framework and Governance and Officials). The team will continue to work with the projects to further refine and develop the plans.Work on the development of materials to support the release of the next round of legislative regulatory packages and the public consultation process is currently underway. In collaboration with IML and Training, Phase 2 Communication and Engagement Plan is in development and will be presented to the 16 February Board meeting.

Milestone and Deliverables

	Milestone/Deliverable	Planned date	Expected date	Comments
	Phase 2 Programme Communications and	16-Feb-16	16-Feb-16	Underway
2	Implementation of Phase 1	Nov 2015 to Jan 2016	Nov 2015 to Jan 2016	Underway
3				
4				

Dependencies

Nature of dependency	Critical date	Comments	Status
Project SE&Coms Plans	30 Janaury 201	mmunication and engagement activities are dependent on receiving p	In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Project SE&C Plans	The development of the Phase 2	Work with the projects to assist them	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date

Biosecurity Legislation Implementation Programme

Report Date 15/01/2016

Project Status Report - Stage 1

Title	Information Services Division		
Sponsor	Ashraf Atteia	**Project Manager**	s. 22(1)(a)(ii)
Description	Updating ICT bespoke applictions to incorporate changes required for Biosecurity Legislation compliance.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	At risk	**No change**	Critical	**No change**	On track			

Current Status Overview	ISD has received one RFS to date (AIMS) - this RFS only provides high level requirements which will need further clarification. ISD are currently assessing the AIMS RFS for costing purposes however, costings may need to be reviewed following receipt of detailed requirments.
Outlook for Next Month	ISD expects all RFSs to be lodged with detailed requirements, costings approved and authorisation to proceed (ATP) completed. Coding will commence on receipt of ATP.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
AIMS production release	13-Jun-16	22-Jul-16	Detailed requirements needed
QPR production release	TBD		
VMS production release	TBD		
BICON production release	TBD		
SAC production release	TBD		
PEQS production release	TBD		

Dependencies

Nature of dependency	Critical date	Comments	Status
ISD receipt of detailed requirements	01-Feb-16	Requires business resources with technical and leg knowledge	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
R001	Insufficient SMEs for requirements development	Lack of detailed requirements delays commencement of coding	Prioritise existing resources	Extreme
R002	Insufficient ICT resources with application knowledge and skills	Delay in completion of coding	Prioritise existing work loads	Medium
R003	Insufficient skilled resources to complete UAT	Delay in production release	Prioritise existing resources	High

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
I006	Multiple upgrades for AIMS	High	Reprioritise existing work	

s. 42(1),s. 22(1)(a)(ii)

Biosecurity Legislation Implementation Programme

Report Date 15/01/2016

Project Status Report - Stage 1

Title	Operations Integration		
Sponsor		**Project Manager**	s. 22(1)(a)(ii)
Description	To support change management for service delivery staff and manage operational readiness.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	At risk	**Improving**	At risk	**No change**	At risk	**No change**

Current Status Overview	* Operation Integration has reprioritised its forward work plan to align with its role in supporting change management for service delivery staff and managing operational readiness. * SDO Biosecurity Legislation Implementation Plan (previously Change Support Strategy) provided at the December 2015 implementation board has been updated and provided to the board for the January meeting. This will form the basis of monitoring and reporting for SD operational readiness. * The Biosecurity Legislation Change Timeline (previously Biosecurity Legislation Implementation) and SDO Function Impact Assessment have been updated following consultation with projects and provided to the board for the January meeting - this is the starting point for blueprinting as part of the Biosecurity Legislation Implementation Support Office activities in development of the Stage 2 Programme Plan. * Scheduling of staff for face to face training has commenced with a tentative schedule developed for Central-East to understand operational impacts that pulling staff offline for training will have
Outlook for Next Month	* a series of workshops will occur over the month of February 2016 with SDO service streams to conduct detailed change assessments (at process level) with the secondary goal of establishing the support network (champions) that will support staff through the change * assessment of category B and C training and the extent to which it provides staff with the information they require to operate under the Biosecurity Act * scheduling of Cat B training and supporting SDO trainers in readiness for delivery * development of pathways for staff to be authorised under the Biosecurity Act * Biosecurity Act Readiness Checklist for staff – what do they need to have done to be ready for the Biosecurity Act * development of measures to monitor operational readiness * develop an understanding of client impact which will inform product development to enable client support * continue integration role between business and ICT, and * engage with communications to agree on information products, timing and roles and responsibilities for development of products.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Some deliverables currently being planned and scoped - see revised commencement roadmap for planned forward work plan - with all dates expected to currently be met			

Dependencies

Nature of dependency	Critical date	Comments	Status
Cat B training development	22-Jan-16	Needed to inform role specific product requirements	In progress
Cat C training needs analysis finalised	29-Jan-16	Needed for staff scheduling & role specific product develop't	At risk
Instructional material prioritisation	29-Jan-16	Needed for staff scheduling (engagem't) & ensure ops readiness	At risk
ICT change identification & requirements	17-Feb-16	Needed to identify ICT gaps & contingency plan	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
1	Scope of category B and C training and the capacity to plan, schedule and deliver the training	*BaU operational efficiency affected by amount of training required *Requirement to develop supplemental products to cover off gaps in process specific changes	Gap analysis to identify scope of steram support material	Medium
2	Scope and prioritisation of instructional material	*Delays reduce the timeframe that staff have to review and understand the instructional changes	DCA workshops and continued collaboration with People Capability	Medium
3	Inability to verify that staff are operating in compliance with the Biosecurity Act	*Inability to verify that implementation activities achieve their intended outcome *Opens potential for legal action against staff and/or the department	Development of verification plan and measures	Low

4	Scope of ICT changes and the capacity, capability and time constraints to achieve these	*Reductions in scope may result in potential inefficient and ineffective SD operations	ICT gap assessment, continued collaboration and development of continegency planning	Medium
5	Capacity constraints for service delivery – subject matter experts to support biosecurity legislation projects and staff to support the Engagement Strategy and Plan	*BaU operational efficiency affected by need to support biosecurity legislation implementation	Engagement & Communicaiton Strategy and Plan and supporting workforce plan	Medium
6	Access to information and SMEs to conduct change assessments and the capacity and funding to develop the subsequent supporting role specific products	*Ineffective/incomplete change identification could result in gaps is change support - meaning operational effectiveness and efficiency could be impacted more than anticipated on commencement *Inability to support staff through change	As with 5 and development of cost pressures	Low

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		Low		

Biosecurity Legislation Implementation Programme

Report Date	14/01/2016

Project Status Report

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Overview

Current Status Overview	At Risk	Enabler project at risk as drafting and exposure milestones not met. Primary OPC drafters now fully committed to Biosecurity Act delegated legislation and are working through drafting priorities. Secondary drafters will work through lower priorities as they are available. IGB, AA, FPoE and Infringement notices exposed. OPC have advised they don't expect to complete drafting in January. Deb to discuss with MO releasing a second tranche of regulations at the end of January containing all but cost recovery regulations, which would follow in a subsequenttranche with remaining instruments. Aiming to have instruments for information gathering, Ballast, permits, compensation, assessment and management and information sharing ready for MO consideration on 22 January.
Outlook for Next Month		Improving. OPC have agreed to focus on intruments for second tranche. Remaining instruments to be exposed in February. Delegated legislation not expected to be finalised until April.

Milestones and Deliverables

Milestone	Due date	Status	Comments
Category A instructions to OPC	ASAP	Complete	
Category B instructions to OPC	31 August	Complete	
Category C instructions to OPC	30 September	At Risk	Only remaining instructions are for External Territories and Torres Strait goods determinations.
Category A exposure drafts available	31 August	At Risk	OPC provided with priority requirements. Information gathering being prioritised by OPC.
Category B exposure drafts available	30 September	At Risk	OPC provided with priority requirements. Infringement Notices exposed.
Category A and B to be exposed in October	1 October	At Risk	OPC provided with priority requirements. Infringement notices, IGB, Approved Arrangements, FPOE exposed.
Category C delegated legislation finalised	31 December	At Risk	Instruments not drafted in time for milestone, OPC working through priority list.
Delegated legislation finalised and registered	28 February	At Risk	28 February deadline unlikely to be achieved allowing for 60 day exposure period and expected ExCo dates. Expected completion April. Critical date is 30 May.

Deliverable	Category	Status		Comments
Biosecurity Import Risk Analyses	Exposed	Exposure draft available	On track	Exposure draft released 31/8; public consultation closed 17/12. Amendments identified, new instructions to be provided to OPC in New Year. Expanatory material cleared by project.
Inspector-General of Biosecurity	A	Exposure draft available	On track	Exposed 11/12. Explanatory material with Director for clearance.
Information gathering (Pre-arrival reporting and notice of intention to import)	A	Instructions sent to OPC	At Risk	With project as of 11/1/16, expect to return comments to OPC 14/1/16.
Ballast water and sediments	B	Instructions sent to OPC	At Risk	s. 42(1) Comments on draft regulation sent to OPC 13/1. Waiting for comments on declaration, expected 14/1.
Approved Arrangements	A	Exposure draft available	On track	Exposed 11/12. Explanatory material being drafted.
Conditions and permits for goods - goods determination	B	Instructions sent to OPC	At Risk	Comments provide to OPC provided first draft of several clauses 23/12. Revising instruction based on that draft.
First Points of Entry and entry at non first points	A	Exposure draft available	On track	Exposed w/c 4/1/16.
Installations	A	Draft instrument received from OPC	At Risk	Exposed conveyance determination with OPC 13/1 Reporting exceptions incorporated in info gathering reg
Assessment and management powers for goods, conveyances and premises	A	Draft instrument received from OPC	At Risk	Regulation with FAS for clearance Exposed Conveyance determination with OPC 14/1
Cost recovery and compensation	B	Draft instrument received from OPC	At Risk	Final compensation regulation awaiting FAS program area clearance. s. 42(1) Awaiting policy advice for fees/charges on ballast water management activities.
Conditions and permits for goods - permit regulations	B	Draft instrument received from OPC	On track	FAS cleared 23/12, waiting for next tranche of exposure drafts. Explanatory material being drafted.
Onshore and emergency	C	Instructions sent to OPC	At Risk	DIs for Onshore provided to OPC 11/11. DIs for emergency provided to OPC 27/11 - low priority as these are only intended to create templates.
Governance and officials	C	No longer required	Complete	Project team confirmed on 7/10 that no drafting is required.
Compliance and enforcement - regulations relating to personal information and infringement notices	A	Exposure draft available	At Risk	Infringements exposed 11/12. Infringements explanatory material being drafted. New policy may be provided for personal information instrument. Awaiting advice from program area.
Regulation of the External Territories	C	Awaiting policy advice	At Risk	DIs provided to OPC 27/11. Additional DIs will be provided relating to details of modified goods determinations.
Regulation of the Torres Strait	C	Awaiting policy advice	At Risk	DIs provided to OPC 27/11. Additional DIs will be provided relating to details of modified goods determinations.
Fit and proper persons test	C	No longer required	Complete	Final policy position confirmed by project sponsor on 4/11 that no regulations required.
Testing Samples	B	No longer required	Complete	Policy advice received 30 Sept - no regulations necessary
Information sharing, confidentiality and privacy	C	Draft instrument received from	On track	Regulation approved by program 3/12, ready for inclusion in next tranche.
Internal and external review of decisions	C	No longer required	Complete	Confirmed that regulations are not required.

Risks

Description	Potential impact	Treatment/Comments	Residual Risk
Sufficient OPC drafting resources have not been available.	May cause delays in development of delegated legislation and release of exposure drafts.	Raise with OPC Reprioritise exposure and revise timeframes Escalate to board Seek alternative drafting resources	Low
Policy position not being provided by project teams.	May delay or prevent development of delegated legislation.	Find elements of regulation that can be instructed while issues are resolved. Escalate to SES or board.	Low
Scheduling of projects not followed, putting pressure on LSMEs to deliver all at one time.	May delay or prevent development of quality delegated legislation.	Monitor progress of projects and reprioritise as necessary, including bringing forward where possible Escalate to SES or board.	Low
Key project team members unavailable during engagement with OPC drafter.	May delay or prevent development of quality delegated legislation.	Raise with projects need to have alternative contacts and arrangements in place. Escalate to SES or board. NOTE: OPC leave has reduced impact of this risk.	Medium

Issues

Description	Rating	Status	Resolution date
Cost recovery - Waiting for advice on prescribing fees/charges on ballast water management activities required at commencement - will not meet Feb 2016 timeframe.	High	- CR and Ballast projects working together to develop CRIS. Not expected to be ready to draft until close to commencment.	Fee determination provided 23/11.

s. 42(1)

Ballast project team have had a series of policy questions regarding the Act and implementation of the Ballast	Low	- meeting 19/8 resolved a number policy issues, now have sufficient information	Resolved October

Biosecurity Legislation Implementation Programme

Report Date	6/01/2016

Project Status Report - Stage 1

Title	External Stakeholder Engagement		
Sponsor		**Project Manager**	s. 22(1)(a)(ii)
Description	Engagement with external clients, stakeholders, other government agencies and state and territory governments to ensure they are ready to comply from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
At risk	Improving	At risk	Improving	On track	No change	On track	Improving	On track	Improving

Current Status Overview	The biosecurity implementation support office is currently arranging, facilitating and participating in a number of engagement activities with industry, other government agencies and state and territory governments in relation to the *Biosecurity Act 2015* . We have identified opportunities to work with external stakeholders through working groups, forums and consultative committees that have a stake in the transition to new regulatory requirements and also by providing information, where relevant, to peak industry groups to be distributed to audiences more broadly.
Outlook for Next Month	February and March will be a period of high activity in the stakeholder engagement space, both at programme and project level. The programme office is working with staff across the department to ensure consistency in messaging and to identify any gaps or duplication of work.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
NFF Roundtable	Mid Feb	Mid Feb	Date TBC
Industry Legislation Engagement Group 2.0	End of Feb	Feb/March	Pending SES meetings to discuss scope
Defence Workshop	Mid Feb	Mid Feb	Workshop with Defence to provide specific detail with SME's
Horse Industry Engagement	February	February	Date to be confirmed by HICC
Biologicals Committee	March	March	Date to be confirmed by Biological
Compliance Division Roadshow	March	March	Roadshow to all captial cities

Dependencies

Nature of dependency	Critical date	Comments	Status
Compliance Division planning	Jan/Feb	Information sharing across divisions to consolidate stakeholder engagement activity	At risk
Project consultation with external stakeholders	Jan-June	Information sharing from individual project managers (or divisions) regarding consultation with key external stakeholders	In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Separate/Individual (project or division based) engagement activities	By not coordinating engagement there is a risk of inconsistency in messaging (contradicting views and responses) and audience fatigue	Consolidate all external stakeholder engagement to ensure message consistency, time and budget efficiency.	Medium
	Lack of communication (or retrospective communication) across the department regarding stakeholder engagement	Duplication of work, audience fatigue and frustration	Information sharing across department, using the programme office as central contact to report all stakeholder enagement regarding biosecurity legislation.	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		High		
		Medium		

Biosecurity Legislation Implementation Programme

Report Date 18/01/2016

Project Status Report - Stage 1

Title	Learning and Development		
Sponsor	Travis Power	**Project Manager**	s. 22(1)(a)(ii)
Description	The role of learning and development is to manage the approach to training development and delivery to ensure that staff are business ready to be compliant with Biosecurity Act 2015 on day one of implementation. Learning and development will develop four training products to support readiness for commencement of the Biosecurity Act. Learning and development will also work with project managers to support and advise on designing, developing and delivering biosecurity legislation products.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	No change	On track	No change	On track	No change	On track		At risk	

Current Status Overview	Work is well progressed on corporate training packages: • The Introduction to the Biosecurity Act 2015 eLearning published 14 Jan on LMS with communications messages expected to be released on Monday 18 January. s. 42(1) • Good decision making eLearning (previously called Making good decisions) is out for pilot feedback. s. 42(1) • Scheduling of face-to-face training sessions has commenced for Canbera (with Training Delivery) and for other locations (with Service Delivery Integration). 2-day workshop recently held in Canberra to finalise the face to face training material. Corportate training teams are now focussing on supporting projects with project-specific (cat C) training. A recent workshop held and identified Cat C training for project 6 is not required. Work is progressing and linkages between projects have become clearer. It is crucial that remaining projects focus on this training to meet critical deadlines for development and delivery.
Outlook for Next Month	• Comply with legislation eLearning published. • Introduction to Delegations eLearning published. s. 42(1) • Continue to support project teams with category C training • Pilot in Melbourne for face to face category A and B training • Train the trainer workshops for face to face category A and B training to be held around Australia

Milestone/Deliverable	Planned date	Expected date	Comments
Corporate Training Strategy	14-Sep-15		Complete
Corporate Training Plan	14-Sep-15		Complete
Introduction to the Biosecurity Act 2015 eLearning	30-Nov-15	22-Dec-15	Complete
s. 42(1)			
Good decision making eLearning	20-Dec-15	15-Feb-16	Pilot feedback due 15 January
Training Delivery Techniques			Pilot will occur when and if required
s. 42(1)			
Support to projects	As per project plan	As per project plan	In progress
Pilot of face to face training	2 -3 February 2016	2-3 February 2016	A pilot of the face to face training will take place in Melbourne with selected participants
Train the trainer	15-26 February 2016	15-26 February 2016	Train the trainer sessions will occur in the last 2 weeks in February in various locations around Australia
Training Needs Analysis (TNA)	Ongoing		TNA paper to board meeting 18/1/2016

Dependencies

Nature of dependency	Critical date	Comments	Status
Category A1 and B training face to face dependent on Introduction to the Biosecurity Act 2015 eLearning		Category A and B training is dependent on the content of the eLearning so duplicate information is not provided and also to identify which parts of the Act need more emphasis on.	In progress
Category A and B face to face training		Category C face to face training is dependant on the content of category A and B face to face training	In progress
Identification by projects of training required for commencement, category C		Projects are currently reviewing their training needs. All projects are behind schedule on this, however we have been able to identify that only 5 projects may need category C training for commencement. L&D have contacted all project managers and remain in communication with them providing training support.	In progress
IM being reviewed and developed		Projects are currently reviewing their training needs. All projects are behind schedule on this. L&D have contacted all project managers and remain in communication with them providing training support.	In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
1	Development and delivery of biosecurity legislation projects may not be delivered before implementation date	Staff may not be able to comply with the biosecurity legislation upon commencement	A corporate training strategy and plan have been drafted for board approval. Continued discussions with project managers will occur and workshops will be facilitated to ensure project scope is maintained and timeframes can be delivered on. Resources will be reallocated to the high priority work from low priority work as needed.	Medium
2	Category A and B training is not developed by mid January 2016	Time to pilot and deliver training will be reduced. Category C training will be delayed as it is dependant on the content of this training.	Training Delivery have 8 staff working on this training and are being supported by the L&D enablers.	Medium
3	Category C training is not identified with enough time to develop and deliver training	Development and delivery of category C training does not get delivered prior to June 2016	L&D have regular communication and meetings with all project managers to support with training advice and help to identify duplicate training being developed or similar existing training.	Low

Issues

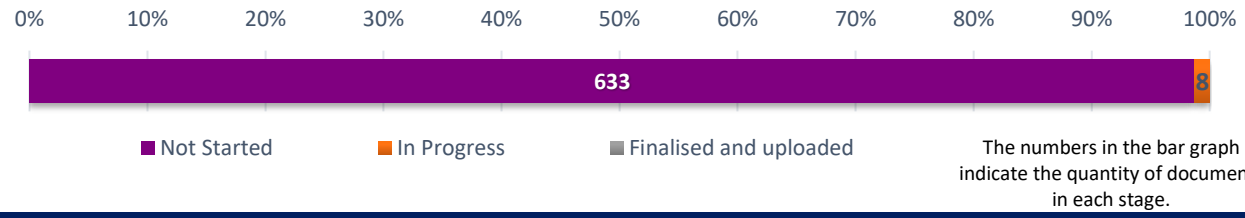
ID	Description	Rating	Resolution options/Comments	Resolution date
		Low		
		Low		

Report Date	11/01/2016

Biosecurity legislation progress report - instructional material

Project Overview

Progress status of instructional material - total required for commencement

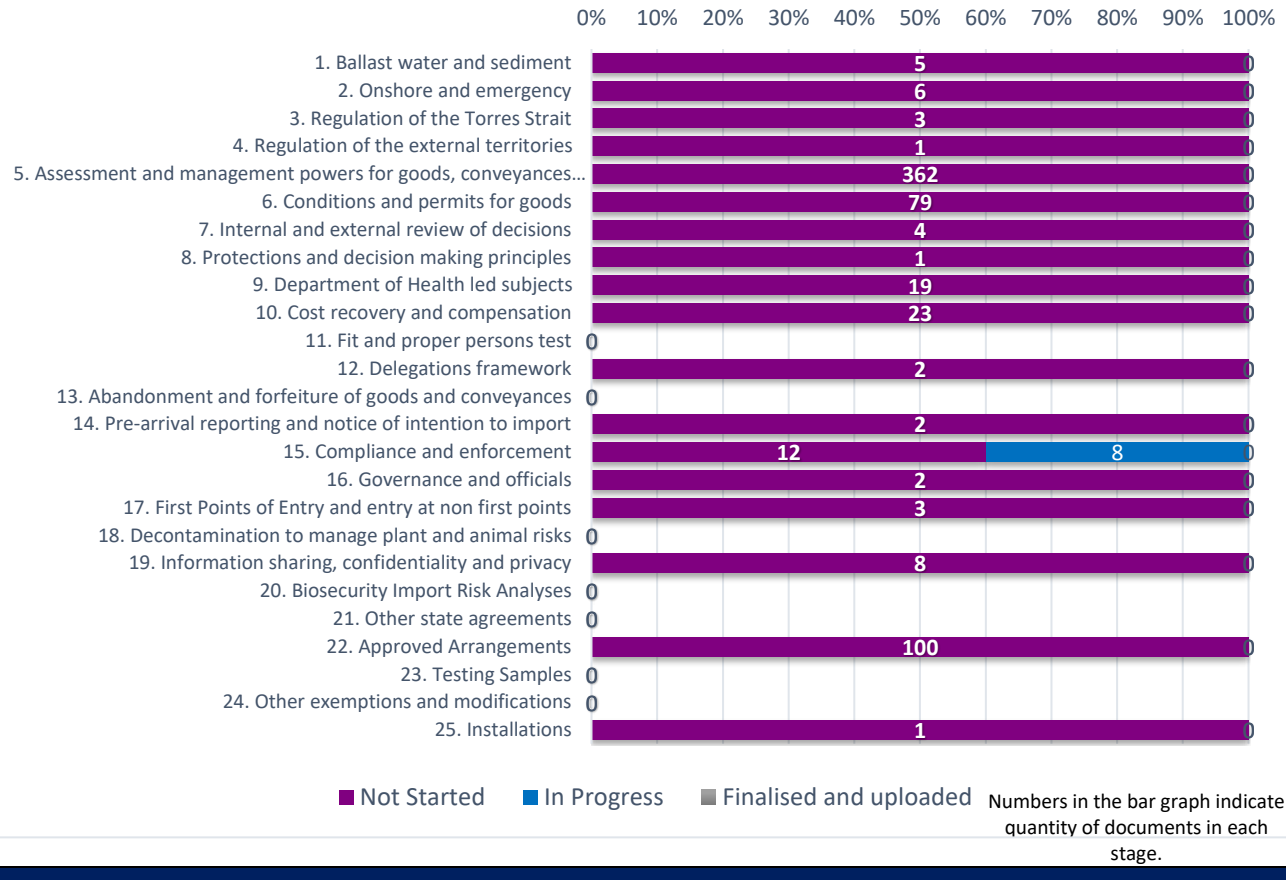


Comments

What has been done since the last report?	Projects have begun to identify what instructional material is their responsibility and what is the responsibility of other projects. This can be seen in the change of progress, specifically the lower number of documents for project 15 and the 8 documents that are now 'in progress'. Most projects have not yet entered progress in the IM tracking spreadsheets. It is vital that they do so for reporting, planning and resource allocation purposes. Additional staff in PPD and further efficiencies will enable a larger quantity of instructional material to be completed within the time frame allocated.
What needs to be done?	Projects yet to identify what instructional material is essential for commencement need to do so urgently and record their decisions on the tracking spreadsheets for new and existing IM on the Biosecurity Legislation Implementation SharePoint site.
What projects are at risk?	As yet, only project 15 has reported commencing drafting however we are aware others have begun.

Project Overview

Progress status of Instructional Material - by project



Biosecurity Legislation Implementation Programme

Report Date 14/01/2016

Project Status Report - Stage 1

Title	Corporate support for development of instructional material		
Sponsor	John Robertson	**Project Manager**	s. 22(1)(a)(ii)
Description	Support from the Practice and Procedural Design team for the review, development and finalisation of instructional material for the Biosecurity Legislation Implementation Programme.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	At risk	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	• Attachment A (derived from the tracking spreadsheets) provides the progress report for the development, amendment and deletion of instructional material for commencement. • A significant number of projects have yet to enter their decisions into the tracking spreadsheets around whether instructional material needs to be developed, amended or deleted for commencement. This has affected the accuracy of the progress report and continues to be a source of uncertainty around the amount and timing of resources required as well as potential risks. • To date 116 pieces of instructional material have been identified as requiring amendment for commencement. Of these, 8 are reported as being in progress. • To our knowledge projects 7, 8, 15 and 19 have commenced drafting instructional material, although only project 15 has reported this in the tracking spreadsheet. Others may have also commenced, but we cannot report on this until progress status is changed in the tracking spreadsheet.
Outlook for Next Month	Continued engagement with project areas around review of identified instructional material, training of staff writing IM and general support for the development of IM. A risk assessment will be completed once the projects have completed their review of identified IM and in the context of the revised project deadlines.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Project plan for PPD support for development of instructional material for	31-Jan-15	02-Feb-15	Completed
Mapping existing IM on IML	31-Jan-15	31-Jan-15	Completed
Tracking matrices finalised	16-Feb-15	01-Mar-15	Completed
IM development information pack	31-Mar-15	31-Mar-15	Completed
IM development strategy	31-Jul-15	31-Jul-15	Completed
Stage 1 IM development plan	13-Aug-15	13-Aug-15	Completed
Initiation of support to projects	As per project plan	As per project plan	In progress
Publication on IML of IM required for commencement	30-May-16	30-May-16	In progress
Development plan for post-commencment IM	30-May-16	30-May-16	

Dependencies

Nature of dependency	Critical date	Comments	Status
Dedication within projects of staff to write IM (and ensuring they are trained)		Project 5 (Assessment and mangement powers) have identified staff within their team requiring training in writing instructional material. Training by PPD has been delivered.	In progress
Idenitifcation by projects of IM required for commencement		Projects 6, 7, 8, 15 and 25 have completed reviewing the instructional material that has been identified as potentially relating to their work. Project 19 is close to completing this task. All other projects are behind schedule according to the tracking spreadsheet. PPD are assisting project leads with this essential step.	In progress
s. 42(1)			In progress

Risks				
ID	**Description**	**Potential impact**	**Treatment/Comments**	**Residual Risk**
IM Risk 01	Staff writing IM are not adequately skilled/trained	Significant increase in time taken to develop IM with impacts on PPD	Work with project leaders to ensure staff attend IM training	Low
IM risk 02	Projects do not dedicate enough resources for IM development	IM not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 03	Projects do not engage PPD early in IM development	IM does not meet department needs and is not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 04	PPD does not have resources to carry out work in programme time frame	Unable to provide required assistance, quality assurance and publication services in time for commencement	Currently recruiting extra staff	Low
IM Risk 05	Projects push timelines for initiation, development and finalisation of IM later	Time available to finalise IM is compressed which in turn increases workload to be achieved within shorter time frame. Resources to cater for this are not available and required IM is not published by commencement.	Track milestones and resource requirements at a programme level and work with project leaders to manage prioritisation and workloads.	High

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
IM Risk 05	Timeleins pushed	High	As projects complete the tracking spreadsheet a more realisitc view of the amount of IM that needs to be finalised by commencement will emerge and this risk will likely be downgraded. Current levels of IM required according to the tracking spreadsheet are unachievable.	
		Medium		

Biosecurity Legislation Implementation

Enabler Overview Report – January 2016

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Project #	Project title	Overall status	Comments
N/A	Learning and development	**On track**	
N/A	Instructional material	**On track**	Status at risk of declining.
N/A	Operations Integration	**On track**	
N/A	Communications	**On track**	
N/A	Engagement	**At risk**	Improving.
N/A	Office of the General Counsel	**On track**	Status at risk of declining.
N/A	Regulations development and finalisation	**At risk**	October public consultation of regulations milestone was not met.
N/A	Information Services	**At risk**	Unlikely to be able implement all ICT changes before 16 June.

Status Overview

The status of the subordinate legislation development and finalisation continues to be at risk as drafting and exposure milestones have been delayed. ~~Five~~ Twelve pieces of delegated legislation have been released for exposure. The second tranche of regulations ~~is anticipated to be~~was released ~~by the end of Januar~~9 Februar~~y~~ 2016. Remaining subordinate legislation for the third tranche exposure is expected to occur in late February 2016. This will include the cost recovery, the goods determination, the personal information instrument and the reportable biosecurity incident determination.

The Information Services Division (ISD) has received one high level Request For Services (RFS) to date (AIMS). An assessment of the AIMS RFS for costing purposes is currently underway. There are concerns that not all ICT changes will be implemented before 16 June. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources. An update is to be provided at the February 2016 board meeting.

Implementation of the Phase 1 Communication activities is ongoing. ~~Work has commenced on the development of the~~The Phase 2 Communication and Engagement Plan has been drafted and will be provided to the February Board meeting for endorsement. The Plan is supported by an Internal and External Framework that provides the details of how communication activities will be managed in the biosecurity implementation period from February 2016 to June 2016.~~.~~

~~To date, two plans have not been received.~~

The implementation support office is currently arranging, facilitating and participating in a number of engagement activities with industry, other government agencies and state and territory governments. We have identified opportunities to work with external stakeholders through working groups, forums and consultative committees that have a stake in the transition to new regulatory requirements. The department will be holding a Biosecurity Legislation Industry Forum on 23 February 2016 in Canberra to provide information to peak industry groups on how the *Biosecurity Act 2015* will affect their businesses from 16 June 2016.

The 'Introduction to the *Biosecurity Act 2015*' eLearning has been published on 14 January 2016 with communication messages released on 18 January 2016. Face-to-face training materials are being finalised and training schedules have been developed, with training commencing in March. Work is ongoing on a number of corporate training packages. Corporate training teams are now focussing on supporting projects with project specific training.

To date, Projects 3, 6, 15 and 19 have completed reviewing existing instructional material. Projects 6, 7, 8, 19 and 25 have indicated they will be developing new instructional material. All other projects are yet to assess the work required to update Instructional Material (IM) which means the workload for Practice and Procedural Design (PPD) and the Office of the General Council (OGC) is unknown. To date, 40 pieces of existing instructional material and 20 pieces of new instructional material have been identified as requiring amendment or development prior to commencement. Of these, 12 are reported as being in progress. PPD are making contact with the project teams to assist with completing this review.

s. 42(1)

The Service Delivery Operations (SDO) Biosecurity Legislation Implementation Plan (previously Change Support Strategy) provided at the December 2015 Implementation board has been updated and provided to the board for the January 2016 meeting. This will form the basis of monitoring and reporting for SD operation readiness. The Biosecurity Legislation Change Timeline (previously Biosecurity Legislation Implementation) and SDO Function Impact Assessment have been updated following consultation with projects and provided to the board for the January 2016 meeting.

Forward Outlook

All remaining subordinate legislation are expected to be exposed in February. In order to finalise the remaining regulations it has been determined that the regulations are to be provided to EXCO by 14 April 2016 but no later than 28 April 2016 and table the regulations during budget week. To meet this deadline the consultation timeframes may need to be reduced.

ISD expects all RFSs to be lodged with detailed requirements, costings approved and authorisation to process (ATP completed). There are concerns that not all ICT changes will be implemented before 16 June. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources. An update is to be provided at the February 2016 board meeting.
Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans and with relevant projects to support the release of the regulations. Phase 2 Communication and Engagement Plan is in development and will be presented at the February 2016 board meeting.

Learning and development will publish supporting eLearning modules in February 2016. Learning and Development will continue to support project teams with category C training. Train the trainer workshops for face-to-face category B training to be held around Australia. A pilot of the face-to-face and category B to commence in Melbourne.

Internal and Corporate Communication will be meeting with project leads and subject matter experts to develop key messages for specific target audiences to support implementation of the phase 2 Communication and Engagement Plan. A forward plan of communication and engagement activities will also be developed to track and report on the progress of communication.

Operations integration are holding workshops with SDO service streams throughout February 2016 to conduct detailed change assessments. An assessment of category B and C training and the extent to which it provides staff with the information they require to operate under the Biosecurity Act will be conducted. Business readiness measures will continue to be undertaken as required.

Deliverables/Milestones

Project title	Deliverable/Milestone	Status/Trend		Comments
Office of the General Counsel	IM – Legal review and assurance	**At risk**	▬	IM has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	**At risk**	▬	October public consultation of regulations has been delayed due to delays in the drafting process.
Operations Integration	IM prioritisation, ICT change requirements and Category C training needs analysis.	**At risk**	▬	Needed for staff scheduling and contingency plan.
Information Services	RFS for ICT system change requirements.	**At risk**	▬	Working with project teams to determine requirements and priorities.
Instructional Material	Assessment of IM.	**At risk**	⬆	Working with project teams to discuss the development of IM.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
1	Insufficient capacity for Learning and Development to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability	**Medium**
2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and project teams where necessary to support the development of SE& Communication plans	**Medium**
3	Projects may not meet the commencement roadmap schedule.	Time available to finalise instructional material, identify training needs and communications messages is compressed and resources not available to deal with the increased load.	Monitor milestones and resource requirements and work with project managers to prioritise workload.	**Medium**
4	Policy positions not being finalised or do not sufficiently answer all policy questions.	May delay or prevent development of delegated legislation or result in gaps in business design	November Quality Review scope to include assessment of policy positions.	**Medium**
5	ICT updates to incorporate changes required for biosecurity legislation compliance not completed on time.	ICT systems not compliant with Biosecurity Act on day 1 of implementation.	Monitor resources and workloads and prioritise.	**High**

Issues

Status as at: 18 January 2016

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Biosecurity Legislation Implementation

Enabler Overview Report – January 2016

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

ID	Description	Resolution Date	Resolution Options/Comments	Rating
1	Public consultation milestone not met.	November 2015	A strategy for the release of the remaining regulations for public consultation is being developed.	**Medium**

s. 42(1)

Status as at: 18 January 2016

Biosecurity Legislation Implementation Programme

Report Date	18/02/2016

Project Status Report - Stage 1

Title	Operations Integration		
Sponsor		**Project Manager**	s. 22(1)(a)(ii)
Description	To support change management for service delivery staff and manage operational readiness.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	At risk	**Improving**	At risk	**No change**	At risk	**No change**

Current Status Overview	1. Change assessment workshops have commenced, which will result in the validation of the high-level process changes and identify any additional support mechanisms staff require. These workshops will provide SMEs with an introduction to the Biosecurity Act in the context of their roles; engage SMEs in the change assessment process and establish the support network (champions) that will support frontline staff through the change; gather contextual information to ensure any supporting products developed are fit-for-purpose; and identify the areas of change that require the greatest level of support. Outcomes from these workshops will be reported to the next board meeting. 2. Scheduling for Category B training has commenced, with training for service delivery staff due to be completed by mid-May 2016. 3. Reporting of completion of Category A training is being provided to Stream Leads on a regular basis. 4. Continued integration role between business and ICT
Outlook for Next Month	1. Assessment of the requirement for role-specific information products, and the subsequent development of these products, as identified through the change assessment workshops. Capturing topics and processes where staff have identified that additional training would be helpful. Includes consideration of potential delivery mechanisms, resources and support required to ensure PTO preparedness. 2. Continue facilitating business interaction with ICT changes and the capacity, capability and time constraints to achieve these. Instigating contingency planning for systems workarounds, including process mapping, where required. 3. Preparations will commence to operationalise key implementation activities such as authorisation card allocation and delegation mapping. 4. Planning to commence on roll-out of engagement strategy including likely requirement for a subsequent round of change assessment workshops.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Some deliverables currently being planned and scoped - see revised commencement roadmap for planned forward work plan - with all dates expected to currently be met			

Dependencies

Nature of dependency	Critical date	Comments	Status
Cat C training needs analysis finalised	29-Jan-16	Needed for staff scheduling & role specific product develop't	At risk
Instructional material prioritisation	29-Jan-16	Needed for staff scheduling (engagem't) & ensure ops readiness	At risk
ICT change identification & requirements	17-Feb-16	Needed to identify ICT gaps & contingency plan	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
1	Capacity to plan, schedule and deliver the necessary training to relevant staff	*BaU operational efficiency affected by amount of training required *Scope of training required for 3rd party 'authorised officers' unknown (including the number of additional people needing training and who will be delivering this) *Requirement to develop supplemental products to cover off gaps in process/ job specific changes	Gap analysis to identify scope of supplementary support material conducted through change assessment workshops	Medium
2	Prioritisation of support material to be developed or updated (including Category C training, instructional material and other support mechanisms)	*Delays in finalising detailed operational policies will reduce the timeframe that staff have to review and understand the instructional changes.	Recommendations on prioritisation of work effort for supplementary materials to be informed by change assessment workshops	Medium

3	Inability to verify that staff are operating in compliance with the Biosecurity Act	*Inability to verify that implementation activities achieve their intended outcome *No ability to assess staff competency *Opens potential for legal action against staff and/or the department	Development of verification plan and measures	Medium
4	Scope of ICT changes and the capacity, capability and time constraints to achieve these	*Reductions in scope may result in potential inefficient and ineffective SD operations *Level and nature of system work-arounds has unintended or unanticipated resource implications	*SMEs to have early access to test environment to provide comfort about level of systems change and to inform the work-arounds required *Second round of change assessment workshops will focus on capturing work-arounds and previously unmapped (new) processes	Medium
5	Capacity constraints for service delivery – subject matter experts to support biosecurity legislation projects and the engagement approach	*BaU operational efficiency affected by need to support biosecurity legislation implementation *Unscheduled absences start to rise in the lead up to commencement	*Commitment received from Stream Leads to release SMEs *Communications to staff to highlight the individual supports to be provided *Reporting of unscheduled absences (trends) to commence in March	Medium
6	Access to information and SMEs to conduct change assessments and the capacity and funding to develop the subsequent supporting role specific products	*Ineffective/incomplete change identification could result in gaps is change support - meaning operational effectiveness and efficiency could be impacted more than anticipated on commencement *Inability to support staff through change	As with 5 and development of cost pressures	Low

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
		Low		

Biosecurity Legislation Implementation Programme

Report Date 14/01/2016

Project Status Report - Stage 1

Title	Corporate support for development of instructional material		
Sponsor	John Robertson	**Project Manager**	s. 22(1)(a)(ii)
Description	Support from the Practice and Procedural Design team for the review, development and finalisation of instructional material for the Biosecurity Legislation Implementation Programme.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
At risk	Improving	At risk	Improving	On track	No change	On track		At risk	

Current Status Overview	Attachment A (derived from the tracking spreadsheets) provides the progress report for the development, amendment and deletion of instructional material for commencement. • A significant number of projects have yet to enter their decisions into the tracking spreadsheets around whether instructional material needs to be developed, amended or deleted for commencement. This has affected the accuracy of the progress report and continues to be a source of uncertainty around the amount and timing of resources required as well as potential risks. • To date 469 pieces of instructional material have been identified as requiring amendment or development for commencement. Of these, 72 are reported as being in progress. • 92 pieces of existing instructional material have not been assessed as whether they require amendment for commencement. • To our knowledge projects 7, 8, 15 and 19 have commenced drafting instructional material, although only project 15 has reported this in the tracking spreadsheet. Others may have also commenced, but we cannot report on this until progress status is changed in the tracking spreadsheet.
Outlook for Next Month	Continued engagement with project areas around review of identified instructional material, training of staff writing IM and general support for the development of IM. A risk assessment will be completed once the projects have completed their review of identified IM and in the context of the revised project deadlines.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
Project plan for PPD support for development of instructional material for	31-Jan-15	02-Feb-15	Completed
Mapping existing IM on IML	31-Jan-15	31-Jan-15	Completed
Tracking matrices finalised	16-Feb-15	01-Mar-15	Completed
IM development information pack	31-Mar-15	31-Mar-15	Completed
IM development strategy	31-Jul-15	31-Jul-15	Completed
Stage 1 IM development plan	13-Aug-15	13-Aug-15	Completed
Initiation of support to projects	As per project plan	As per project plan	Completed
Publication on IML of IM required for commencement	30-May-16	30-May-16	In progress
Development plan for post-commencement IM	30-May-16	30-May-16	In progress

Dependencies

Nature of dependency	Critical date	Comments	Status
Dedication within projects of staff to write IM (and ensuring they are trained)		Training has been completed for Project 5 instructional material writers. Project 6 are utilising staff who already have the training. We are aware that some staff assigned the task of writing instructional material for other projects have yet to receive training.	In progress
Identification by projects of IM required for commencement		As of 11 February, eight projects (1, 3, 5, 6, 9, 15, 19 and 22) have either finalised or made significant progress in assessing whether the existing instructional material assigned to them Projects 2, 4, 7, 10, 12, 14, 16 and 17 have not assessed existing instructional material. This equates to 92 pieces of existing instructional material that has not been assessed as whether requiring amendment for commencement. Projects 8, 11, 13, 18, 20 and 25 have not been assigned existing instructional material. They may, however, decide to develop new instructional material.	In progress

Projects writing or amending instructional material essential for commencement within a time frame that will enable PPD to process and publish.		Pragmatic decisions about what instructional material is essential for commencement need to be made. The time left will not enable all biosecurity related instructional material to be updated. Non-essential material will be developed and published in Phase 2 of the implementation programme. To mitigate financial, legal and biosecurity risk, instructional material for staff needs to be clear, accurate and consistent with department and government policy and regulations. To ensure this, time needs to be allowed for instructional material to be reviewed, edited and for the technical process of publishing documents on the IML to be completed.	In progress
s. 42(1)			In progress

Risks				
ID	**Description**	**Potential impact**	**Treatment/Comments**	**Residual Risk**
IM Risk 01	Staff writing IM are not adequately skilled/trained	Significant increase in time taken to develop IM with impacts on PPD	Work with project leaders to ensure staff attend IM training	Low
IM risk 02	Projects do not dedicate enough resources for IM development	IM not developed in time to meet commencement requirements	There is concern that resources assigned to write IM for some projects have conflicting time constraints with BAU activities.	Medium
IM Risk 03	Projects do not engage PPD early in IM development	IM does not address departmental risks and is not developed in time to meet commencement requirements	PPD are engaging with project leaders early - providing information packs and advice	Low
IM Risk 04	PPD does not have resources to carry out work in programme time frame	Unable to provide required assistance, quality assurance and publication services in time for commencement	Extra staff have been recruited, but if projects continue to delay submission of IM then the compressed timeframe will put extreme pressure on resourcing. Time is required to train resources. Resources are currently being underutilised because of the delay in IM submission.	Medium
IM Risk 05	Projects push timelines for initiation, development and finalisation of IM later	Time available to finalise IM is compressed which in turn increases workload to be achieved within shorter time frame. Resources to cater for this are not available and required IM is not published by commencement.	Track milestones and resource requirements at a programme level and work with project leaders to manage prioritisation and workloads.	High
IM Risk 06	Projects submit large volumes of IM not essential for commencement	Resources diverted to non-essential work and in turn compromising ability to finalise essential work.	Provide risk based decision making tools to assist projects determine essential IM.	Medium

Issues				
ID	**Description**	**Rating**	**Resolution options/Comments**	**Resolution date**
IM Risk 05	Timelines pushed	High	As projects complete the tracking spreadsheet a more realistic view of the amount of IM that needs to be finalised by commencement will emerge and this risk will likely be downgraded. Current levels of IM required according to the tracking spreadsheet are unachievable.	
IM Risk 06	Large volumes of non-essential IM submitted	High	Project 5 has indicated it will be updating and expecting published for commencement a large volume of IM that does not involve a change to process or procedure. Is this actually required for commencement?	

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Biosecurity Legislation Implementation

Enabler Overview Report – January 2016

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

Status Summary

Project #	Project title	Overall status	Comments
N/A	Learning and development	**On track**	
N/A	Instructional material	**On track**	Status at risk of declining.
N/A	Operations Integration	**On track**	
N/A	Communications	**On track**	
N/A	Engagement	**At risk**	Improving.
N/A	Office of the General Counsel	**On track**	Status at risk of declining.
N/A	Regulations development and finalisation	**At risk**	October public consultation of regulations milestone was not met.
N/A	Information Services	**At risk**	Unlikely to be able implement all ICT changes before 16 June. Risk likelihood has decreased from last month's level.

Status Overview

The status of the subordinate legislation development and finalisation continues to be at risk as drafting and exposure milestones have been delayed. Five pieces of delegated legislation have been released for exposure. The second tranche of regulations is anticipated to be released by the end of January 2016. Remaining subordinate legislation for the third tranche exposure is expected to occur in February 2016. This will include the cost recovery, the goods determination, the personal information instrument and the reportable biosecurity incident determination.

The Information Services Division (ISD) has received one high level Request For Services (RFS) to date (AIMS). An assessment of the AIMS RFS for costing purposes is currently underway. There are concerns that not all ICT changes will be implemented before 16 June. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources. An update is to be provided at the February 2016 board meeting.

Implementation of the Phase 1 Communication activities is ongoing. Work has commenced on the development of the Phase 2 Communication and Engagement Plan. To date, two plans have not been received.

The implementation support office is currently arranging, facilitating and participating in a number of engagement activities with industry, other government agencies and state and territory governments. We have identified opportunities to work with external stakeholders through working groups, forums and consultative committees that have a stake in the transition to new regulatory requirements. The department will be holding a Biosecurity Legislation Industry Forum on 23 February 2016 in Canberra to provide information to peak industry groups on how the *Biosecurity Act 2015* will affect their businesses from 16 June 2016.

The 'Introduction to the *Biosecurity Act 2015*' eLearning has been published on 14 January 2016 with communication messages released on 18 January 2016. Face-to-face training materials are being finalised and training schedules have been developed, with training commencing in March. Work is ongoing on a number of corporate training packages. Corporate training teams are now focussing on supporting projects with project specific training.

To date, Projects 3, 6, 15 and 19 have completed reviewing existing instructional material. Projects 6, 7, 8, 19 and 25 have indicated they will be developing new instructional material. All other projects are yet to assess the work required to update Instructional Material (IM) which means the workload for Practice and Procedural Design (PPD) and the Office of the General Council (OGC) is unknown. To date, 40 pieces of existing instructional material and 20 pieces of new instructional material have been identified as requiring amendment or development prior to commencement. Of these, 12 are reported as being in progress. PPD are making contact with the project teams to assist with completing this review.

s. 42(1)

The Service Delivery Operations (SDO) Biosecurity Legislation Implementation Plan (previously Change Support Strategy) provided at the December 2015 Implementation board has been updated and provided to the board for the January 2016 meeting. This will form the basis of monitoring and reporting for SD operation readiness. The Biosecurity Legislation Change Timeline (previously Biosecurity Legislation Implementation) and SDO Function Impact Assessment have been updated following consultation with projects and provided to the board for the January 2016 meeting.

Forward Outlook

All remaining subordinate legislation are expected to be exposed in February. In order to finalise the remaining regulations it has been determined that the regulations are to be provided to EXCO by 14 April 2016 but no later than 28 April 2016 and table the regulations during budget week. To meet this deadline the consultation timeframes may need to be reduced.

ISD expects all RFSs to be lodged with detailed requirements, costings approved and authorisation to process (ATP completed). There are concerns that not all ICT changes will be implemented before 16 June. ISD will work with project teams and business owners to refine priorities and requirements and confirm available resources.

As at 16/2/2016, costings have been completed for five applications, three of which are based on detailed requirements. The greatest amount of work to be specified is for the AIMS and QPR applications. The detailed requirements for both of these applications are incomplete and still undergoing change. No time critical changes are anticipated for the Ballast Water application and so far only minimal changes have been requested to be in place on 16 June 2016 for BICON. An update will be provided at the March 2016 board meeting.

Internal and corporate communications will work with project teams to assist with project-specific stakeholder engagement and communications plans and with relevant projects to support the release of the regulations. Phase 2 Communication and Engagement Plan is in development and will be presented at the February 2016 board meeting.

Learning and development will publish supporting eLearning modules in February 2016. Learning and Development will continue to support project teams with category C training. Train the trainer workshops for face-to-face category B training to be held around Australia. A pilot of the face-to-face and category B to commence in Melbourne.

Operations integration are holding workshops with SDO service streams throughout February 2016 to conduct detailed change assessments. An assessment of category B and C training and the extent to which it provides staff with the information they require to operate under the Biosecurity Act will be conducted. Business readiness measures will continue to be undertaken as required.

Deliverables/Milestones

Project title	Deliverable/Milestone	Status/Trend		Comments
Office of the General Counsel	IM – Legal review and assurance	**At risk**	▬	IM has not been provided for review.
Regulation development and finalisation	Category A & B instructions to OPC and exposure drafts available	**At risk**	▬	October public consultation of regulations has been delayed due to delays in the drafting process.
Operations Integration	IM prioritisation, ICT change requirements and Category C training needs analysis.	**At risk**	▬	Needed for staff scheduling and contingency plan.
Information Services	RFS for ICT system change requirements.	**At risk**	▬	Working with project teams to determine requirements and priorities. Slight decrease in risk from last month as minimal or no changes have been identified in some applications. Lack of details, and changes to the already received detailed requirements for other applications keeps this risk high (moving target scenario).
Instructional Material	Assessment of IM.	**At risk**	↑	Working with project teams to discuss the development of IM.

Risks

ID	Description	Potential Impact	Treatment/Comments	Residual Risk
1	Insufficient capacity for Learning and Development to work with projects to identify training needs, develop and deliver training.	Staff not business ready to be compliant with Biosecurity Act on day 1 of implementation.	Identifying ways to reprioritise training activity to increase capability	**Medium**
2	Lack of coordinated approach to communication and engagement between programme and project level.	Inconsistent, inadequate or multiple messages provided to staff, clients and stakeholders.	Individual meetings with divisions and project teams where necessary to support the development of SE& Communication plans	**Medium**
3	Projects may not meet the commencement roadmap schedule.	Time available to finalise instructional material, identify training needs and communications messages is compressed and resources not available to deal with the increased load.	Monitor milestones and resource requirements and work with project managers to prioritise workload.	**Medium**
4	Policy positions not being finalised or do not sufficiently answer all policy questions.	May delay or prevent development of delegated legislation or result in gaps in business design	November Quality Review scope to include assessment of policy positions.	**Medium**
5	ICT updates to incorporate changes required for biosecurity legislation compliance not completed on time.	ICT systems not compliant with Biosecurity Act on day 1 of implementation.	Monitor resources and workloads and prioritise.	**High**

Issues

LEX 35181

Biosecurity Legislation Implementation

Enabler Overview Report – January 2016

STATUS
On track – there are no significant, critical risks or issues emerging
At risk – there are real or potential risks or issues which should be brought to the board's attention
Critical – Requires specific and immediate intervention. There are one or more risks or issues which threatens delivery of the outcome of the project

TREND
Improving | No change | Declining

ID	Description	Resolution Date	Resolution Options/Comments	Rating
1	Public consultation milestone not met.	November 2015	A strategy for the release of the remaining regulations for public consultation is being developed.	**Medium**

s. 42(1)

Biosecurity Legislation Implementation Programme

Report Date	17/02/2016

Project Status Report - Stage 1

Title	Information Services Division		
Sponsor	Ashraf Atteia	**Project Manager**	s. 22(1)(a)(ii)
Description	Updating ICT bespoke applictions to incorporate changes required for Biosecurity Legislation compliance.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
At risk	**Declining**	At risk	**No change**	Critical	**No change**	On track	**No change**	At risk	**No change**

Current Status Overview	ISD has received six RFS's to date. The majority only provide high level requirements which require further clarification. ISD is currently assessing all RFSs for costing purposes, however, costings may need to be reviewed following receipt of detailed requirements.
Outlook for Next Month	ISD expects all RFS's to be lodged with detailed requirements, costings approved and authorisation to proceed (ATP) completed. Coding will commence on receipt of ATP.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
AIMS production release	13-Jun-16	22-Jul-16	Some detailed requirements provided.
QPR production release	TBD		Assessing detailed requirements
VMS production release	30-Apr-16	30-Apr-16	
MAPS production release	TBD		
BICON production release	TBD		Assessing detailed requirements
SAC production release	TBD		
PEQS production release	TBD		

Dependencies

Nature of dependency	Critical date	Comments	Status
ISD receipt of detailed requirements	01-Feb-16	Requires business resources with technical and leg knowledge	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
R001	Insufficient SMEs for requirements development	Lack of detailed requirements delays commencement of coding	Prioritise existing resources	Extreme
R002	Insufficient ICT resources with application knowledge and skills	Delay in completion of coding	Prioritise existing work loads. CIO has requested immediate recruitment of contractors to backfill permanent ISD staff who are working on Legislation tasks.	Medium
R003	Insufficient skilled resources to complete UAT	Delay in production release		High

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
I001	Multiple upgrades for AIMS	High	Reprioritise existing work	

Biosecurity Legislation Implementation Programme

Report Date	9/02/2016

Project Status Report - Stage 1

Title	Learning and Development		
Sponsor	Travis Power	**Project Manager**	s. 22(1)(a)(ii)
Description	The role of learning and development is to manage the approach to training development and delivery to ensure that staff are business ready to be compliant with Biosecurity Act 2015 on day one of implementation. Learning and development will develop four training products to support readiness for commencement of the Biosecurity Act. Learning and development will also work with project managers to support and advise on designing, developing and delivering biosecurity legislation products.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
On track	**No change**	On track	**No change**	On track	**No change**	On track		At risk	

Current Status Overview	Training Teams are on track to complete development of the corporate eLearning and face-to-face training packages and commence delivery: • The Introduction to the Biosecurity Act 2015 eLearning published and has had 1093 staff complete as at 9 Feb 2016 - a version is being developed to be made available to external users The following 3 supporting eLearning products will be updated to be compliant with the new Act and available to support staff: • Comply with Legislation – eLearning current – completed and to be published on 26 February 2016 • Introduction to Delegations - completed and to be published on 26 February 2016 • Good decision making eLearning (previously called Making good decisions) – current – being built to be published on 26 February 2016 • Pilot of 4 face-to-face training modules successfully completed on 2 and 3 February 2016 with three train the trainer sessions scheduled; Sydney 16-17 February, Adelaide 23-24 February and Cairns early March (dates to be confirmed). Trainers will be ready to commence delivery of these products from March. • Scheduling of face-to-face training sessions has commenced for Canberra (with Training Delivery) and for other locations (in consultation with with Service Delivery Integration) • Workshops for Category C (job-specific) training continue to be held to determine the level of training required, number of staff and commence development. The training teams are now focussing on this training and resources have been allocated to support projects.
Outlook for Next Month	• Continue to provide reporting to executive and managers track biosecurity training completion • Support project managers in Category C training development for specific projects • Continue to attend workshops to support project teams • Training Delivery work with SDO to schedule and commence face-to-face training delivery from 29 February 2016 • Training Development and Delivery teams schedule and commence Canberra face to face training delivery from 31 March 2016 • Finalise and publish courseware for the commencement of face-to-face training delivery

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Milestone/Deliverable	Planned date	Expected date	Comments
Corporate Training Strategy	14-Sep-15		Complete
Corporate Training Plan	14-Sep-15		Complete
Introduction to the Biosecurity Act 2015 eLearning	30-Nov-15	22-Dec-15	Complete
Comply with legislation eLearning	30-Nov-15	20-Jan-16	Completed and will be published on 26 February 2016
Introduction to Delegations eLearning	30-Oct-15	20-Jan-16	Completed and will be published on 26 February 2016
Good decision making eLearning	20-Dec-15	26-Feb-16	Being built and will be published 26 February 2016
Training Delivery Techniques			Cancelled as need is no longer there
s. 42(1)			
Support to projects	As per project plan	As per project plan	In progress

Pilot of face to face training	2 -3 February 2016	2-3 February 2016	Completed with good feedback. Some amendments required to the material to reduce the length of time for the sessions
Train the trainer	15 Feb 2016 - 15 Mar 2016	15 Feb 2016 - 15 Mar 2016	Train the trainer sessions will occur in the last 2 weeks in February in Sydney, Adelaide and Cairns
Training Needs Analysis (TNA)	Ongoing		Preliminary TNA paper to board meeting 10/11/2015 Detailed analysis has commenced

Dependencies

Nature of dependency	Critical date	Comments	Status
Category A1 and B training face to face dependent on Introduction to the Biosecurity Act 2015 eLearning		Category A and B training is dependent on the content of the eLearning so duplicate information is not provided and also to identify which parts of the Act need more emphasis on.	Closed
Category A and B face to face training	29-Feb-16	Category C face to face training is dependant on the content of category A and B face to face training	In progress
Identification by projects of training required for commencement, category C	29-Feb-16	Projects are currently reviewing their training needs. All projects are behind schedule on this, however we have been able to identify that only 5 projects may need category C training for commencement. L&D have contacted all project managers and remain in communication with them providing training support.	In progress
IM being reviewed and developed		Projects are currently reviewing their training needs. All projects are behind schedule on this. L&D have contacted all project managers and remain in communication with them providing training support.	In progress

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
1	Development and delivery of biosecurity legislation projects may not be delivered before implementation date	Staff may not be able to comply with the biosecurity legislation upon commencement	A corporate training strategy and plan have been drafted for board approval. Continued discussions with project managers will occur and workshops will be facilitated to ensure project scope is maintained and timeframes can be delivered on. Resources will be reallocated to the high priority work from low priority work as needed.	Medium
2	Category A and B training is not developed by mid January 2016	Time to pilot and deliver training will be reduced. Category C training will be delayed as it is dependant on the content of this training.	Training Delivery have 8 staff working on this training and are being supported by the L&D enablers.	Low
3	Category C training is not identified with enough time to develop and deliver training	Development and delivery of category C training does not get delivered prior to June 2016	L&D have regular communication and meetings with all project managers to support with training advice and help to identify duplicate training being developed or similar existing training.	Medium
4	Category A and B training material not completed by 29 February 2016	Delay in commencing SDO delivery of face to face training	Keep to milestones dates and use extra resources where needed to meet required deadline. May need to print materials using local printers if published versions not ready on time	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		Low		
		Low		

s. 42(1),s. 22(1)(a)(ii)

Biosecurity Legislation Implementation Programme

Report Date	12/02/2016

Project Status Report

Title	Delegated legislation development and finalisation		
Sponsor	Deb Langford	**Project Manager**	s. 22(1)(a)(ii)
Description	Drafting of regulations and instruments for each implementation project		

Overview

Current Status Overview	At Risk	Enabler project at risk as drafting and exposure milestones not met, but situation improving. Second tranche of delegated legislation exposed 5 February 2016. A consequential and transitional regulation will be required for full implementationof cost recovery and amending regulations that stil refer to Quarantine Act. OPC drafters working through drafting priorities. Final tranche expected to be ready for exposure at the end of February. Only remaining inturments to be drafted for exposure are: cost recovery regulations, goods determination and reportable biosecuirty incident determination. Other instruments to be drafted but will not be exposed include: consequential amendments and transitional regulation, modifications for Torres Strait and External Territories and templates for suspended good, first point and biosecurity zone determinations.
Outlook for Next Month	Third tranche ready for exposure draft. Instructions for consequential and transitional completed.	

Milestones and Deliverables

Milestone	Due date	Status	Comments
Category A instructions to OPC	ASAP	Complete	
Category B instructions to OPC	31 August	Complete	
Category C instructions to OPC	30 September	At Risk	Only remaining instructions are for External Territories and Torres Strait goods determinations.
Category A exposure drafts available	31 August	At Risk	All Category A exposed except personal information instrument (may not be required)
Category B exposure drafts available	30 September	At Risk	OPC working through remaining instruments.
Category A and B to be exposed in October	1 October	At Risk	OPC provided with priority requirements. Only goods determination, reportable incidents and cost recovery not exposed.
Category C delegated legislation finalised	31 December	At Risk	Instruments not drafted in time for milestone, OPC working through priority list.
Delegated legislation finalised and registered	28 February	At Risk	28 February deadline will be missed. Intending to go to ExCo 28 April.

Deliverable	Category	Status		Comments
Biosecurity Import Risk Analyses	Exposed	Exposure draft available	On track	Exposure draft released 31/8; public consultation closed 17/12. Amendments identified, new instructions to be provided to OPC. Expanatory material cleared by project.
Inspector-General of Biosecurity	A	Exposure draft available	On track	Exposed 11/12. Explanatory material being drafted.
Information gathering (Pre-arrival reporting and notice of intention to import)	A	Exposure draft available	On track	Exposed 5/2
Ballast water and sediments	B	Awaiting policy advice	At Risk	Ballast policy changing with respect to domestic conveyances, may require additional regulations. Project has sought minister's approval. Defence to be exempt from ballast water provisions through regulations, instructions to be developed. Ballast management regulation and exchange area declaration exposed 5/2
Approved Arrangements	A	Exposure draft available	On track	Exposed 11/12. Explanatory material being drafted.
Conditions and permits for goods - goods determination	B	Instructions sent to OPC	At Risk	Partial draft received 30/1. Working with project to settle preferred structure.
First Points of Entry and entry at non first points	A	Exposure draft available	On track	Exposed w/c 4/1/16.
Installations	A	Exposure draft available	On track	Exposed conveyance determination and pre-arrival reporting regulations exposed.
Assessment and management powers for goods, conveyances and premises	A	Exposure draft available	On track	Exposed Conveyance determination and assessment and management regulation exposed.
Cost recovery and compensation	B	Draft instrument received from OPC	At Risk	Compensation regulation expsed 5/2 Comments on draft cost recovery regulations, for fees and charges, to OPC 12/2. Project to decide policy position on charges for human remains since. Transitional arrangements to be dealth with in transitional regulation. No new fees/charges expected for ballast water management activities.
Conditions and permits for goods - permit regulations	B	Draft instrument received from OPC	On track	Permit regulations exposed 5/2.
Onshore and emergency	C	Instructions sent to OPC	At Risk	DIs for Onshore provided to OPC 11/11. DIs for emergency provided to OPC 27/11 - low priority as these are only intended to create templates.
Governance and officials	C	No longer required	Complete	Project team confirmed on 7/10 that no drafting is required.
Compliance and enforcement - regulations relating to personal information and infringement notices	A	Exposure draft available	At Risk	Infringements exposed 11/12. Infringements explanatory material being drafted. New policy may be provided for personal information instrument. Awaiting advice from program area.
Regulation of the External Territories	C	Instructions sent to OPC	At Risk	DIs provided to OPC 27/11. Additional DIs will be provided relating to details of modified goods determinations.
Regulation of the Torres Strait	C	Draft instrument received from OPC	At Risk	Draft regulation recieved 11/02. Additional DIs will be provided relating to details of modified goods determinations.
Fit and proper persons test	C	No longer required	Complete	Final policy position confirmed by project sponsor on 4/11 that no regulations required.
Testing Samples	B	No longer required	Complete	Policy advice received 30 Sept - no regulations necessary
Information sharing, confidentiality and privacy	C	Draft instrument received from	On track	Regulation approved by program 3/12, ready for inclusion in next tranche.
Internal and external review of decisions	C	No longer required	Complete	Confirmed that regulations are not required.
Consequantial and transtional	N/A	Developing instructions	On track	Will amend regulations that refer to Quarantine Act and put in place transitional arrangements for cost recovery.

Risks

Description	Potential impact	Treatment/Comments	Residual Risk
Sufficient OPC drafting resources have not been available.	May cause delays in development of delegated legislation and release of exposure drafts.	Raise with OPC Reprioritise exposure and revise timeframes Escalate to board Seek alternative drafting resources	Low
Policy position not being provided by project teams.	May delay or prevent development of delegated legislation.	Find elements of regulation that can be instructed while issues are resolved. Escalate to SES or board.	Low
Scheduling of projects not followed, putting pressure on LSMEs to deliver all at one time.	May delay or prevent development of quality delegated legislation.	Monitor progress of projects and reprioritise as necessary, including bringing forward where possible Escalate to SES or board.	Medium
Key project team members unavailable during engagement with OPC drafter.	May delay or prevent development of quality delegated legislation.	Raise with projects need to have alternative contacts and arrangements in place. Escalate to SES or board. NOTE: OPC leave has reduced impact of this risk.	Low

Issues

Description	Rating	Status	Resolution date
The ballast water project is seeking the minister's approval to delay implementation of ballast water provisions with respect to domestic ballast water movements until ballast water convention comes into force. Regulations are required to achieve this, including modifying the operation of the Act to ensure that Victorian legislation can continue to operate in absence of federal regulation. AGS have advised that there is a moderate risk that these regulations would be found constitutionally invalid, but are confident that a strong case could be made in defence of the proposed regulation.	Medium	s. 42(1) - PMC have advised the PM does not need to provide new policy authority for this approach - the project is seeking the minister's approval - Drafting instructions are being developed, to be provided to OPC as soon as policy authority has been provided by minister	26/2

Biosecurity Legislation Implementation Programme

Report Date 17/02/2016

Project Status Report - Stage 1

Title	External Stakeholder Engagement		
Sponsor		**Project Manager**	s. 22(1)(a)(ii)
Description	Engagement with external clients, stakeholders, other government agencies and state and territory governments to ensure they are ready to comply from commencement.		

Status Report

Overall		Schedule		Scope		Resources		Risks	
At risk	**Improving**	At risk	**Improving**	On track	**No change**	On track	**Improving**	On track	**Improving**

Current Status Overview	The biosecurity implementation support office is currently arranging, facilitating and participating in a number of engagement activities with industry, other government agencies and state and territory governments in relation to the *Biosecurity Act 2015* . We have identified opportunities to work with external stakeholders through working groups, forums and consultative committees that have a stake in the transition to new regulatory requirements and also by providing information, where relevant, to peak industry groups to be distributed to audiences more broadly.
Outlook for Next Month	February and March will be a period of high activity in the stakeholder engagement space, both at programme and project level. The programme office is working with staff across the department to ensure consistency in messaging and to identify any gaps or duplication of work.

Milestone and Deliverables

Milestone/Deliverable	Planned date	Expected date	Comments
NFF Roundtable	17-Mar-16	17-Mar-16	Finalised
Biosecurity Legislation Forum	23-Feb-16	23-Feb-16	Finalised
Defence Workshop	29-Feb-16	29-Feb-16	Finalised
Horse Industry Engagement	18-Feb-16	18-Feb-16	Finalised
Biologicals Consultation Group	May	May	Date to be confirmed by BCG Secretariat
Biosecurity Information Session roadshow (BIS)	15 March - 6 April	15 March - 6 April	Perth, Sydney, Adelaide, Brisbane, Cairns, Darwin, Hobart, Melbourne
Dept of Health Deputy Secretary Meeting	08-Mar-16	08-Mar-16	DAWR
Dept of Immigration Deputy Secretary Meeting	03-Mar-16	03-Mar-16	DAWR
DCCC	09-Mar-16	09-Mar-16	Sydney

Dependencies

Nature of dependency	Critical date	Comments	Status
Project Managers sharing information internally regarding industry consultation	Feb-June	Information sharing across divisions to consolidate stakeholder engagement activity	At risk

Risks

ID	Description	Potential impact	Treatment/Comments	Residual Risk
	Separate/Individual (project or division based) engagement activities	By not coordinating engagement there is a risk of inconsistency in messaging (contradicting views and responses) and audience fatigue	Consolidate all external stakeholder engagement to ensure message consistency, time and budget efficiency.	Medium
	Lack of communication (or retrospective communication) across the department regarding stakeholder engagement	Duplication of work, audience fatigue and frustration	Information sharing across department, using the programme office as central contact to report all stakeholder enagement regarding biosecurity legislation.	Medium

Issues

ID	Description	Rating	Resolution options/Comments	Resolution date
		High		
		Medium		

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Department of Agriculture and Water Resources

Biosecurity Legislation Implementation Programme – Business Readiness Assessment
Final V1.1

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Limitations

Inherent Limitations

The Services provided are advisory in nature and do not constitute an assurance engagement in accordance with Australian Standards on Review or Assurance Engagements or any form of audit under Australian Auditing Standards, and consequently no opinions or conclusions intended to convey assurance under these standards are expressed.

Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the strengths and / or weaknesses that exist or improvements that might be made.

Our work is performed on a sample basis, and through consultation with departmental personnel. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud.

Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by departmental personnel, which are reliant upon. We have not attempted to verify these sources independently unless otherwise noted within the report.

Limitation of Use

This report is intended solely for the information and internal use of the department in accordance with our BRA Brief dated 5 February 2016, and is not intended to be and should not be used by any other person or entity. No other person or entity is entitled to rely, in any manner, or for any purpose, on this report. We do not accept or assume responsibility to anyone other than the department for our work, for this report, or for any reliance which may be placed on this report by any party other than the department.

Document Quality Control

Version History

Version	Description	Author	Date
0.1	Draft	s. 47F(1)	25 February 2016
0.2	Draft		26 February 2016
1.0	Final		11 March 2016
1.1	Revised Final to incorporate feedback from Lee Cale		24 March 2016

Readiness Status Guide

Ready for implementation. There is a **low risk** of delay to delivery or negative impact to business continuity or to adoption on implementation.	
Ready for implementation but with **some risk** of one or more aspects of readiness not yet addressed.	
There is **moderate risk** of one or more aspects of readiness not yet addressed.	
There is **moderate to high risk** of one or more aspects of readiness not yet addressed.	
Not ready for implementation. There is a **high risk** or certainty of multiple aspects of readiness not yet addressed.	

Overview of Readiness Assessment Findings

Detailed readiness assessment findings, by category, by sub-category, are provided at Appendix A.

By way of overview, the Assessment Team notes the following positive activities:

- Extensive work has been undertaken to date at project and programme level
- Stakeholders appear committed to the task at hand and delivering a successful outcome at the date of commencement
- All stakeholders interviewed expressed that this was a number one priority and that extensive support was being provided to deliver the end result
- Evidence exists to support a high level of collaboration and co-design among internal and external stakeholders.

There are a number of challenges however, not the least of which is that this is a complex programme of work, involving multiple stakeholders with limited time remaining to commencement. In summary, there appears to be a number of ''unknowns'' at this point in time within key delivery areas such as (but not exhaustive) the status of instructional material development, upstream and downstream dependencies at the programme level, the status of Category C training requirements, outputs from change assessment workshops and outcomes of the public consultation processes.

These ''unknowns'' inherently carry risk, the likelihood and consequence of which are challenging to quantify at the programme level. It has been difficult to gauge a clear line of site between project risk / impact and impact on dependencies and critical path at the integrated programme level. While the former may be understood and manageable at project level, there does not appear to be shared understanding across all stakeholders of what it means at the programme level i.e. the ''sum of all parts view".

While the department has recognised this and there are a number of key activities in progress (e.g. the service delivery change impact assessment workshops, the work underway in ISD to define systems impacts, compliance division's work to stocktake relevant instructional material, s. 42(1)), the ''unknowns'' and therefore the impacts, risks and mitigation actions, must be quantified as soon as possible at the integrated programme level. This has led the Assessment Team to propose a series of short term (Category A) recommendations which focus on problem definition, impact analysis and re-baselining of the integrated programme schedule. The outputs from these short term recommendations must be shared and endorsed at Board level no later than 18 March 2016. Ongoing programme status reporting must be undertaken against the re-baselined critical path.

Overall Rating

Not ready for implementation. There is a **high risk** or certainty of multiple aspects of readiness not yet addressed.	

Detailed Rating by Category

Category	Sub Category Assessed (where applicable)	Sub Category Rating	Overall Category Rating
People	Instructional Material		
	Training		
	Change Assessment Workshops		
	Staff Communications and Engagement		
Implementation Management	Integration of the Schedule and Dependencies		
	Managing Legal Risk		
	Regulations and Public Consultation		
	Post Commencement Date		
ICT	Business Systems		
Clients and Stakeholders	Communications, Education, Awareness		

Readiness Assessment Recommendations

The following is a summary of the BRA recommendations, by category, by priority:

Category	No.	Recommendation	Priority
People	1.	Undertake an instructional material stocktake to confirm the following across all projects: a. Status in accordance with an agreed instructional material lifecycle (e.g. design, update/develop, review. sign-off, upload into the IML) b. Business priorities (i.e. material deemed mission critical for 16 June 2016[1]) c. Roles and responsibilities across all relevant stakeholders (policy, service delivery, PPD, Office of the General Counsel (OGC)) d. Extent to which specific instructional material is to conform to the department's Practice Statement Framework, pre and post 16 June 2016.	A
	2.	Assess the outputs of the instructional material stocktake, in conjunction with outputs of the change assessment workshops, to quantify gaps, impacts, dependencies, risks and next steps, in conjunction with a re-baselining of the programme's critical path (refer Recommendation 9).	A
	3.	Develop and implement an instructional material ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' material, with effect 16 June 2016.	B
	4.	Review and confirm requirements for Category C training design, development and delivery.	A
	5.	Review and confirm schedules for design, development and delivery of all training categories, as input to re-baselining of the programme's critical path (refer Recommendation 9).	A
	6.	Undertake Change Assessment Workshops for non-service delivery functions / roles.	A
	7.	Consolidate outputs from all Change Assessment Workshops and confirm gaps, impacts and priority actions, as input to re-baselining of the programme's critical path (refer Recommendation 9).	A

[1] In addition, refer to the work being undertaken in the service delivery change assessment workshops.

Category	No.	Recommendation	Priority
	8.	To maximise the benefits of planned communications: a. Integrate production, clearance and delivery of tailored staff communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Develop and implement an intranet / web site ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	**B**
Implementation Management	**9.**	Undertake a programme impact assessment. Use the outputs from the instructional material stocktake, training review, OGC review and RFS consolidation to quantify: a. Key priorities / milestones to 16 June 2016 b. Key gaps c. Key risks (biosecurity, legal, delivery, reputational) and mitigation actions d. Contingencies e. Dependencies f. SME resourcing conflict / demand g. Re-baselined programme critical path.	**A**
	10.	Provide weekly programme status reporting in accordance with the programme's re-baselined critical path.	**B**
	11.	Complete implementation of the recommendations from Quality Review 1.	**B**
	12.	s. 42(1)	
	13.		
	14.	Develop contingency plans relevant to an assessment of risk that public consultation may lead to the need for revisions to regulations and dependent products.	**A**
	15.	Develop and implement an appropriate triage system to identify, capture and treat issues, by priority, as they arise post 16 June 2016.	**B**
	16	Develop and implement appropriate verification activities to be undertaken by stakeholders across policy, service delivery and non-service delivery functions, post 16 June 2016. Verification activities are to focus on high risk, priority areas.	**B**

Category	No.	Recommendation	Priority
ICT	17.	Confirm detailed business requirements and priorities for all endorsed RFS. In doing so, identify business system impact and schedule for system development as part of the programme's re-baselining activity (refer Recommendation 9).	A
	18.	Confirm contingencies (manual work arounds) should business systems development be delayed for whatever reason.	A
Clients and Stakeholders	19.	To ensure clients and stakeholders understand their obligations under the new legislation and what it means for them: a. Integrate production, clearance and delivery of tailored client and stakeholder education and communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Consolidate and address feedback from the upcoming Australia wide consultation meetings. c. Agree what success looks like in relation to client and stakeholder education and awareness for Stage 1 of the programme.	B

Legend:

Priority category and status:

- A: To occur pre-18 March 2016 Programme Board
- B: To continue post-18 March 2016 Programme Board.

Context

The biosecurity legislation received royal assent from the Governor-General on 16 June 2015, and will commence on 16 June 2016[2] (12 months after royal assent). This 12 month period was provided to ensure clients, staff and stakeholders understand their rights and responsibilities under the Biosecurity Act and there is a smooth transition to the new regulatory arrangements. Some parts of the legislation have transitional arrangements and further staggered commencement dates.

The biosecurity legislation provides flexibility to adopt the most appropriate systems to manage biosecurity risks and utilises a range of legislative instruments including regulations, declarations and determinations. A multi-stage programme of improvement to maximise the flexibility and tools of the new legislation is expected to be delivered over the next 4-5 years. The new subordinate legislation and administrative practices will enable staff to regulate, and help clients to understand their obligations under the new biosecurity legislation. The programme is to be implemented over three Stages:

- Stage 1 – Plan, design, build and prioritise implementation
- Stage 2 – Client focussed with a modern approach
- Stage 3 – Continuous improvement with full realisation of programme benefits.

The timing and focus of each stage is summarised in the table below.

Stage	Timing	Summary of Key Activities
Stage 1	To 16 June 2016	Plan, design, build and prioritise implementation: • Clear vision, posture and design • Understanding of design and implementation priorities • Proactive internal and external engagement • Priority implementation (commencement).
Stage 2	Nominally 17 June 2016 to 30 June 2018	Client focussed with a modern approach: • Ongoing implementation • Integrated and consistent application • Increased flexibility and responsiveness • Reducing cost and regulatory burden • Phased implementation of departmental postures.
Stage 3	Nominally 1 July 2018 to 30 June 2021	Continuous improvement with full realisation of programme benefits.

The BRA is focussed specifically on the department's ability to achieve Stage 1 by 16 June 2016.

[2] Until commencement of the Biosecurity Act, the Quarantine Act 1908 remains the primary piece of biosecurity legislation in Australia.

Readiness Assessment Objectives

Apis undertook a point-in-time evidence based (where practicable) BRA for Stage 1 of the Biosecurity Legislation Implementation Programme, to provide a level of 'assurance[3]' that:

1. Preparations for implementation are complete, or scheduled for completion, in accordance with relevant plan(s):
    a. The department continues to operate lawfully (i.e. is compliant with the legislation), and
    b. No interruption to the business/operations.
2. Responsible staff are equipped with the right tools and capabilities (i.e. training, workforce instructions, resources and infrastructure) to operate within the new law from 16 June 2016.
3. Key implementation risks are being managed to an acceptable level.
4. Clients and relevant stakeholders are ready, through the delivery of appropriate department education/awareness materials and/or targeted departmental support to comply with the new law.

Baseline

As previously noted in the Context section of this report, Stage 1 of the Biosecurity Legislation Implementation Programme requires the department, together with its clients and stakeholders, to 'go-live' on 16 June 2016.

Specifically, it requires the following Stage 1 objectives be met:

- Staff, clients and stakeholders have the tools and knowledge to comply with legislative requirements
- Opportunities presented from having clear, modern and flexible legislation are maximised
- Legislation is implemented in a timely and integrated way, in accordance with the department's project management framework
- The department's exposure to litigation and legal risks are limited.

The Assessment Team has used the commencement date of 16 June 2016, together with the achievement of aforementioned objectives, as the baseline for readiness assessment.

Extant Documents Examined

Extant documentation examined as part of the BRA is detailed at Appendix B.

Stakeholders Interviewed

Stakeholders interviewed as part of the BRA are listed at Appendix C.

[3] Our Work will comprise factual findings and observations only, and will not constitute an assurance engagement in accordance with Australian Standards for Assurance Engagements, nor will it represent or replace any form of audit or review under Australian Standards on Auditing, consequently no assurance conclusion or audit opinion will be provided.

Appendix A

People			Overall Rating	
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Instructional materials	1. There appears to have been extensive work done to date in determining what instructional material either needs to be developed or updated to meet the commencement date of 16 June 2016. Work is underway in the majority of areas to either develop or update existing instructional material. 2. PPD have produced an (approved) Instructional Material Strategy and maintain a share point tracking matrix. 3. Compliance Division have undertaken a status review and prioritisation of IM relevant to the projects for which they are accountable. 4. Service Delivery is assessing the impacts of change on operational staff, including gaps and priorities in instructional material and related work instructions (refer Findings 15 to 19 for more details). 5. s. 42(1) 6. The Assessment Team notes: a. There does not appear to be a ''single source of truth'' for the status of priority instructional material (i.e. the material required by 16 June 2016) across all projects, in accordance with an agreed development and approval life cycle. While this information exists to varying degrees at varying levels, it is neither integrated nor consistent which therefore makes it difficult to quantify numbers, priorities, gaps, impacts, upstream and downstream dependencies and risk across all projects. b. The PPD tracker does not appear to reflect the reality of what's happening at project level (January 2016 Resolutions). c. PPD is unable to provide an accurate picture of the requirements for IM development across all projects (January 2016 Resolutions). d. There does not appear to be shared understanding across multiple stakeholders of roles / responsibilities for providing input to and approval of instructional material. For example, the term ''Completed'' is currently used in some areas to denote the final instructional material milestone from a project perspective. The term ''Completed'' however tended to mean different things to different stakeholders, ranging from "policy AS sign off'', to ''upload in the IML'' to ''development complete''. This makes it difficult to quantify the status instructional material development and the impact of slippage on the overall programme of work. e. The development of policy positions and subsequent instructional material for certain projects have been very complex. The time required for this design and development extended beyond the original scheduled dates of October / November 2015 to what appears to be (in some cases) April 2016. While this may be warranted and reasonable, what isn't apparent is the quantifiable impact of this on the programme's dependencies and therefore critical path. f. It was evident from interviews that not all instructional material should be treated equally. Not all instructional material is required for 16 June 2016. Not all instructional material requires extensive development or update work. Not all instructional material needs to be reviewed by OGC. This appeared to be well understood at individual stakeholder level but there did not appear to be a shared, consistent and integrated understanding and agreement to this position across all stakeholders for each piece of priority instructional material. 7. The Assessment Team felt given the emphasis placed by the department on the accuracy and completeness of instructional material that there was merit in developing an instructional material ''go-live'' plan / communique to articulate the logistics underpinning transition of ''old'' to new'' as at 16 June 2016.	Delay in the development and approval of priority instructional material has a compounding effect on the time available to produce work instructions, quality training materials, supporting products and training delivery. A lack of appropriate instructional material could result in staff not performing their duties correctly which may increase the likelihood of a breach occurring and / or a risk materialising.	1. Undertake an instructional material stocktake to confirm the following across all projects: a. Status in accordance with an agreed instructional material lifecycle (e.g. design, update/develop, review. sign-off, upload into the IML). b. Business priorities (i.e. IM deemed mission critical for 16 June 2016[4]). c. Roles and responsibilities across all relevant stakeholders (policy, service delivery, PPD, OGC). d. Extent to which specific instructional material is to conform to the department's Practice Statement Framework, pre and post 16 June 2016. 2. Assess the outputs of the instructional material stocktake, in conjunction with outputs of the change assessment workshops, to quantify gaps, impacts, dependencies, risks and next steps, in conjunction with a re-baselining of the programme's critical path (refer Recommendation 9). 3. Develop and implement an instructional material ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	

[4] In addition, refer to the work being undertaken in the service delivery change assessment workshops.

People				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Training	8. Extensive work has been undertaken to date in the design, development and delivery of staff training. 9. A corporate training strategy has been developed and approved. 10. Category A training (eLearning combined with one hour face-to-face training) has been developed and is largely complete. 11. Category B training (three, one hour face-to-face training sessions with all biosecurity and biosecurity enforcement officers) has been developed and commenced. The Assessment Team notes that Category B training may need to be reviewed post completion of the service delivery change assessment workshops (refer Findings 15 to 19 and refer SDO Integration Update paper dated, agenda item 4.5, 16 February 2016). 12. Category C training (training for specific job levels) is yet to be developed. The Assessment Team was unable to quantify the extent of training required and therefore the resources and timing required to undertake this training. 13. There wasn't a shared understanding of the impact of Category C training across all stakeholders interviewed. It varied from ''very little'', to ''isolated to only a few'', to ''possibly extensive'' to ''unknown''. 14. The Assessment Team notes however that there are a number of activities either underway, or need to be underway as a matter of priority, which help calibrate this issue and confirm gaps / risks for Category C training. These activities should also be used to confirm the impact, schedules and required resources for delivery of all training categories: a. A stocktake and assessment of priority instructional material across all projects (refer Findings 1 to 6 and Recommendation 1). b. Shared understanding and agreement to what Category C training development could commence, concurrent with finalisation of instructional material i.e. concurrent training design / development activity rather than a ''finish to start'' relationship. c. Outputs from the service delivery change assessment workshops (refer Finding 18 and Recommendation 7). d. Outputs from the non-service delivery change assessment workshops (refer Finding 19 and Recommendation 7). e. Re-baselining of the programme's critical path.	Failure to define and develop job-specific Category C training may significantly reduce the ability of the relevant operational staff to carry out their duties under the new Biosecurity Act. A lack of timely, integrated training across all levels (Category A, B and C) may result in the application of inconsistent practices, which in turn may lead to non-compliant outcomes.	4. Review and confirm requirements for Category C training design, development and delivery. 5. Review and confirm schedules for design, development and delivery of all training categories, as input to re-baselining of the programme's critical path (refer Recommendation 9).	
Change Assessment Workshops	15. The Assessment Team notes that service delivery operations is undertaking a series of Change Assessment Workshops in February / early March 2016. There are two primary objectives for these workshops: a. Identify the areas of change and impact by function requiring the greatest level of support. b. Gather sufficient contextual information to ensure the development of any supporting products is fit-for-purpose. 16. Service delivery staff, policy owners and project subject matter experts are involved in the workshops. They appear to be well supported at all levels within the department. The workshops are to focus on that which impacts service delivery functions / staff only. 17. An update paper summarising the issues arising from the workshops as at mid-February 2016 was developed by service delivery (refer SDO Integration Update paper dated, agenda item 4.5, 16 February 2016). A summary of key impact areas identified to date which warrant more detailed investigation / clarity include: a. Forms re-design b. Category C training c. Tailored staff (role specific) and client communications. 18. The service delivery change assessment workshops are scheduled for completion 2 March 2016. A consolidated summary of workshop findings, impacts and risks need to be developed, shared among all stakeholders and integrated into relevant delivery schedules. 19. The Assessment Team could not find evidence of similar workshops being undertaken for non-service delivery functions / roles / staff.	Failure to action and integrate agreed remediation resulting from the change assessment workshops may mean critical products and activities are overlooked, resulting in non-compliance with the new legislation.	6. Undertake Change Assessment Workshops for non-service delivery functions / roles. 7. Consolidate outputs from all Change Assessment Workshops and confirm gaps, impacts and priority actions, as input to re-baselining of the programme's critical path (refer Recommendation 9).	

People				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Staff Communications and Engagement	20. A combined internal and external communications plan was developed to support the implementation of the biosecurity legislation. Specifically, this plan focussed on 'Phase 1' activities until end-January 2016, which for the department included: a. General awareness to all staff around the introduction of the new Biosecurity Act 2015. b. Associated staff awareness / training (notably the three categories of training). 21. The Assessment Team notes that an audit of the department's web site has been completed. This audit has identified priority data / material to be either amended or developed pitot to commencement. The logistics of transitioning ''old'' to ''new'' is not an insignificant undertaking. A plan for publishing and releasing updated materials is yet to be developed. 22. The Assessment Team notes that work to implement the second phase "Communication and Engagement Plan (February –June 2016)" has commenced. The objective of this phase (from an internal perspective) is to develop and roll-out tailored communications products for staff impacted by changes to the legislation i.e. ''what does it mean for me'' style communications (Category B face-to-face training scheduled in March 2016 and Category C technical training scheduled for May 2016).	A lack of targeted communication, integrated with the programme's critical path, may limit the department's ability to manage staff expectations and understanding of what needs to be done in order to comply with the new legislation. Failure to manage expectations, particularly around what the changes in legislation mean for functions and roles, may result in confusion, unproductive and /or unlawful activity.	8. To maximise the benefits of planned communications: a. Integrate production, clearance and delivery of tailored staff communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Develop and implement an intranet / web site ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	

Implementation Management

Overall Rating

Sub Category Assessed	Key Findings	Business Risks	Recommendations	Rating
Integration of schedule and dependencies	23. The legislation implementation is a complex programme of work, undertaken across multiple business units. There is evidence of extensive work to date in all areas of programme governance and delivery. All stakeholders interviewed acknowledged the importance of the work and that it was a top priority within their respective areas of accountability. There was evidence of additional resources being assigned to support activities and commitment to delivering outcomes was very evident. 24. There does not appear to be evidence of impact analysis being undertaken at project and / or programme level. A number of the papers submitted to the Programme Board, while they appear to identify the problem / challenge and ask the Board to ''note'' accordingly, do not appear to contain evidence of the ''so what'' – what is the impact of slippage, for example, on dependent activities at both project and programme levels, and what are recommended action(s) to mitigate. The degree or magnitude of impact, and therefore risk, becomes subjective because it's not being presented against an understood and agreed baseline. This may make it challenging for Board members to make quantifiable decisions which benefit the programme as a whole. 25. The Assessment Team found evidence of a programme critical path and mapping of high level dependencies across projects. However, it became apparent through interviews and documentation review that it has been challenging for the Implementation Support Office to either keep these products current or develop them to the level of granularity required, for the following reasons: a. Lack of unfettered access to project detail and status information, critical to identification and management of upstream and downstream dependencies at the programme level b. The Programme Board's decision in September 2015 that policy positions from that point forward were to be submitted to that forum for ''noting'' and no longer endorsement. This can make management of upstream and downstream dependencies challenging at the programme level, particularly given the importance of policy positions to overall traceability and alignment to legislation, regulations and instructional material. c. The Programme Board's decision in October 2015 to no longer report on all ''at risk'' deliverables/milestones, regardless of the overall status of the project. This can make management of upstream and downstream dependencies challenging at programme level. 26. As a result: a. There is a risk that the programme's current critical path and dependency maps do not accurately reflect what is happening or needs to happen at project level. There is a likelihood that this risk will be compounded as the timeline to 16 June reduces, combined with increasing pressure on individual areas to deliver and demand for access to a limited number of subject matter experts. b. It's challenging for the Implementation Support Office to analyse and report to the Board on what the impact of project status means to the programme's integrated critical path – the ''sum of all parts'' view. This makes programme status reporting difficult. 27. The Assessment Team notes that an Internal Audit is underway, with a focus on Programme governance. 28. While there is clear evidence of commitment, accountability and collaboration at all levels, the programme appears to be operating more as a ''federation'' as opposed to an integrated suite of dependent activities, guided by top down planning and scheduling in order to meet corporate objectives and outcomes. It is very challenging therefore to gain and maintain a clear line of site across the programme. It appears that much of the planning has been driven bottom up and there are perhaps multiple sources of truth for key aspects such as the status of instructional material development. This may have served the programme well to date, but given the reducing timeline to 16 June, continuing in this way may mean decision making at Board level becomes fractured. The time may be right to make some slight but subtle adjustment to roles and responsibilities and give the Implementation Support Office mandate to drive integration activities top down. This does not mean consultation and collaboration ceases – it means greater delineation and clarity of who takes the lead on programme integration and coordination of programme remediation, as opposed to project delivery. 29. The Assessment Team notes that Quality Review 1 was undertaken in November / December 2016 and that Quality Review 2 is scheduled for March 2016. The Assessment Team could not find evidence that the recommendations from Quality Review 1 have been fully implemented.	Lack of an integrated programme schedule, clarity of critical path milestones and tight dependency management for the period 1 March 2016 to 16 June 2016 is likely to result in programme slippage and an inability to achieve Stage 1 objectives.	9. Undertake a programme impact assessment. Use the outputs from the instructional material stocktake, training review, OGC review and RFS consolidation to quantify: a. Key priorities / milestones to 16 June 2016 b. Key gaps c. Key risks (biosecurity, legal, delivery, reputational) and mitigation actions d. Contingencies e. Dependencies f. SME resourcing demand g. Re-baselined programme critical path. 10. Provide weekly programme status reporting in accordance with the programme's re-baselined critical path. 11. Complete implementation of the recommendations from Quality Review 1.	

Implementation Management				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
	30. Interviewees identified where they had undertaken contingency planning at project level. The Assessment Team notes that this should be reviewed, along with contingency planning at the programme level, as part of the re-baselining exercise.			

S. 42(1)

Regulations and Public Consultation	29. The Assessment Team notes that: a. Public consultation relevant to BIRA is complete. b. 15 regulations are currently open for consultation. c. 1 additional set of regulations (cost recovery) is scheduled to be released for public consultation in March 2016. 30. The Assessment Team notes that feedback to date has been minimal. However, it is unknown what feedback is imminent and therefore what impact this feedback may or may not have on the time / effort required to revise regulations and / or revise dependent policy positions and instructional material. The Assessment Team could not see any evidence of risk assessment and contingency planning in this space, based on a shared understanding of the risk associated with likelihood of undertaking remedial action.	Failure to identify appropriate contingencies may result in the department having insufficient time available to rectify issues if / when they arise prior to 16 June 2016.	14. Develop contingency plans relevant to an assessment of risk that public consultation may lead to the need for revisions to regulations and dependent products.	
Post Commencement Date	31. A number of stakeholders identified the need to ensure appropriate triage and verification processes / activities in place post 16 June 2016. The Assessment Team is of the view that these could be effective risk mitigation activities and recommends that relevant processes and products are developed, approved and implemented prior to commencement.	The lack of a triage process may mean risks go untreated and issues remain unresolved post go-live, thereby adversely impacting the department's ability to provide services.	15. Develop and implement an appropriate triage system to identify, capture and treat issues, by priority, as they arise post 16 June 2016. 16. Develop and implement appropriate verification activities to be undertaken by stakeholders across policy, service delivery and non-service delivery functions, post 16 June 2016. Verification activities are to focus on high risk, priority areas.	

ICT

Overall Rating

Sub Category Assessed	Key Findings	Business Risks	Recommendations	Rating
Business Systems	32. The Assessment Team notes that ISD has: a. Received (as of 24-February 2016) RFS for all applications, which include high-level business requirements. b. Assigned full time resources to support the business in processing RFS and have ensured progressing this issue is the division's number one priority. c. Yet to receive detailed business requirements for all applications in order to assess / schedule system changes. The challenge with developing the detailed business requirements is twofold: a. Business areas appear to be experiencing difficulty defining requirements to the detail required to support system changes, and b. Business areas need to confirm priorities i.e. clearly define that which is mission critical to support commencement.	Business requirements aren't met. Failure to identify appropriate contingencies may mean there is insufficient time available to rectify issues if / when they arise prior to 16 June 2016.	17. Confirm detailed business requirements and priorities for all endorsed RFS. In doing so, identify business system impact and schedule for system development as part of the programme's re-baselining activity (refer Recommendation 9). 18. Confirm contingencies (manual work arounds) should business systems development be delayed for whatever reason.	

Clients and Stakeholders

Overall Rating

Sub Category Assessed	Key Finding	Business Risks	Recommendations	Rating
Communication, Education, Awareness	33. A combined internal and external communication plan was developed to support the implementation of the biosecurity legislation. Specifically, this plan focussed on 'Phase 1' activities until end-January 2016, which from an external perspective, focussed on: a. External engagement with key clients and stakeholders. b. A formal public consultation process. 34. The Assessment Team notes that work to implement the second phase "Communication and Engagement Plan (February –June 2016)" has commenced. The objective of this phase (from an external perspective) is to: a. Raise awareness among clients, stakeholder and the general public that the new biosecurity legislation comes into effect 16 June 2016. b. Provides opportunities for clients and stakeholders (including trading partners, other Commonwealth agencies and State / Territory Governments) to become informed about changes to the legislative framework, understand their obligations and the implications of these changes on their business. c. Positively position the new legislation and operational changes in the minds of our clients and stakeholders. d. Provide opportunities for two-way communication and feedback with key stakeholders. 35. Engagement with clients and stakeholders has been occurring for some time and at multiple levels within the programme. An Industry Briefing was held 23 February 2016. Consultations have been scheduled around Australia for the period mid-March to mid-April 2016 period. 36. Feedback at the recent Industry Briefing (23 Feb 16) was for the department to provide an integrated 'client impact' perspective i.e. describe ''what it means for me and the role I perform'', as opposed to a project by project perspective. 37. The Assessment Team was unable to determine if clients and stakeholders have, or will have, the tools and knowledge to comply with legislative requirements. It was unclear what constitutes success for this category and how the department intends to confirm that this objective has been met prior to commencement.	A lack of targeted communication, integrated with the programme's critical path, may limit the department's ability to manage client and stakeholder expectations and understanding of what needs to be done in order to comply with the new legislation. Failure to manage expectations, particularly around what the changes in legislation mean for functions and roles, may result in confusion, unproductive and /or unlawful activity.	19. To ensure clients and stakeholders understand their obligations under the new legislation and what it means for them: a. Integrate production, clearance and delivery of tailored client and stakeholder education and communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Consolidate and address feedback from the upcoming Australia wide consultation meetings. c. Agree what success looks like in relation to client and stakeholder education and awareness for Stage 1 of the programme.	

Appendix B

The following extant documentation has been examined:

Doc Ref	Title
Biosecurity Legislation Implementation Framework	
1.	Biosecurity Legislation Implementation Framework
2.	Commencement Roadmap
Programme Assurance Framework Documents	
3.	Biosecurity Legislation Implementation Assurance Framework
4.	Programme Assurance Framework Project Level Checklist
Biosecurity Legislation Quality Review 1 Documents	
5.	Biosecurity Legislation Quality Review 1 – Terms of Reference
6.	Biosecurity Legislation Quality Review 1 – Final Report
7.	Biosecurity Legislation Quality Review 1 – Implementation of Recommendations
Biosecurity Legislation Quality Review 2 Documents	
8.	Biosecurity Legislation Quality Review 2 – Terms of Reference
Supporting Strategies	
9.	Supporting Strategies and Roadmap
10.	Benefits Realisation Strategy v1.0
11.	Compliance Posture v1.0
12.	Corporate Instructional Material Strategy v1.0
13.	Corporate Training Strategy v1.0
14.	External Communication Strategy v1.0
15.	Internal and External Engagement Strategy v1.0
16.	Internal Communication Strategy v1.0
17.	National Farmers Federation Engagement Strategy v1.0
18.	Office of the General Counsel Guide to Assessing Legal Risk v1.0
19.	Regulation Development and Finalisation Strategy v1.0
20.	Stakeholder Engagement and Communication Strategy v1.0
21.	Strategy for Public Consultation of Regulations v1.0
Supporting Plans	
22.	Communication and Engagement Forward Plan
23.	Corporate Instructional Material Plan
24.	Corporate Training needs analysis
25.	Corporate Training Plan
26.	Legislative Instruments requiring broad consultation process

DRAFT

Doc Ref	Title
27.	Legislative Instruments requiring targeted consolation process
28.	Regulations requiring broad consultation process
29.	Regulations requiring targeted consolation process
30.	Stakeholder and communication forward Phase 2 plan (DRAFT) and attachments
Risk Register	
31.	Biosecurity Bill Risk Assessment
Biosecurity Legislation Implementation Board	
32.	Summary of Decisions
Critical Path Documents	
33.	Project 5 (Assessment and Management Powers for Goods, Conveyances and Onshore Premises) overview documents
Other Documents Received	
34.	SDO Board Paper (Dec 15 meeting)
35.	SDO Board Paper (Jan 16 meeting)
36.	Programme Overview Reports (monthly reports for the period July 15 to Jan 16)
37.	ICT Change Update to the Board (Feb 16 meeting)
38.	Phase 2 Communications Plan Board paper (Feb 16 meeting)
39.	7.2 Attachment 2 – Commencement Roadmap
40.	SDO Implementation Plan
41.	SDO Integration Update (Feb 16 meeting)
42.	Biosecurity Legislation Implementation Office - Legislative Project Linkages | November 2015
43.	Legislative Project Linkages (Visio Diagram), highlighting key relationships between projects where consultation will need to continue for successful completion

DRAFT

Appendix C

The following personnel have been interviewed:

Name	Title / Function	Interview(s) Scheduled	Status
1. Rick Hawe	A/FAS Service Delivery and AS Inspection Services Group (North)	12 February 2016	Complete
2. Heidi Young	AS Operations Integration	15 February 2016	Complete
3. Jagtej Singh			
4. Lee Cale	AS Biosecurity Implementation Board member	16 February 2016	Complete
		1 March 2016	Complete
5. Graham Gathercole (and Ashraf Atteia)	Chief Information Officer Board member	19 February 2016	Complete
6. Kerrie-Anne Luscombe	Office of the General Counsel Board member	22 February 2016	Complete
7. Deb Langford	AS Biosecurity Policy & Response Responsible for subordinate legislation	22 February 2016	Complete
8. Peak Bodies	Attendance at consultation forum	23 February 2016	Complete
9. Raelene Vivian	FAS Compliance Division Board member	24 February 2016	Complete
10. s. 22(1)(a)(ii)	Programme Lead Biosecurity Legislation Implementation	23 February 2016	Complete
		25 February 2016	
11. Lyn O'Connell	Deputy Secretary Programme Sponsor / board chair	26 February 2016	Complete
12. Tim Chapman	FAS Biosecurity Animal Board member	26 February 2016	Complete
13. Marion Healy	FAS Biosecurity Plant Board member	26 February 2016	Complete
14. Travis Power	AS People Capability	29 February 2016	Complete
15. Matt Koval	FAS Biosecurity Policy & Implementation Board member	16 February 2016	Complete
		1 March 2016	Complete
16. Troy Czabania	AS Design & Change	8 March 2016	Complete
17. Nico Padovan (from end Feb)	FAS Service Delivery Board member	8 March 2016	Complete
18. Emily Canning	Chief Finance Officer Board member	10 March 2016	Complete
19. Matt Ryan	AS, Industry Support Branch FaBS Division	10 March 2016	Complete

DRAFT

Business Readiness Assessment – Recommendations Status Report

The Business Readiness Assessment (BRA) was a point-in-time assessment of the level of staff and client readiness for commencement of the *Biosecurity Act 2015* on 16 June 2016. Recommendations of the BRA were consistent with quality review 2, internal audit status report and programme reporting. A status report against the recommendations of the report are listed below.

Category	No.	Recommendation	Priority	Status
People	**1.**	Undertake an instructional material stocktake to confirm the following across all projects: a. Status in accordance with an agreed instructional material lifecycle (e.g. design, update/develop, review. sign-off, upload into the IML) b. Business priorities (i.e. material deemed mission critical for 16 June 2016[1]) c. Roles and responsibilities across all relevant stakeholders (policy, service delivery, PPD, Office of the General Counsel (OGC)) d. Extent to which specific instructional material is to conform to the department's Practice Statement Framework, pre and post 16 June 2016.	**A**	a. **Complete** - All IM critical for 16 June 2016 have been captured in IM matrices for new and existing material. Timeframes for delivery of prioritised critical IM has been agreed between the Practice and Procedural Design (PPD) team and business areas. Tranches of IM have been identified and milestones are included on the re-baselined critical path. b. **Complete** - As above. c. **Complete** - Roles and responsibilities are clearly outlined in the Instructional Material Strategy and Plan, and also the guidelines and work instruction for writing instructional material. d. **Complete** - It was confirmed that all IM critical for commencement was identified as high importance and therefore will conform to the department's Practice Statement Framework. All post 16 June 2016 IM will also conform and will be managed through stage 2 of implementation.
	2.	Assess the outputs of the instructional material stocktake, in conjunction with outputs of the change assessment workshops, to quantify gaps,	**A**	**Complete** - The critical path has been re-baselined to include all IM milestones through to 16 June 2016. To

[1] In addition, refer to the work being undertaken in the service delivery change assessment workshops.

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
		impacts, dependencies, risks and next steps, in conjunction with a re-baselining of the programme's critical path (refer Recommendation 9).		manage the critical dependency relating to staff readiness, all IM critical for 16 June 2016 will be published on 16 May 2016 to allow staff time to familiarise themselves with material prior to commencement. IM dependencies are also captured in the Dependency Matrix and Risk Matrix. Critical IM gaps have been confirmed and are being addressed and monitored by the Implementation Office and the AS working group.
	3.	Develop and implement an instructional material ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' material, with effect 16 June 2016.	**B**	**In progress** – As part of its 'go live' plan, PPD will upload a statement on the Instructional Material Library informing staff of the transition from 'old' to 'new' material. PPD are uploading finalised critical IM by 16 May 2016 to the IML to allow staff time to familiarise themselves with the content before "go-live". The statement will advise staff to only refer to IM relating to the *Quarantine Act 1908* until 16 June 2016. Communication products such as a 'Quick Link' article and role specific information pages will also be published on MyLink to support staff through the transition.
	4.	Review and confirm requirements for Category C training design, development and delivery.	**A**	**Complete** - The critical path has been re-baselined to include milestones for Category C training design, development and delivery. Learning & Development are designing, develop and delivering three formal Cat C training packages for Ballast Water, Infringement and

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
				Enforcement. Service Delivery Operations are designing, developing and delivering informal scenario based training for PEQ, NAQS, Tasmania DPI, External territories, Travellers & Inspectors, and Mail.
	5.	Review and confirm schedules for design, development and delivery of all training categories, as input to re-baselining of the programme's critical path (refer Recommendation 9).	**A**	**Complete** - All training milestones for design, development and delivery of all training categories have been captured in the re-baselined critical path.
	6.	Undertake Change Assessment Workshops for non-service delivery functions / roles.	**A**	**In progress** - A change assessment for permit staff is in progress and will be finalised by end of April 2016. A change assessment has been undertaken for Compliance Division staff and was provided to the Compliance Divisional Steering Committee. The change impacts for scientists, vets and policy staff will be addressed through the three levels of training, IM and communication material.
	7.	Consolidate outputs from all Change Assessment Workshops and confirm gaps, impacts and priority actions, as input to re-baselining of the programme's critical path (refer Recommendation 9).	**A**	**Complete** - Outcomes from the Service Delivery Operations Change Assessment Workshops have been provided to project and enabling areas. Critical gaps have been confirmed and are being addressed through development of products (included in the re-baselined critical path). The impacts on Compliance Division, scientists, vets, permit and policy staff have been addressed through the three levels of training, IM and communication material.

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
	8.	To maximise the benefits of planned communications: a. Integrate production, clearance and delivery of tailored staff communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Develop and implement an intranet / web site ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	**B**	a. **Complete** - Additional milestones have been included on the re-baselined critical path which includes production, clearance and delivery of tailored staff communication at two levels: ○ all staff ○ role specific communication for SDO staff b. **Complete**- A publication schedule for internal staff has been developed to include tools and support activities for staff. The plan outlines: ○ roles and responsibilities ○ what activities/products/tools will be produced and by when ○ how it will be communicated and through what channels (i.e. MyLink or SES emails)
Implementation Management	**9.**	Undertake a programme impact assessment. Use the outputs from the instructional material stocktake, training review, OGC review and RFS consolidation to quantify: a. Key priorities / milestones to 16 June 2016 b. Key gaps c. Key risks (biosecurity, legal, delivery, reputational) and mitigation actions d. Contingencies e. Dependencies f. SME resourcing conflict / demand	**A**	a. **Complete** - The critical path has been re-baselined through the collaborative efforts of the AS working group to include all critical milestones through to 16 June 2016. b. **Complete** - Key gaps in implementation have been identified through assurance activities (BRA, quality reviews and internal audit). The gaps have been addressed through re-baselining the critical path, AS working group, programme reporting and the board.

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
		g. Re-baselined programme critical path.		c. **Ongoing** - A recommendation of quality review 1 was to update the Legislation Implementation Matrix with all subclauses of the Biosecurity Act and ensure all subclauses have been assigned to a business owner. The matrix includes risk/likelihood ratings against each subclause and will prioritise issues as they arise. Risks are being mitigated by the actions of the AS working group and monitoring of critical milestones and dependencies. Risk will be escalated to the board where mitigation action does not reduce the risk rating to an acceptable level. d. **Ongoing** - Contingencies are being identified by the Implementation Office and the business areas, as well as through the AS working group as required (such as manual work arounds for system changes not implemented by 16 June 2016). e. **Ongoing** - A dependency matrix has been developed to map programme level dependencies in line with the re-baselined critical path. Project dependencies are being captured through fortnightly project status reports. The AS working group will also continue to closely monitor programme and project level dependencies for implementation. The Implementation Office will report key dependencies to the board through the programme overview report.

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
				f. **Ongoing** - SME resourcing is addressed through fortnightly reporting and the AS working group. Resourcing issues are escalated to the board where required. For example, PPD have identified additional resources from exports/regions who have experience with and could assist with development of IM if required. g. **Complete** - The critical path has been re-baselined through the AS working group through to 16 June 2016 and endorsed by the Biosecurity Legislation Implementation Board on 14 April 2016.
	10.	Provide weekly programme status reporting in accordance with the programme's re-baselined critical path.	**B**	**Complete -** The programme reporting has been restructured to ensure a programme view of the implementation. Project and programme reporting has been aligned to the re-baselined critical path. The frequency has changed to fortnightly reporting and aligned to the board meeting schedule. The revised programme overview report will be provided to the board at its meeting on 29 April 2016.
	11.	Complete implementation of the recommendations from Quality Review 1.	**B**	**Complete** - The implementation of recommendations from quality review 1 have been addressed and circulated to the board out-of-session on 8 April 2016.
	12.	s. 42(1)		

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
		S. 42(1)		
	13.			
	14.	Develop contingency plans relevant to an assessment of risk that public consultation may lead to the need for revisions to regulations and dependent products.	A	**Complete** - The milestone for the regulation package to be signed off by relevant SES has been met and delivered ahead of schedule. The regulation package was delivered to the Deputy Prime Minister on 15 April 2016.
	15.	Develop and implement an appropriate triage system to identify, capture and treat issues, by priority, as they arise post 16 June 2016.	B	**Complete** – It was agreed at the Biosecurity Legislation Implementation Board meeting on 14 April 2016 that the re-baselined critical path and stage 2-3 implementation framework are the appropriate

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
				products to identify, capture and treat issues, by priority, as they arise pre and post 16 June 2016.
	16	Develop and implement appropriate verification activities to be undertaken by stakeholders across policy, service delivery and non-service delivery functions, post 16 June 2016. Verification activities are to focus on high risk, priority areas.	**B**	**In progress** - A verification plan is in development to assure Service Delivery staff are working confidently, consistently and compliantly. This will focus on areas of high risk areas. Service stream verification plans will be updated to incorporate compliance to the Biosecurity Act when instructional material has been finalised. This plan will be finalised by 6 June 2016. Additional assurance and verification activities for policy and non-service delivery functions are being incorporated into stage 2 planning.
ICT	**17.**	Confirm detailed business requirements and priorities for all endorsed RFS. In doing so, identify business system impact and schedule for system development as part of the programme's re-baselining activity (refer Recommendation 9).	**A**	**Complete** - All business requirements for system changes have been provided to Information Services Division. Coding has commenced on all systems. User acceptance testing and production release milestones are outlined in the re-baselined critical path.
	18.	Confirm contingencies (manual work arounds) should business systems development be delayed for whatever reason.	**A**	**Ongoing** - ICT milestones are being closely monitored by the AS working group to assess whether manual work arounds are required. Existing Business Continuity Plans are in place in the event of system failure.

Business Readiness Assessment – Recommendations Status Report

Clients and Stakeholders	**19.**	To ensure clients and stakeholders understand their obligations under the new legislation and what it means for them: a. Integrate production, clearance and delivery of tailored client and stakeholder education and communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Consolidate and address feedback from the upcoming Australia wide consultation meetings. c. Agree what success looks like in relation to client and stakeholder education and awareness for Stage 1 of the programme.	**B**	a. **Complete** – A Biosecurity Legislation Forum was held in Canberra on 23 February 2016 that provided industry with an overview of the Biosecurity Act. The outcomes of the forum were used to inform the National biosecurity legislation information sessions. The information sessions were held from 15 March to 6 April 2016 and attended by approximately 700 clients/stakeholders. These sessions targeted industry, states and territories, and other clients impacted by the new legislation. The issues and questions raised in these sessions are informing future targeted engagement including webinars and post commencement activities. Targeted information packs relating to the draft delegated legislation was provided to attendees at the sessions. All activities in relation to stakeholder engagement and communications are captured in the re-baselined critical path. An industry eLearning tool is available on the department's website and has been accredited by the CBFCA for CPD points – over 1000 clients/stakeholders have accessed the eLearning tool as at 14 April 2016. Audience specific content is being developed and will be made available on the department's website by end April 2016. There is continued targeted engagement through the National Biosecurity Committee, AGSOC, sectorial committees and targeted meetings with other

Business Readiness Assessment – Recommendations Status Report

Category	No.	Recommendation	Priority	Status
				Government agencies such DIPB, Health and Defence. b. **Complete** - Questions and feedback resulting from the biosecurity legislation information sessions have been circulated to CCG, relevant business areas and AS working group following each session. A consolidated report has been developed to inform future targeted engagement. c. **In progress -** The critical success factors relating to client and stakeholder education and awareness are outlined in the Biosecurity Legislation Implementation Framework: ○ Updated or new administrative tools are available for use by staff and clients (e.g. ICT systems or manual processes in place, training, IM, communications) ○ Staff are equipped with the right tools and capabilities to operate within the new law (e.g. system updates, training, IM, communication material, support networks such as regional champions, guidelines, process maps based on role/function) ○ Clients are ready to comply with the new legislation (see 19a).

Apis
GOVERNMENT BUSINESS SPECIALISTS
TOGETHER, WE DELIVER

Department of Agriculture and Water Resources

Biosecurity Legislation Implementation Programme – Business Readiness Assessment

Final V1.1

Report Findings and Recommendations as at 11 March 2016

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Limitations

Inherent Limitations

The Services provided are advisory in nature and do not constitute an assurance engagement in accordance with Australian Standards on Review or Assurance Engagements or any form of audit under Australian Auditing Standards, and consequently no opinions or conclusions intended to convey assurance under these standards are expressed.

Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. The matters raised in this report are only those which came to our attention during the course of performing our procedures and are not necessarily a comprehensive statement of all the strengths and / or weaknesses that exist or improvements that might be made.

Our work is performed on a sample basis, and through consultation with departmental personnel. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud.

Recommendations and suggestions for improvement should be assessed by management for their full commercial impact before they are implemented.

We believe that the statements made in this report are accurate, but no warranty of completeness, accuracy, or reliability is given in relation to the statements and representations made by, and the information and documentation provided by departmental personnel, which are reliant upon. We have not attempted to verify these sources independently unless otherwise noted within the report.

Limitation of Use

This report is intended solely for the information and internal use of the department in accordance with our BRA Brief dated 5 February 2016, and is not intended to be and should not be used by any other person or entity. No other person or entity is entitled to rely, in any manner, or for any purpose, on this report. We do not accept or assume responsibility to anyone other than the department for our work, for this report, or for any reliance which may be placed on this report by any party other than the department.

Document Quality Control

Version History

Version	Description	Author	Date
0.1	Draft	s. 47F(1)	25 February 2016
0.2	Draft		26 February 2016
1.0	Final		11 March 2016
1.1	Revised Final to incorporate feedback from Lee Cale		24 March 2016

Readiness Status Guide

Ready for implementation. There is a **low risk** of delay to delivery or negative impact to business continuity or to adoption on implementation.	
Ready for implementation but with **some risk** of one or more aspects of readiness not yet addressed.	
There is **moderate risk** of one or more aspects of readiness not yet addressed.	
There is **moderate to high risk** of one or more aspects of readiness not yet addressed.	
Not ready for implementation. There is a **high risk** or certainty of multiple aspects of readiness not yet addressed.	

Overview of Readiness Assessment Findings (as at 11 March 2016)

Detailed readiness assessment findings, by category, by sub-category, are provided at Appendix A.

By way of overview, the Assessment Team notes the following positive activities:

- Extensive work has been undertaken to date at project and programme level
- Stakeholders appear committed to the task at hand and delivering a successful outcome at the date of commencement
- All stakeholders interviewed expressed that this was a number one priority and that extensive support was being provided to deliver the end result
- Evidence exists to support a high level of collaboration and co-design among internal and external stakeholders.

There are a number of challenges however, not the least of which is that this is a complex programme of work, involving multiple stakeholders with limited time remaining to commencement. In summary, there appears to be a number of ''unknowns'' at this point in time within key delivery areas such as (but not exhaustive) the status of instructional material development, upstream and downstream dependencies at the programme level, the status of Category C training requirements, outputs from change assessment workshops and outcomes of the public consultation processes.

These ''unknowns'' inherently carry risk, the likelihood and consequence of which are challenging to quantify at the programme level. It has been difficult to gauge a clear line of site between project risk / impact and impact on dependencies and critical path at the integrated programme level. While the former may be understood and manageable at project level, there does not appear to be shared understanding across all stakeholders of what it means at the programme level i.e. the ''sum of all parts view".

While the department has recognised this and there are a number of key activities in progress (e.g. the service delivery change impact assessment workshops, the work underway in ISD to define systems impacts, compliance division's work to stocktake relevant instructional material, s. 42(1)), the ''unknowns'' and therefore the impacts, risks and mitigation actions, must be quantified as soon as possible at the integrated programme level. This has led the Assessment Team to propose a series of short term (Category A) recommendations which focus on problem definition, impact analysis and re-baselining of the integrated programme schedule. The outputs from these short term recommendations must be shared and endorsed at Board level no later than 18 March 2016. Ongoing programme status reporting must be undertaken against the re-baselined critical path.

Overall Rating

Not ready for implementation. There is a **high risk** or certainty of multiple aspects of readiness not yet addressed.	

Detailed Rating by Category

Category	Sub Category Assessed (where applicable)	Sub Category Rating	Overall Category Rating
People	Instructional Material		
	Training		
	Change Assessment Workshops		
	Staff Communications and Engagement		
Implementation Management	Integration of the Schedule and Dependencies		
	Managing Legal Risk		
	Regulations and Public Consultation		
	Post Commencement Date		
ICT	Business Systems		
Clients and Stakeholders	Communications, Education, Awareness		

Readiness Assessment Recommendations (as at 11 March 2016)

The following is a summary of the BRA recommendations, by category, by priority:

Category	No.	Recommendation	Priority
People	1.	Undertake an instructional material stocktake to confirm the following across all projects: a. Status in accordance with an agreed instructional material lifecycle (e.g. design, update/develop, review. sign-off, upload into the IML) b. Business priorities (i.e. material deemed mission critical for 16 June 2016[1]) c. Roles and responsibilities across all relevant stakeholders (policy, service delivery, PPD, Office of the General Counsel (OGC)) d. Extent to which specific instructional material is to conform to the department's Practice Statement Framework, pre and post 16 June 2016.	A
	2.	Assess the outputs of the instructional material stocktake, in conjunction with outputs of the change assessment workshops, to quantify gaps, impacts, dependencies, risks and next steps, in conjunction with a re-baselining of the programme's critical path (refer Recommendation 9).	A
	3.	Develop and implement an instructional material ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' material, with effect 16 June 2016.	B
	4.	Review and confirm requirements for Category C training design, development and delivery.	A
	5.	Review and confirm schedules for design, development and delivery of all training categories, as input to re-baselining of the programme's critical path (refer Recommendation 9).	A
	6.	Undertake Change Assessment Workshops for non-service delivery functions / roles.	A
	7.	Consolidate outputs from all Change Assessment Workshops and confirm gaps, impacts and priority actions, as input to re-baselining of the programme's critical path (refer Recommendation 9).	A

[1] In addition, refer to the work being undertaken in the service delivery change assessment workshops.

Category	No.	Recommendation	Priority
	8.	To maximise the benefits of planned communications: a. Integrate production, clearance and delivery of tailored staff communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Develop and implement an intranet / web site ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	**B**
Implementation Management	**9.**	Undertake a programme impact assessment. Use the outputs from the instructional material stocktake, training review, OGC review and RFS consolidation to quantify: a. Key priorities / milestones to 16 June 2016 b. Key gaps c. Key risks (biosecurity, legal, delivery, reputational) and mitigation actions d. Contingencies e. Dependencies f. SME resourcing conflict / demand g. Re-baselined programme critical path.	**A**
	10.	Provide weekly programme status reporting in accordance with the programme's re-baselined critical path.	**B**
	11.	Complete implementation of the recommendations from Quality Review 1.	**B**
	12.	s. 42(1)	
	13.		
	14.	Develop contingency plans relevant to an assessment of risk that public consultation may lead to the need for revisions to regulations and dependent products.	**A**
	15.	Develop and implement an appropriate triage system to identify, capture and treat issues, by priority, as they arise post 16 June 2016.	**B**
	16	Develop and implement appropriate verification activities to be undertaken by stakeholders across policy, service delivery and non-service delivery functions, post 16 June 2016. Verification activities are to focus on high risk, priority areas.	**B**

Category	No.	Recommendation	Priority
ICT	17.	Confirm detailed business requirements and priorities for all endorsed RFS. In doing so, identify business system impact and schedule for system development as part of the programme's re-baselining activity (refer Recommendation 9).	A
	18.	Confirm contingencies (manual work arounds) should business systems development be delayed for whatever reason.	A
Clients and Stakeholders	19.	To ensure clients and stakeholders understand their obligations under the new legislation and what it means for them: a. Integrate production, clearance and delivery of tailored client and stakeholder education and communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Consolidate and address feedback from the upcoming Australia wide consultation meetings. c. Agree what success looks like in relation to client and stakeholder education and awareness for Stage 1 of the programme.	B

Legend:

Priority category and status:

- A: To occur pre-18 March 2016 Programme Board
- B: To continue post-18 March 2016 Programme Board.

Context

The biosecurity legislation received royal assent from the Governor-General on 16 June 2015, and will commence on 16 June 2016[2] (12 months after royal assent). This 12 month period was provided to ensure clients, staff and stakeholders understand their rights and responsibilities under the Biosecurity Act and there is a smooth transition to the new regulatory arrangements. Some parts of the legislation have transitional arrangements and further staggered commencement dates.

The biosecurity legislation provides flexibility to adopt the most appropriate systems to manage biosecurity risks and utilises a range of legislative instruments including regulations, declarations and determinations. A multi-stage programme of improvement to maximise the flexibility and tools of the new legislation is expected to be delivered over the next 4-5 years. The new subordinate legislation and administrative practices will enable staff to regulate, and help clients to understand their obligations under the new biosecurity legislation. The programme is to be implemented over three Stages:

- Stage 1 – Plan, design, build and prioritise implementation
- Stage 2 – Client focussed with a modern approach
- Stage 3 – Continuous improvement with full realisation of programme benefits.

The timing and focus of each stage is summarised in the table below.

Stage	Timing	Summary of Key Activities
Stage 1	To 16 June 2016	Plan, design, build and prioritise implementation: • Clear vision, posture and design • Understanding of design and implementation priorities • Proactive internal and external engagement • Priority implementation (commencement).
Stage 2	Nominally 17 June 2016 to 30 June 2018	Client focussed with a modern approach: • Ongoing implementation • Integrated and consistent application • Increased flexibility and responsiveness • Reducing cost and regulatory burden • Phased implementation of departmental postures.
Stage 3	Nominally 1 July 2018 to 30 June 2021	Continuous improvement with full realisation of programme benefits.

The BRA is focussed specifically on the department's ability to achieve Stage 1 by 16 June 2016.

[2] Until commencement of the Biosecurity Act, the Quarantine Act 1908 remains the primary piece of biosecurity legislation in Australia.

Readiness Assessment Objectives

Apis undertook a point-in-time evidence based (where practicable) BRA for Stage 1 of the Biosecurity Legislation Implementation Programme, to provide a level of 'assurance[3]' that:

1. Preparations for implementation are complete, or scheduled for completion, in accordance with relevant plan(s):
    a. The department continues to operate lawfully (i.e. is compliant with the legislation), and
    b. No interruption to the business/operations.
2. Responsible staff are equipped with the right tools and capabilities (i.e. training, workforce instructions, resources and infrastructure) to operate within the new law from 16 June 2016.
3. Key implementation risks are being managed to an acceptable level.
4. Clients and relevant stakeholders are ready, through the delivery of appropriate department education/awareness materials and/or targeted departmental support to comply with the new law.

Baseline

As previously noted in the Context section of this report, Stage 1 of the Biosecurity Legislation Implementation Programme requires the department, together with its clients and stakeholders, to 'go-live' on 16 June 2016.

Specifically, it requires the following Stage 1 objectives be met:

- Staff, clients and stakeholders have the tools and knowledge to comply with legislative requirements
- Opportunities presented from having clear, modern and flexible legislation are maximised
- Legislation is implemented in a timely and integrated way, in accordance with the department's project management framework
- The department's exposure to litigation and legal risks are limited.

The Assessment Team has used the commencement date of 16 June 2016, together with the achievement of aforementioned objectives, as the baseline for readiness assessment.

Extant Documents Examined

Extant documentation examined as part of the BRA is detailed at Appendix B.

Stakeholders Interviewed

Stakeholders interviewed as part of the BRA are listed at Appendix C.

[3] Our Work will comprise factual findings and observations only, and will not constitute an assurance engagement in accordance with Australian Standards for Assurance Engagements, nor will it represent or replace any form of audit or review under Australian Standards on Auditing, consequently no assurance conclusion or audit opinion will be provided.

Appendix A

People				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Instructional materials	1. There appears to have been extensive work done to date in determining what instructional material either needs to be developed or updated to meet the commencement date of 16 June 2016. Work is underway in the majority of areas to either develop or update existing instructional material. 2. PPD have produced an (approved) Instructional Material Strategy and maintain a share point tracking matrix. 3. Compliance Division have undertaken a status review and prioritisation of IM relevant to the projects for which they are accountable. 4. Service Delivery is assessing the impacts of change on operational staff, including gaps and priorities in instructional material and related work instructions (refer Findings 15 to 19 for more details). 5. s. 42(1) 6. The Assessment Team notes: a. There does not appear to be a ''single source of truth'' for the status of priority instructional material (i.e. the material required by 16 June 2016) across all projects, in accordance with an agreed development and approval life cycle. While this information exists to varying degrees at varying levels, it is neither integrated nor consistent which therefore makes it difficult to quantify numbers, priorities, gaps, impacts, upstream and downstream dependencies and risk across all projects. b. The PPD tracker does not appear to reflect the reality of what's happening at project level (January 2016 Resolutions). c. PPD is unable to provide an accurate picture of the requirements for IM development across all projects (January 2016 Resolutions). d. There does not appear to be shared understanding across multiple stakeholders of roles / responsibilities for providing input to and approval of instructional material. For example, the term ''Completed'' is currently used in some areas to denote the final instructional material milestone from a project perspective. The term ''Completed'' however tended to mean different things to different stakeholders, ranging from "policy AS sign off'', to ''upload in the IML'' to ''development complete''. This makes it difficult to quantify the status instructional material development and the impact of slippage on the overall programme of work. e. The development of policy positions and subsequent instructional material for certain projects have been very complex. The time required for this design and development extended beyond the original scheduled dates of October / November 2015 to what appears to be (in some cases) April 2016. While this may be warranted and reasonable, what isn't apparent is the quantifiable impact of this on the programme's dependencies and therefore critical path. f. It was evident from interviews that not all instructional material should be treated equally. Not all instructional material is required for 16 June 2016. Not all instructional material requires extensive development or update work. Not all instructional material needs to be reviewed by OGC. This appeared to be well understood at individual stakeholder level but there did not appear to be a shared, consistent and integrated understanding and agreement to this position across all stakeholders for each piece of priority instructional material. 7. The Assessment Team felt given the emphasis placed by the department on the accuracy and completeness of instructional material that there was merit in developing an instructional material ''go-live'' plan / communique to articulate the logistics underpinning transition of ''old'' to new'' as at 16 June 2016.	Delay in the development and approval of priority instructional material has a compounding effect on the time available to produce work instructions, quality training materials, supporting products and training delivery. A lack of appropriate instructional material could result in staff not performing their duties correctly which may increase the likelihood of a breach occurring and / or a risk materialising.	1. Undertake an instructional material stocktake to confirm the following across all projects: a. Status in accordance with an agreed instructional material lifecycle (e.g. design, update/develop, review. sign-off, upload into the IML). b. Business priorities (i.e. IM deemed mission critical for 16 June 2016[4]). c. Roles and responsibilities across all relevant stakeholders (policy, service delivery, PPD, OGC). d. Extent to which specific instructional material is to conform to the department's Practice Statement Framework, pre and post 16 June 2016. 2. Assess the outputs of the instructional material stocktake, in conjunction with outputs of the change assessment workshops, to quantify gaps, impacts, dependencies, risks and next steps, in conjunction with a re-baselining of the programme's critical path (refer Recommendation 9). 3. Develop and implement an instructional material ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	

[4] In addition, refer to the work being undertaken in the service delivery change assessment workshops.

People				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Training	8. Extensive work has been undertaken to date in the design, development and delivery of staff training. 9. A corporate training strategy has been developed and approved. 10. Category A training (eLearning combined with one hour face-to-face training) has been developed and is largely complete. 11. Category B training (three, one hour face-to-face training sessions with all biosecurity and biosecurity enforcement officers) has been developed and commenced. The Assessment Team notes that Category B training may need to be reviewed post completion of the service delivery change assessment workshops (refer Findings 15 to 19 and refer SDO Integration Update paper dated, agenda item 4.5, 16 February 2016). 12. Category C training (training for specific job levels) is yet to be developed. The Assessment Team was unable to quantify the extent of training required and therefore the resources and timing required to undertake this training. 13. There wasn't a shared understanding of the impact of Category C training across all stakeholders interviewed. It varied from ''very little'', to ''isolated to only a few'', to ''possibly extensive'' to ''unknown''. 14. The Assessment Team notes however that there are a number of activities either underway, or need to be underway as a matter of priority, which help calibrate this issue and confirm gaps / risks for Category C training. These activities should also be used to confirm the impact, schedules and required resources for delivery of all training categories: a. A stocktake and assessment of priority instructional material across all projects (refer Findings 1 to 6 and Recommendation 1). b. Shared understanding and agreement to what Category C training development could commence, concurrent with finalisation of instructional material i.e. concurrent training design / development activity rather than a ''finish to start'' relationship. c. Outputs from the service delivery change assessment workshops (refer Finding 18 and Recommendation 7). d. Outputs from the non-service delivery change assessment workshops (refer Finding 19 and Recommendation 7). e. Re-baselining of the programme's critical path.	Failure to define and develop job-specific Category C training may significantly reduce the ability of the relevant operational staff to carry out their duties under the new Biosecurity Act. A lack of timely, integrated training across all levels (Category A, B and C) may result in the application of inconsistent practices, which in turn may lead to non-compliant outcomes.	4. Review and confirm requirements for Category C training design, development and delivery. 5. Review and confirm schedules for design, development and delivery of all training categories, as input to re-baselining of the programme's critical path (refer Recommendation 9).	
Change Assessment Workshops	15. The Assessment Team notes that service delivery operations is undertaking a series of Change Assessment Workshops in February / early March 2016. There are two primary objectives for these workshops: a. Identify the areas of change and impact by function requiring the greatest level of support. b. Gather sufficient contextual information to ensure the development of any supporting products is fit-for-purpose. 16. Service delivery staff, policy owners and project subject matter experts are involved in the workshops. They appear to be well supported at all levels within the department. The workshops are to focus on that which impacts service delivery functions / staff only. 17. An update paper summarising the issues arising from the workshops as at mid-February 2016 was developed by service delivery (refer SDO Integration Update paper dated, agenda item 4.5, 16 February 2016). A summary of key impact areas identified to date which warrant more detailed investigation / clarity include: a. Forms re-design b. Category C training c. Tailored staff (role specific) and client communications. 18. The service delivery change assessment workshops are scheduled for completion 2 March 2016. A consolidated summary of workshop findings, impacts and risks need to be developed, shared among all stakeholders and integrated into relevant delivery schedules. 19. The Assessment Team could not find evidence of similar workshops being undertaken for non-service delivery functions / roles / staff.	Failure to action and integrate agreed remediation resulting from the change assessment workshops may mean critical products and activities are overlooked, resulting in non-compliance with the new legislation.	6. Undertake Change Assessment Workshops for non-service delivery functions / roles. 7. Consolidate outputs from all Change Assessment Workshops and confirm gaps, impacts and priority actions, as input to re-baselining of the programme's critical path (refer Recommendation 9).	

People				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Staff Communications and Engagement	20. A combined internal and external communications plan was developed to support the implementation of the biosecurity legislation. Specifically, this plan focussed on 'Phase 1' activities until end-January 2016, which for the department included: a. General awareness to all staff around the introduction of the new Biosecurity Act 2015. b. Associated staff awareness / training (notably the three categories of training). 21. The Assessment Team notes that an audit of the department's web site has been completed. This audit has identified priority data / material to be either amended or developed pitot to commencement. The logistics of transitioning ''old'' to ''new'' is not an insignificant undertaking. A plan for publishing and releasing updated materials is yet to be developed. 22. The Assessment Team notes that work to implement the second phase "Communication and Engagement Plan (February –June 2016)" has commenced. The objective of this phase (from an internal perspective) is to develop and roll-out tailored communications products for staff impacted by changes to the legislation i.e. ''what does it mean for me'' style communications (Category B face-to-face training scheduled in March 2016 and Category C technical training scheduled for May 2016).	A lack of targeted communication, integrated with the programme's critical path, may limit the department's ability to manage staff expectations and understanding of what needs to be done in order to comply with the new legislation. Failure to manage expectations, particularly around what the changes in legislation mean for functions and roles, may result in confusion, unproductive and /or unlawful activity.	8. To maximise the benefits of planned communications: a. Integrate production, clearance and delivery of tailored staff communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Develop and implement an intranet / web site ''go-live'' plan / communique; a product which describes who, what, when and how for the transition from ''old'' to ''new'' with effect 16 June 2016.	

Implementation Management

Overall Rating

Sub Category Assessed	Key Findings	Business Risks	Recommendations	Rating
Integration of schedule and dependencies	23. The legislation implementation is a complex programme of work, undertaken across multiple business units. There is evidence of extensive work to date in all areas of programme governance and delivery. All stakeholders interviewed acknowledged the importance of the work and that it was a top priority within their respective areas of accountability. There was evidence of additional resources being assigned to support activities and commitment to delivering outcomes was very evident. 24. There does not appear to be evidence of impact analysis being undertaken at project and / or programme level. A number of the papers submitted to the Programme Board, while they appear to identify the problem / challenge and ask the Board to ''note'' accordingly, do not appear to contain evidence of the ''so what'' – what is the impact of slippage, for example, on dependent activities at both project and programme levels, and what are recommended action(s) to mitigate. The degree or magnitude of impact, and therefore risk, becomes subjective because it's not being presented against an understood and agreed baseline. This may make it challenging for Board members to make quantifiable decisions which benefit the programme as a whole. 25. The Assessment Team found evidence of a programme critical path and mapping of high level dependencies across projects. However, it became apparent through interviews and documentation review that it has been challenging for the Implementation Support Office to either keep these products current or develop them to the level of granularity required, for the following reasons: a. Lack of unfettered access to project detail and status information, critical to identification and management of upstream and downstream dependencies at the programme level b. The Programme Board's decision in September 2015 that policy positions from that point forward were to be submitted to that forum for ''noting'' and no longer endorsement. This can make management of upstream and downstream dependencies challenging at the programme level, particularly given the importance of policy positions to overall traceability and alignment to legislation, regulations and instructional material. c. The Programme Board's decision in October 2015 to no longer report on all ''at risk'' deliverables/milestones, regardless of the overall status of the project. This can make management of upstream and downstream dependencies challenging at programme level. 26. As a result: a. There is a risk that the programme's current critical path and dependency maps do not accurately reflect what is happening or needs to happen at project level. There is a likelihood that this risk will be compounded as the timeline to 16 June reduces, combined with increasing pressure on individual areas to deliver and demand for access to a limited number of subject matter experts. b. It's challenging for the Implementation Support Office to analyse and report to the Board on what the impact of project status means to the programme's integrated critical path – the ''sum of all parts'' view. This makes programme status reporting difficult. 27. The Assessment Team notes that an Internal Audit is underway, with a focus on Programme governance. 28. While there is clear evidence of commitment, accountability and collaboration at all levels, the programme appears to be operating more as a ''federation'' as opposed to an integrated suite of dependent activities, guided by top down planning and scheduling in order to meet corporate objectives and outcomes. It is very challenging therefore to gain and maintain a clear line of site across the programme. It appears that much of the planning has been driven bottom up and there are perhaps multiple sources of truth for key aspects such as the status of instructional material development. This may have served the programme well to date, but given the reducing timeline to 16 June, continuing in this way may mean decision making at Board level becomes fractured. The time may be right to make some slight but subtle adjustment to roles and responsibilities and give the Implementation Support Office mandate to drive integration activities top down. This does not mean consultation and collaboration ceases – it means greater delineation and clarity of who takes the lead on programme integration and coordination of programme remediation, as opposed to project delivery. 29. The Assessment Team notes that Quality Review 1 was undertaken in November / December 2016 and that Quality Review 2 is scheduled for March 2016. The Assessment Team could not find evidence that the recommendations from Quality Review 1 have been fully implemented.	Lack of an integrated programme schedule, clarity of critical path milestones and tight dependency management for the period 1 March 2016 to 16 June 2016 is likely to result in programme slippage and an inability to achieve Stage 1 objectives.	9. Undertake a programme impact assessment. Use the outputs from the instructional material stocktake, training review, OGC review and RFS consolidation to quantify: a. Key priorities / milestones to 16 June 2016 b. Key gaps c. Key risks (biosecurity, legal, delivery, reputational) and mitigation actions d. Contingencies e. Dependencies f. SME resourcing demand g. Re-baselined programme critical path. 10. Provide weekly programme status reporting in accordance with the programme's re-baselined critical path. 11. Complete implementation of the recommendations from Quality Review 1.	

Implementation Management				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
	30. Interviewees identified where they had undertaken contingency planning at project level. The Assessment Team notes that this should be reviewed, along with contingency planning at the programme level, as part of the re-baselining exercise.			

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Regulations and Public Consultation	29. The Assessment Team notes that: a. Public consultation relevant to BIRA is complete. b. 15 regulations are currently open for consultation. c. 1 additional set of regulations (cost recovery) is scheduled to be released for public consultation in March 2016. 30. The Assessment Team notes that feedback to date has been minimal. However, it is unknown what feedback is imminent and therefore what impact this feedback may or may not have on the time / effort required to revise regulations and / or revise dependent policy positions and instructional material. The Assessment Team could not see any evidence of risk assessment and contingency planning in this space, based on a shared understanding of the risk associated with likelihood of undertaking remedial action.	Failure to identify appropriate contingencies may result in the department having insufficient time available to rectify issues if / when they arise prior to 16 June 2016.	14. Develop contingency plans relevant to an assessment of risk that public consultation may lead to the need for revisions to regulations and dependent products.	
Post Commencement Date	31. A number of stakeholders identified the need to ensure appropriate triage and verification processes / activities in place post 16 June 2016. The Assessment Team is of the view that these could be effective risk mitigation activities and recommends that relevant processes and products are developed, approved and implemented prior to commencement.	The lack of a triage process may mean risks go untreated and issues remain unresolved post go-live, thereby adversely impacting the department's ability to provide services.	15. Develop and implement an appropriate triage system to identify, capture and treat issues, by priority, as they arise post 16 June 2016. 16. Develop and implement appropriate verification activities to be undertaken by stakeholders across policy, service delivery and non-service delivery functions, post 16 June 2016. Verification activities are to focus on high risk, priority areas.	

ICT				Overall Rating
Sub Category Assessed	**Key Findings**	**Business Risks**	**Recommendations**	**Rating**
Business Systems	32. The Assessment Team notes that ISD has: a. Received (as of 24-February 2016) RFS for all applications, which include high-level business requirements. b. Assigned full time resources to support the business in processing RFS and have ensured progressing this issue is the division's number one priority. c. Yet to receive detailed business requirements for all applications in order to assess / schedule system changes. The challenge with developing the detailed business requirements is twofold: a. Business areas appear to be experiencing difficulty defining requirements to the detail required to support system changes, and b. Business areas need to confirm priorities i.e. clearly define that which is mission critical to support commencement.	Business requirements aren't met. Failure to identify appropriate contingencies may mean there is insufficient time available to rectify issues if / when they arise prior to 16 June 2016.	17. Confirm detailed business requirements and priorities for all endorsed RFS. In doing so, identify business system impact and schedule for system development as part of the programme's re-baselining activity (refer Recommendation 9). 18. Confirm contingencies (manual work arounds) should business systems development be delayed for whatever reason.	

Clients and Stakeholders				Overall Rating
Sub Category Assessed	**Key Finding**	**Business Risks**	**Recommendations**	**Rating**
Communication, Education, Awareness	33. A combined internal and external communication plan was developed to support the implementation of the biosecurity legislation. Specifically, this plan focussed on 'Phase 1' activities until end-January 2016, which from an external perspective, focussed on: a. External engagement with key clients and stakeholders. b. A formal public consultation process. 34. The Assessment Team notes that work to implement the second phase "Communication and Engagement Plan (February –June 2016)" has commenced. The objective of this phase (from an external perspective) is to: a. Raise awareness among clients, stakeholder and the general public that the new biosecurity legislation comes into effect 16 June 2016. b. Provides opportunities for clients and stakeholders (including trading partners, other Commonwealth agencies and State / Territory Governments) to become informed about changes to the legislative framework, understand their obligations and the implications of these changes on their business. c. Positively position the new legislation and operational changes in the minds of our clients and stakeholders. d. Provide opportunities for two-way communication and feedback with key stakeholders. 35. Engagement with clients and stakeholders has been occurring for some time and at multiple levels within the programme. An Industry Briefing was held 23 February 2016. Consultations have been scheduled around Australia for the period mid-March to mid-April 2016 period. 36. Feedback at the recent Industry Briefing (23 Feb 16) was for the department to provide an integrated 'client impact' perspective i.e. describe ''what it means for me and the role I perform'', as opposed to a project by project perspective. 37. The Assessment Team was unable to determine if clients and stakeholders have, or will have, the tools and knowledge to comply with legislative requirements. It was unclear what constitutes success for this category and how the department intends to confirm that this objective has been met prior to commencement.	A lack of targeted communication, integrated with the programme's critical path, may limit the department's ability to manage client and stakeholder expectations and understanding of what needs to be done in order to comply with the new legislation. Failure to manage expectations, particularly around what the changes in legislation mean for functions and roles, may result in confusion, unproductive and /or unlawful activity.	19. To ensure clients and stakeholders understand their obligations under the new legislation and what it means for them: a. Integrate production, clearance and delivery of tailored client and stakeholder education and communications material in line with the programme's re-baselined critical path (refer Recommendation 9). b. Consolidate and address feedback from the upcoming Australia wide consultation meetings. c. Agree what success looks like in relation to client and stakeholder education and awareness for Stage 1 of the programme.	

Appendix B

The following extant documentation has been examined:

Doc Ref	Title
Biosecurity Legislation Implementation Framework	
1.	Biosecurity Legislation Implementation Framework
2.	Commencement Roadmap
Programme Assurance Framework Documents	
3.	Biosecurity Legislation Implementation Assurance Framework
4.	Programme Assurance Framework Project Level Checklist
Biosecurity Legislation Quality Review 1 Documents	
5.	Biosecurity Legislation Quality Review 1 – Terms of Reference
6.	Biosecurity Legislation Quality Review 1 – Final Report
7.	Biosecurity Legislation Quality Review 1 – Implementation of Recommendations
Biosecurity Legislation Quality Review 2 Documents	
8.	Biosecurity Legislation Quality Review 2 – Terms of Reference
Supporting Strategies	
9.	Supporting Strategies and Roadmap
10.	Benefits Realisation Strategy v1.0
11.	Compliance Posture v1.0
12.	Corporate Instructional Material Strategy v1.0
13.	Corporate Training Strategy v1.0
14.	External Communication Strategy v1.0
15.	Internal and External Engagement Strategy v1.0
16.	Internal Communication Strategy v1.0
17.	National Farmers Federation Engagement Strategy v1.0
18.	Office of the General Counsel Guide to Assessing Legal Risk v1.0
19.	Regulation Development and Finalisation Strategy v1.0
20.	Stakeholder Engagement and Communication Strategy v1.0
21.	Strategy for Public Consultation of Regulations v1.0
Supporting Plans	
22.	Communication and Engagement Forward Plan
23.	Corporate Instructional Material Plan
24.	Corporate Training needs analysis
25.	Corporate Training Plan
26.	Legislative Instruments requiring broad consultation process

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Doc Ref	Title
27.	Legislative Instruments requiring targeted consolation process
28.	Regulations requiring broad consultation process
29.	Regulations requiring targeted consolation process
30.	Stakeholder and communication forward Phase 2 plan (DRAFT) and attachments
Risk Register	
31.	Biosecurity Bill Risk Assessment
Biosecurity Legislation Implementation Board	
32.	Summary of Decisions
Critical Path Documents	
33.	Project 5 (Assessment and Management Powers for Goods, Conveyances and Onshore Premises) overview documents
Other Documents Received	
34.	SDO Board Paper (Dec 15 meeting)
35.	SDO Board Paper (Jan 16 meeting)
36.	Programme Overview Reports (monthly reports for the period July 15 to Jan 16)
37.	ICT Change Update to the Board (Feb 16 meeting)
38.	Phase 2 Communications Plan Board paper (Feb 16 meeting)
39.	7.2 Attachment 2 – Commencement Roadmap
40.	SDO Implementation Plan
41.	SDO Integration Update (Feb 16 meeting)
42.	Biosecurity Legislation Implementation Office - Legislative Project Linkages | November 2015
43.	Legislative Project Linkages (Visio Diagram), highlighting key relationships between projects where consultation will need to continue for successful completion

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Appendix C

The following personnel have been interviewed:

Name	Title / Function	Interview(s) Scheduled	Status
1. Rick Hawe	A/FAS Service Delivery and AS Inspection Services Group (North)	12 February 2016	Complete
2. Heidi Young	AS Operations Integration	15 February 2016	Complete
3. Jagtej Singh			
4. Lee Cale	AS Biosecurity Implementation Board member	16 February 2016	Complete
		1 March 2016	Complete
5. Graham Gathercole (and Ashraf Atteia)	Chief Information Officer Board member	19 February 2016	Complete
6. Kerrie-Anne Luscombe	Office of the General Counsel Board member	22 February 2016	Complete
7. Deb Langford	AS Biosecurity Policy & Response Responsible for subordinate legislation	22 February 2016	Complete
8. Peak Bodies	Attendance at consultation forum	23 February 2016	Complete
9. Raelene Vivian	FAS Compliance Division Board member	24 February 2016	Complete
10. s. 22(1)(a)(ii)	Programme Lead Biosecurity Legislation Implementation	23 February 2016	Complete
		25 February 2016	
11. Lyn O'Connell	Deputy Secretary Programme Sponsor / board chair	26 February 2016	Complete
12. Tim Chapman	FAS Biosecurity Animal Board member	26 February 2016	Complete
13. Marion Healy	FAS Biosecurity Plant Board member	26 February 2016	Complete
14. Travis Power	AS People Capability	29 February 2016	Complete
15. Matt Koval	FAS Biosecurity Policy & Implementation Board member	16 February 2016	Complete
		1 March 2016	Complete
16. Troy Czabania	AS Design & Change	8 March 2016	Complete
17. Nico Padovan (from end Feb)	FAS Service Delivery Board member	8 March 2016	Complete
18. Emily Canning	Chief Finance Officer Board member	10 March 2016	Complete
19. Matt Ryan	AS, Industry Support Branch FaBS Division	10 March 2016	Complete

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