

EIIR Project Plan

EIIR Project Plan Equine Influenza Inquiry Response Project

Project Management Document

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Authorisation

Approvals

Names	Signatures & Date	Title
Cliff Samson		a/ED AQIS

Distribution List

Organisation	Name
DAFF	Conall O'Connell
AQIS	Cliff Samson
UNSW	Professor Peter Shergold
AQIS	Ann McDonald
AQIS	Tim Chapman
AQIS	Jenet Connell
AQIS	Chris Parker
AQIS	Lee Cale
AQIS	Margaret Allan
AQIS	Scott Channing
BA	John Cahill
BA	Mike Nunn
BA	Robyn Martin
BA	Jill Millan
AQIS NSW	Phil Widders
AQIS NSW	Greg Hankins
AQIS VIC	David Stobo
AQIS VIC	Wayne Gundry
PIAPH	Tom Aldred
PIAPH	Andy Carroll
PIAPH	Lois Ransom
CPD	David Williamson
CPD	Gerry Smith
Goodman Solutions	Ken Welham

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Project Definition

1 PURPOSE

The Project Plan provides information about how and when the project's objectives are to be achieved, by showing the major deliverables (achievements) required of the project. It also contains the project's quality, risk and communications plans to form a single comprehensive plan for the entire project.

2 PROJECT DEFINITION

2.1 Project Background

The Callinan Inquiry into the outbreak of equine influenza in Australia

On 2 September 2007, the then Prime Minister and the then Minister for Agriculture, Fisheries and Forestry announced that there would be a full, independent inquiry into the outbreak of equine influenza in Australia in August of 2007.

The Quarantine Amendment (Commission of Inquiry) Act 2007, which received Royal Assent on 24 September 2007, amended the *Quarantine Act 1908* to provide for the appointment of a person to conduct an inquiry into the outbreak of equine influenza. On 25 September 2007, the Hon Mr Ian Callinan AC was appointed Commissioner. Mr Callinan's terms of reference were to inquire into and report with respect to:

- (a) the circumstances that have contributed to the outbreak of equine influenza in Australia; and
- (b) the need for any strengthened biosecurity procedures for quarantine management of imported horses.

The terms of reference also allowed Mr Callinan, as he deemed necessary, to inquire into such other matters incidental to those stated above as might assist the Minister in considering his report.

Mr Callinan's report was provided to the Hon. Tony Burke MP, Minister for Agriculture, Fisheries and Forestry, in late April 2008.

The Government's response to the Callinan Inquiry

The Government's response to the recommendations of the Equine Influenza Inquiry Report has seen all 38 recommendations accepted. There are actions that will be taken as early as possible and matters that, in accordance with the Commissioner's recommendations, will be the subject of further expert review and assessment (as part of this project). The Government's response to the Equine Influenza Inquiry Report is at **Attachment A**.

2.2 Approach to Implementing the Government's Response

To implement the Government's response to the Equine Influenza Inquiry Report the Department has adopted a project management approach. As a result, the Government's response has been translated into a number of project deliverables. These deliverables are what will be achieved by this project to give effect to the Government's response to the Equine Influenza Inquiry Report recommendations and include: the creation or upgrade of physical facilities; documentation of new and/or changed procedures; re- defined roles and responsibilities; people appointed into new or changed positions; and communication activities.

Project Definition

A direct correlation between the project deliverables and the Government's response to specific recommendations is provided in the Recommendations and Deliverables Cross Reference Table at **Attachment B**. The reason for adopting this approach, which focuses on project deliverables rather than the recommendations, is that it better allows the Department to track and assess progress with implementation, especially in instances where the one body of work (deliverable) addresses multiple recommendations.

A Gantt Chart is provided to show timeframes for the deliverables at **Attachment C**.

2.3 Project Mandate & Business Case

This project has been mandated by the Minister for Agriculture, Fisheries and Forestry to implement the Government's response to the Equine Influenza Inquiry Report.

2.4 Current Status

In response to the Equine Influenza outbreak in August 2007, interim updates to various horse importation procedures and facilities were implemented in December 2007. In the period since December 2007, further assessment of and updates to those procedures have progressed. All procedures and facilities will now be brought into this project to ensure that they align with the Government's response to the Equine Influenza Inquiry Report.

2.5 Project Objectives

The project objective is to develop the required deliverables and implement them to give full effect to the Government's response to all 38 recommendations of the Equine Influenza Inquiry Report.

2.6 Project Scope and Deliverables

2.6.1 Included in the project

The authoritative scoping document for this project is the Government's response ("Equine Influenza Inquiry Government Response") to the Equine Influenza Inquiry Report ("Equine Influenza – The August 2007 outbreak in Australia").

Outline Deliverables:

The deliverables for this project are outlined below.

- **Framework:**

1FR-1	Updated Quarantine Act 1908 and subordinate legislation
1FR-2	Updated Horse Importation budget (includes BA and AQIS budgets)
1FR-3	Updated Import Conditions
1FR-4	Updated AQIS Instructional Materials
1FR-5	Other Airport & Port Arrangements

Note: The numbers and letters that appear before each deliverable in this list is the Deliverable ID. This code is used to assist management of the project and is referred to in project documentation such as the deliverable descriptions and Gantt Chart.

Project Definition

People:

2P-1	Appointed Interim Inspector-General Horse Importation (I-G HI)
2P-2	Appointed I-G HI
2P-3	Appointed Officer Responsible for Horse Importation (ORHI)
2P-4	Expert Group established
2P-5	Appointed Import Risk Analysis (IRA) team leader
2P-6	Consultative arrangements established
2P-7	Appointed and trained AQIS personnel
2P-8	Trained/informed non-DAFF personnel (including horse industry personnel)

• Review Reports:

3RR-1	Pre Export Quarantine (PEQ) Review Report
3RR-2	Interim Quarantine Measures Review Report
3RR-3	Post Arrival Quarantine (PAQ) Review Report
3RR-4	Import Risk Analysis (IRA) report
3RR-5	Interim I-G HI Report to the Minister
3RR-6	Professor Shergold review reports
3RR-7	Horse Import Fee Review
3RR-8	ORHI report to ED AQIS

• Facilities:

4FA-1	Interim & Final Airport Facility Upgrade – Kingsford Smith
4FA-2	Interim & Final Airport Facility Upgrade – Tullamarine
4FA-3	Initial & Final Quarantine Station Facility Upgrade – Spotswood
4FA-4	Initial & Final Quarantine Station Facility Upgrade – Eastern Creek
4FA-5	Renewed leases for QS facilities
4FA-6	Approved PEQ facilities

To produce the above deliverables the project must address both DAFF and non-DAFF personnel, facilities and processes related to horse importation. The personnel, facilities and processes are situated both in Australia and overseas.

2.6.2 Excluded from the project

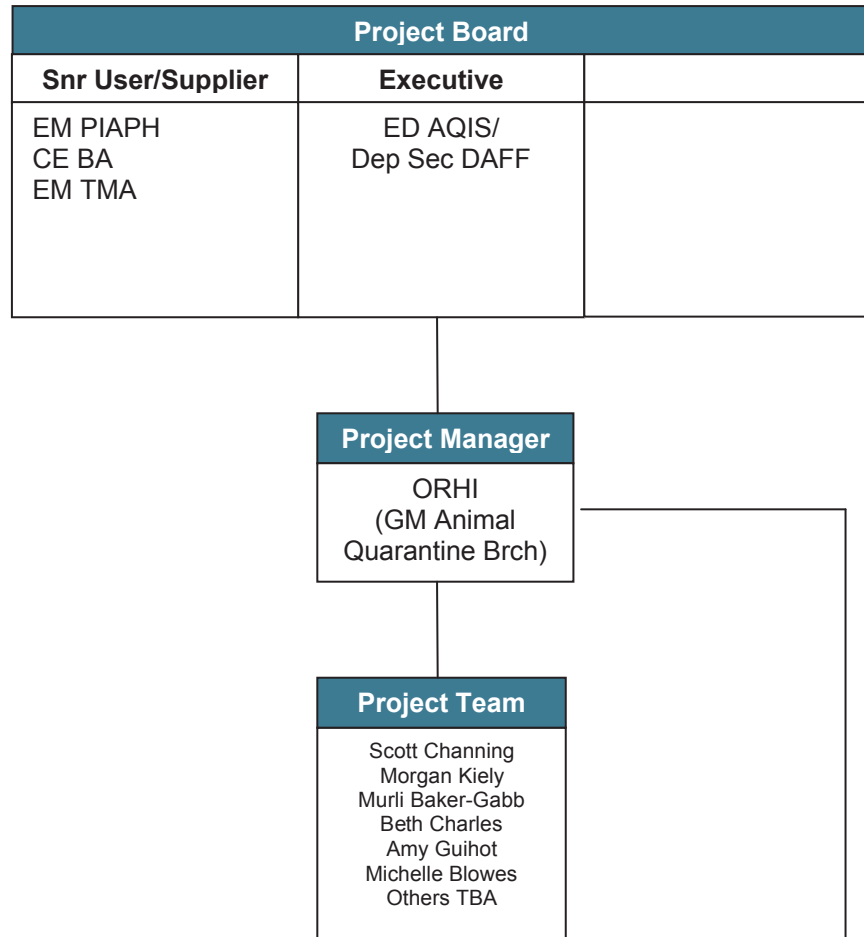
- BA and AQIS functions, personnel and budget unless specifically included in the Government's response to the Equine Influenza Inquiry Report.
- Involvement in compensation claims and associated legal issues related to the 2007 EI outbreak.

Governance

3 GOVERNANCE

This governance structure has been agreed with ED AQIS and will be formally appointed in accordance with the PRINCE2 Project Management Method.

3.1 Project Organisation Diagram



3.2 Governance by Deliverable

Deliverables allocated to:	Deliverables:	
ORHI	1FR-1 to 5 3RR-7 & 8	2P-4, 6, 7, 8 4FA-1 to 6
GM EI Response Taskforce	2P-1 & 2	
Secretary DAFF	2P-3 & 5	
Interim I-G HI	3RR-5	
CE BA	3RR-1, 2 & 3	
IRA Team Lead	3RR-4	

Planning Considerations

4 PLANNING CONSIDERATIONS

4.1 Project Prerequisites

None identified.

4.2 Planning Constraints

- Development of the deliverables must be consistent with broader quarantine procedures and systems (the 'Quarantine Operational Framework').
- AQIS does not own, lease or control the airports. This will require negotiation with privately owned commercial operations.
- AQIS has limited control of pre export quarantine facilities, procedures and staffing which may constrain the implementation of Australian requirements and indeed the preceding review activities to define the Australian requirements.

4.3 External Dependencies

This project is dependent on the following activities or they are dependent on this project:

Dependent Projects/Initiatives	Nature of Dependency
Quarantine & Biosecurity Review (the Beale Review)	Project Team to share EIIRP plan with Beale Review secretariat
ICON system upgrade, broader IT system redesign and AQIS IT Policy	Project Team to engage
Broader Australian Government reviews and their outcomes such as the Homeland and Border Security Review which is to report to Government by 30 June 2008	Project Team to monitor
On-going AQIS policy reviews & updates	Project Team to monitor

4.4 Assumptions

The following assumptions have been made in planning this project:

1. That sufficient DAFF internal and external resources will be available to complete this project within 2 years.
2. That airport owners will cooperate with the requirements to upgrade AQIS facilities at the airports.
3. That review teams will gain timely access to overseas pre export quarantine facilities to enable the review and approval of those facilities.

Budget, Reporting & Control

5 BUDGET, REPORTING AND CONTROL

5.1 Project Budget

Effort of DAFF personnel will be allocated and consumed as required. Costs of implementation will be identified and reported as part of the deliverables of this project. Not all deliverables have been costed individually and included in the table below. A new team is being established under the Officer Responsible for Horse Importation to implement this project and manage horse importation. This team will assist the ORHI to implement a number of deliverables such as updated import conditions, instructional material and legislation.

Deliverables	Estimated Cost
Appointed Interim Inspector-General Horse Importation, Appointed I-G HI, Interim I-G HI Report to the Minister	\$680,000
Appointed Officer Responsible for Horse Importation, ORHI report to ED AQIS, Approved PEQ facilities	\$330,000
Expert Group	\$150,000
Pre Export Quarantine (PEQ) Review Report	\$455,000
Interim Quarantine Measures Review Report	\$212,500
Import Risk Analysis (IRA) report	\$1,125,000
Post Arrival Quarantine (PAQ) Review Report	\$280,000
Interim & Final Airport Facility Upgrade – Kingsford Smith and Tullamarine	\$110,000*
Initial & Final Quarantine Station Facility Upgrade – Spotswood and Eastern Creek	\$950,000*
Equine Influenza Implementation Team	\$900,000
Consultancies (assistance with Project Implementation)	\$40,000
Total	\$5,232,500

* Note: the estimated costs for the airports and quarantine stations only relate to interim and initial facilities upgrades. The costs associated with the final upgrade of facilities at the airports and quarantine stations will need to be assessed once the relevant review reports have been completed by Biosecurity Australia, the Expert Group and the Interim Inspector General of Horse Importation.

5.2 Project tolerances

The project must deliver entirely within 2 years. Specific timeframes for individual deliverables are identified in the attachments.

5.3 Project reporting

Regular reporting is critical for this project.

The Project Manager will report fortnightly (**Highlight Report**) to the Project Board, Secretary DAFF, the Minister and I-G HI.

In the event that certain deliverables are forecast as not progressing according to this plan and the Project Manager has insufficient authority or resources to correct the

Budget, Reporting & Control

situation, then the Project Manager will report (**Exception Report**) to the Project Board for resolution in the first instance.

An End Project Report is to be produced by the Project Manager for circulation to Project Board members, I-G HI and Professor Shergold at the end of the project. This will include follow-on action recommendations and lessons learned. The Project Board would then determine project closure.

Risks

6 RISKS

The project has adopted the Department’s approach to risk management practice as outlined in the Department of Agriculture, Fisheries and Forestry Risk Management Implementation Guideline. Risk analysis aims to establish an understanding of the level of exposure to each risk and its nature. It provides a basis for decisions on setting treatment options and priorities. This step involves assessing the relationship between the likelihood and the impact if the risk occurs. Determining the level of exposure to risk includes considering any existing controls for the risk and their effectiveness.

The risk table on the following pages identify the high level project risks and the proposed treatments to reduce those risks (a number of proposed treatments are also project deliverables). Only those risks that have a risk rating of medium or above are included in the table. Risks to each deliverable have also been assessed and are identified in the individual deliverable descriptions and include both high level project risks and deliverable specific risks.

Risk levels below are based on each risk’s potential impact to the project and the likelihood of occurring as outlined in the risk matrix below.

Risk Matrix

Likelihood	Impact			
	Insignificant	Minor	Major	Severe
Almost certain	Medium	Significant	High	Critical
Probable	Medium	Medium	Significant	High
Unlikely	Low	Medium	Significant	High
Rare	Low	Low	Medium	Significant

Risks

Risk No	Risk	Impact / Likelihood = Risk level	Treatment	Impact / Likelihood = Residual Risk level	Owner
1	If a horse infected with an exotic pest or disease is imported into one of the quarantine stations and that infection spreads to Australian horses, stakeholder confidence would be impacted.	Severe / Unlikely = High	<p>Interim instructional material has been in place since Dec 07 and will be updated, as part of this project, according to the Government's response to the Callinan Inquiry report.</p> <p>Reviews of interim quarantine measures, activities/facilities at PEQ premises, airports and PAQ premises will be conducted by BA, the Interim I-G HI and the Expert Group to assess biosecurity and quarantine risks and make recommendations.</p> <p>Facilities at Kingsford Smith, Tullamarine, ECQS and Spotswood will be upgraded as per the Government's response.</p> <p>Instructional material will continue to be reviewed and updated based on advice from the reviews outlined above and training of AQIS and non-AQIS personnel will be undertaken as required.</p> <p>Biosecurity Australia will undertake an IRA for horse imports and will make recommendations for any changes to quarantine policies.</p>	Severe / Rare = Significant	ORHI
2	Stakeholders may not agree with all elements of this project which could impact stakeholder/industry confidence, commitment, ownership & involvement.	Major / Unlikely = Significant	Work has commenced on consultative arrangements to minimise the impact of this risk	Major / Rare = Medium	ORHI

Risks

3	There may be insufficient external resources available to deliver this project.	Major / Unlikely = Severe	Project planning is identifying required external resources, including available expertise for the Expert Group and the capacity to procure trades people for facilities construction, as required. Options to utilise procedures for direct sourcing can be explored if necessary.	Major / Rare = Medium	ORHI
4	Competing biosecurity priorities may divert internal (DAFF) and external resources away from this project	Major / Unlikely = Severe	Project planning has identified required resources and areas of DAFF have made arrangements to ensure resourcing is adequate.	Major / Rare = Medium	ORHI
5	Access to pre export facilities and staff may be compromised by factors beyond the control of this project, threatening project delivery (specifically PEQ Review Report, Approved PEQ Facilities)	Severe / Probable = High	Trade and Market Access Division, DAFF, may need to assist access overseas through DAFF's overseas Agricultural Councillors.	Severe / Unlikely = High	ORHI & EM TMA
6	If a Regulated Expanded IRA is required by CE BA, then the time required for the IRA will go from 18 months to 30 months.	Major / Unlikely = Severe	Chief Executive Biosecurity Australia to decide on type of IRA by Jul 08	Major / Rare = Medium	CE BA
7	Timeframes and costs related to airport facility upgrades may be threatened because DAFF does not own or lease airport land. Access to land & infrastructure (water, power) must be negotiated with commercial sector airport owners.	Severe / Unlikely = High	Both formal and informal consultative arrangements will be established by ORHI as a matter of urgency. Formal arrangements include through the Consultative Committee arrangements. Informal arrangements include regular individual meetings with airport owners.	Severe / Rare = Significant	ORHI
8	The estimated budget for the project is exceeded, especially since detailed costings for the upgrade of facilities at the airports and quarantine stations is still to be undertaken pending the outcomes of the review reports.	Major / Probable = Significant	A comprehensive review will be undertaken to assess the project's costs and revise the fee structure for horse imports.	Minor / Probable = Medium	ORHI

Note: All risks will be accepted by the Project Board. Those assessed as 'significant' or 'high' will be monitored closely by the Officer Responsible for Horse Importation and reported to the Project Board regularly.

EIIR Project Plan

7 PROJECT QUALITY PLAN

7.1 Project Acceptance Criteria

Outcomes	Quality Criterion	Current Performance	Required Performance	Performance Measurement Method	Responsibility
Primary – Strengthened quarantine and biosecurity arrangements that reduce the risks involved in horse importation including those associated with personnel, facilities and processes both in Australia and overseas.	Government response to the Equine Influenza Inquiry Report	N/A	Government's response to the Equine Influenza Inquiry Report has been fully implemented.	Satisfaction of the Minister, Secretary DAFF and Executive Director AQIS. I-G HI and Professor Shergold will provide independent assessment directly to the Minister.	Officer responsible for horse imports
Secondary - Increased stakeholder confidence in AQIS to manage quarantine risks and agreement that quarantine is a shared responsibility between Government and industry.	Feedback from industry consultative group and other stakeholders	N/A	Feedback supports increased stakeholder confidence and shared quarantine responsibility	Satisfaction of the Minister, Secretary DAFF and Executive Director AQIS.	Officer responsible for horse imports

Project Quality Plan

7.2 Quality Tolerances

None – The Acceptance criteria for Project Outcomes (as defined above) must be met.

7.3 Quality Responsibilities

Project Board (ED AQIS, Executive Manager Trade and Market Access, Executive Manager Product Integrity, Animal and Plant Health and Chief Executive Biosecurity Australia) The Chairman of the Project Board (ED AQIS) will approve the approach and procedures for the project acquisition, the acceptance criteria, quality review method and quality responsibilities by approving the Project Plan. Approvals may be granted based on advice from Professor Shergold and I-G HI.

Project Manager (Officer Responsible for Horse Imports) The Project Manager is responsible for ensuring that quality checks are conducted on project deliverables in accordance with approved plans and their attached deliverable descriptions.

7.4 Relevant Standards to be met

This is defined in the appropriate deliverable descriptions.

7.5 Project Management

The project is to be managed in accordance with the PRINCE2 Project Management Method.

7.6 Change Management Procedure

Requests for change to the project must be formally submitted to the Project Manager. The Project Manager will determine an appropriate process and resource allocation for impact and cost/benefit analysis on a case-by-case basis. The Project Manager will then refer the options and recommendations for decision making in accordance with the change management authority specified below.

7.7 Change Management Authority

Changes to the mandate for this project (ie Equine Influenza Inquiry Government Response) can only be approved by the Minister for Agriculture, Fisheries and Forestry.

Changes impacting the agreed Project Start Up Document and Project Plan, specifically including the Deliverable Descriptions attached to the Project Plan, must be referred to the authority that approved those documents (i.e. Executive Director AQIS as the Project Board Chairman).

Otherwise, changes not impacting the above approved documents may be approved by the Project Manager (Officer Responsible for Horse Importation/National Manager Animal Quarantine Branch).

Project Quality Plan

7.8 Configuration Management Plan

Framework deliverables

The framework deliverables will be controlled and protected in accordance with existing Government and DAFF processes related to the Quarantine Act, legislation, policy, import conditions, instructional materials, divisional budgets, horse importation related forms and computing systems.

Review Reports and plans for Facilities deliverables

The review reports and facility plans will be controlled and protected within the Project Team using appropriate directory structures and access permissions for drafts, approved versions and out-of-date versions.

Communications Plan

8 COMMUNICATIONS PLAN

This is a high level plan to communicate with stakeholders and identifies methods for communication. Key messages will be developed as project implementation progresses.

Stakeholder	Information Required and format for communication	Person authorised / required to provide the information	Frequency	Method of communication
Minister Agriculture, Fisheries and Forestry	Shergold Implementation Review Reports	Professor Shergold	4 monthly	Verbal and Formal Written Reports
	Interim I-G HI Report	Interim IG HI	Once	Verbal and Formal Written Reports
	I-G HI Annual Report	IG H-I	Annually	Verbal and Formal Written Reports Formal Written Report
	Project Highlight Report	ORHI & GM EI Taskforce	Fortnightly	
	Other advice on implementing the Government's response as required			

Communications Plan

Stakeholder	Information Required and format for communication	Person authorised / required to provide the information	Frequency	Method of communication
Secretary Department of Agriculture, Fisheries and Forestry	Interim I-G HI Report Project Highlight Report	Interim I-G HI ED AQIS, CE BA, ORHI & GM EI Taskforce	Once On-going	Formal report Verbal and Formal Written Reports
ED AQIS (as Project Board Chairman)	Per Secretary plus: ORHI Report Project Highlight Report	As Above ORHI ORHI & GM EI Taskforce	As Above Once On-Going	As Above Formal Written Verbal and Formal Written Reports
EM PIAPH CE BA EM TMA (as Project Board members)	Project Highlight Report	ED AQIS & ORHI	Fortnightly	Formal Written Reports
DAFF Personnel (specific to horse importation)	Project updates	ORHI	Fortnightly	Team briefings DAFF Website
DAFF Personnel (general)	Project updates	ED AQIS	Monthly	ED monthly AQIS all staff email DAFF Website

Communications Plan

Stakeholder	Information Required and format for communication	Person authorised / required to provide the information	Frequency	Method of communication
Consultative Group/s	Project Plan	ORHI	Once	Verbal, Formal Written Reports and Formal Meetings DAFF Website
	Terms of Reference	ORHI	To be determined	
	Meeting agenda, papers & minutes Copies of other review reports	ORHI ORHI	As required As appropriate	
Media	Project plan – website Updates on implementation progress	ORHI	As required	A media strategy will be drafted and agreed with Minister's office. Elements might include: media releases Background briefings Expert Group members radio interviews Prepared video footage (as appropriate) DAFF Website

Communications Plan

Stakeholder	Information Required and format for communication	Person authorised / required to provide the information	Frequency	Method of communication
Australian public	Project Plan and Government's response Project updates	ORHI & Project Team	On-Going	DAFF Website Project updates in AQIS Bulletin

Attachments

9 GOVERNMENT'S RESPONSE

Response to Callinan Inquiry - Attachment A

10 RECOMMENDATION TO DELIVERABLE MAPPING

Mapping table – Attachment B

11 PROJECT SCHEDULE

Gantt chart – Attachment C