ESTA 000

Emergency Services Telecommunications Authority

Corporate Plan
2020-21

#Iam000

About ESTA

Emergency Services Telecommunications Authority (ESTA) is the statutory authority accountable for managing Triple Zero emergency and non-urgent calls from the Victorian community and dispatches Police, Fire, Ambulance services and the Victoria State Emergency Service (VICSES). The services provided by ESTA extend to cover Victoria's emergency communications services, emergency information services, supporting emergency management services and partnering with emergency service organisations (ESOs) to achieve positive public health and safety outcomes.

ESTA is unique in Australia and incorporates many global best practices in emergency communications. We have a key role in facilitating interoperability for multi-agency responses. The ESTA model enables economies of scale by concentrating all emergency calls and dispatch in Victoria across three State Emergency Communications Centres (SECC), using one integrated technology platform.

ESTA responds to yearly volumes of 2.5 million emergency calls and dispatches 2.1 million events. ESTA employs approximately 1000 people across three purpose-built facilities that operate around the clock, 24 hours a day, 365 days a year.

ESTA manages a range of key technology services, including telephony, intelligence systems, radio and paging services to connect Police, Fire, Ambulance and SES responders in the field across Victoria using digital and radio networks to support Emergency Communications.

Figure 1 provides an overview of our core call-taking and dispatch (CTD) process

Figure 1 – Overview of ESTAs CTD process

Vision and values

ESTA's vision is to be *a* high-performing team trusted by the community and our partners to deliver the right emergency response.

To achieve our vision, we are putting plans and measures in place to:

- strengthen our services in ways that improve public safety, health care and prevent harm
- create a work environment where our people are proud and their well-being is at the forefront
- support the outcomes of all our agency partners.

ESTA's people want a workplace culture where they are inspired, that innovates, that is progressive and collaborative, and where everyone is accountable. We are working with our people to reflect this culture through our values.

At ESTA we are

BOLD **KIND** **BETTER TOGETHER**

Introduction from the CEO

I am pleased to introduce ESTA's 2020–21 Corporate Plan; the second year of ESTA's Integrated Strategic Plan 2023 (ISP2023) which charts our vision for the next four years, as we move toward the next generation of emergency communication services required to meet the changing needs of the community, agency partners and our own people.

ESTA will continue to empower our people, and will make changes to improve our services by strengthening our technology and increasing our process improvement capabilities, resulting in improved people safety, experience, diversity and service performance outcomes.

2020-21 will be a pivotal year, where ESTA will complete investments primarily designed to resolve legacy challenges related to technology and stakeholder engagement that will enable new investments that will deliver improvements for our community and ESOs. Key 2020-21 investment outcomes include:

- Developing new community safety & health services driven by new digital capabilities to improve the customer experience for the Victorian community and visitors to the State.
- Partnering with Emergency service agencies operating model changes to improve community safety and patient health outcomes.
- Providing new information & intelligence services to agency partners to improve response performance and situational awareness, supported by strengthened privacy & data protection practices.

ESTA will continue to help partner agencies and the wider sector to achieve shared strategic and real-time goals by collaborating on agency-funded and government-funded programs, including COVID-19 prevention, response and recovery.

In the face of rapidly changing COVID environment, ESTA will remain well connected into Emergency Management Victoria and the State Emergency Management Team and work with our sector colleagues to ensure our year ahead will assist in serving the Victorian community whilst also maintaining the well-being of all emergency responders and aligning with a whole of government response.

Marty Smyth
CEO

ESTA's Integrated Strategic Plan

ESTA considered global trends and explored local community expectations of our role in emergency management to understand the future of emergency communication services.

This research revealed that ESTA is on par with the best emergency communications organisations in the world today. While identifying opportunities to improve the experience provided alongside many other jurisdictions already embracing the digitalisation of emergency communication services faster than anywhere in Australia, Figure 2.
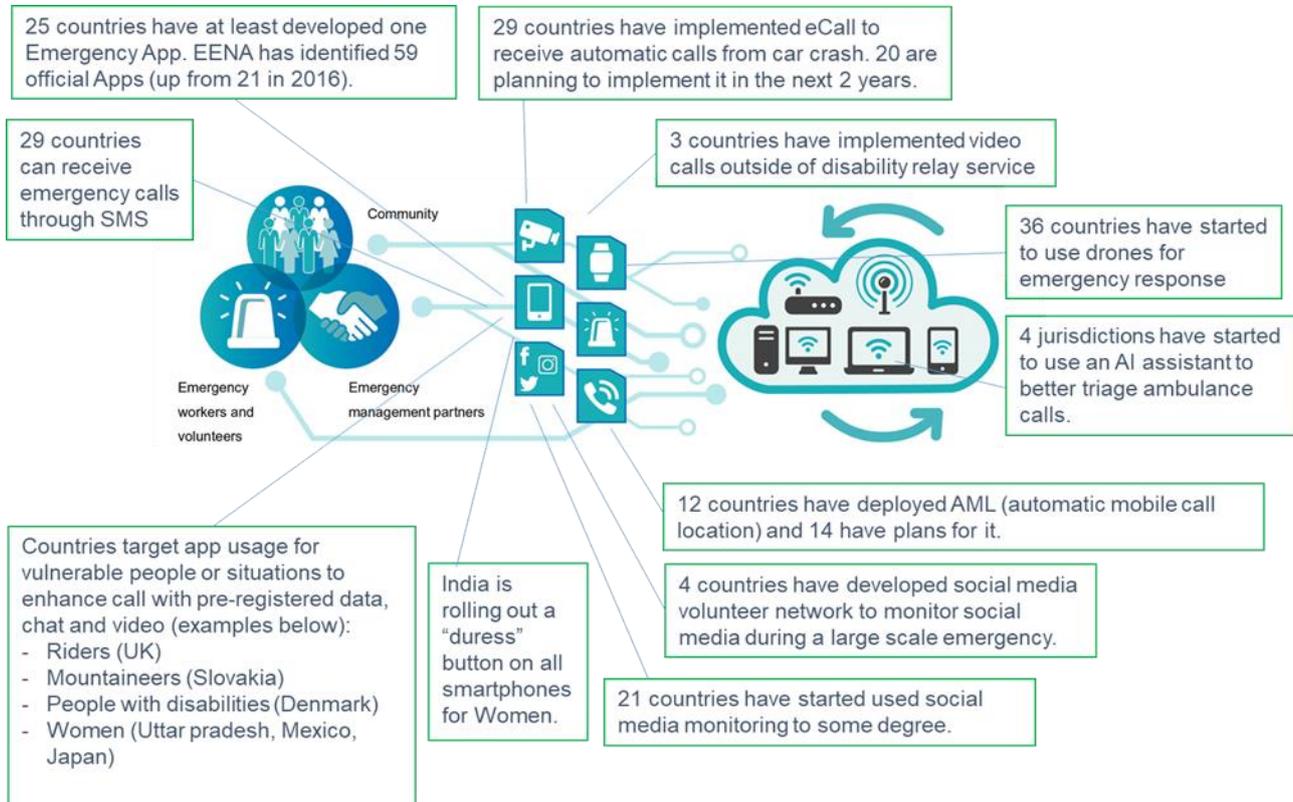

Figure 2 - Examples of next generation of emergency communication services[1]

ESTA by using more accessible digital technologies will strengthen public safety and health for the community, support emergency services in the field, and address rising demand. People everywhere are increasingly connected and this influences their expectations that new technologies will be part of any emergency response.

In response, we have developed an Integrated Strategic Plan to 2023 (ISP2023) (Figure 3).

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[1] Data extracted from European Emergency Number Association (EENA) "Public Safety Answering Point in the World – Edition 2018".

The future for emergency communications requires omni-channel capabilities and a real-time flow of information to support fast and effective decision-making.
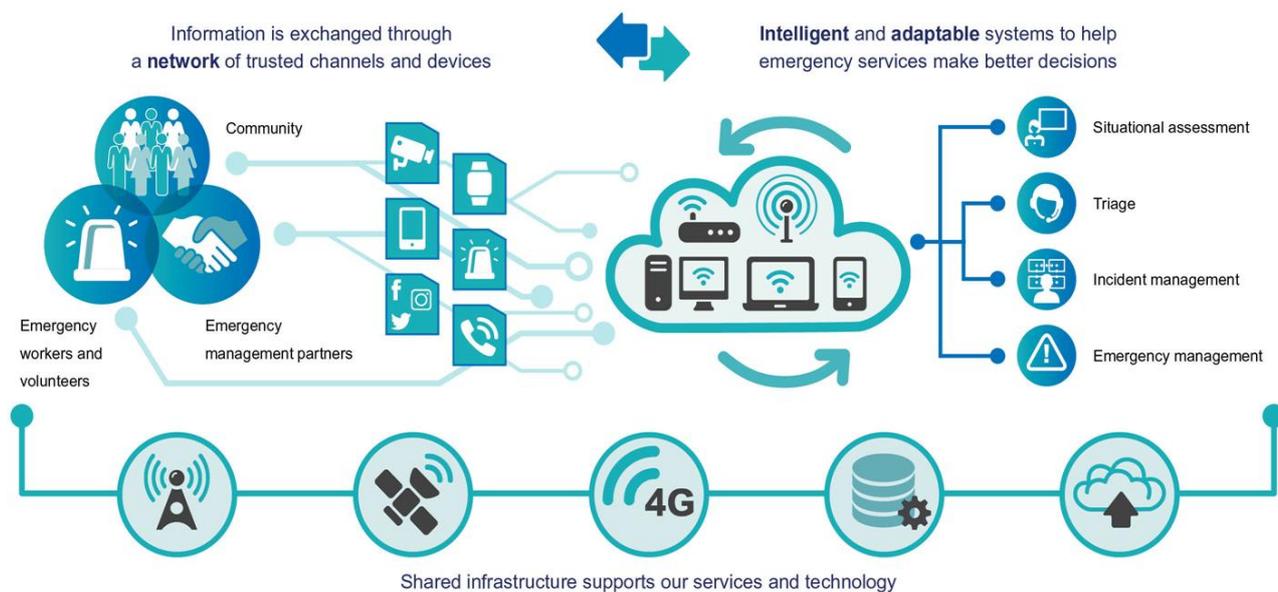

Figure 3 – ESTA's vision for the future of emergency communications services.

ESTA's long-term strategic plan will be delivered in three phases:

- **Getting ready**: ESTA will resolve challenges related to technology, capability, and stakeholder engagement. Addressing these will get us ready for a more forward-looking agenda.

- **Starting the journey**: We will address opportunities to improve ESTA's current services with a specific focus on customer-experience. (e.g. Faster response times, more CCTV feeds to find callers and inform responders, locating mobile devices by GPS.)

- **Moving to a digital future**: ESTA will use new technologies to create new customer-experiences to directly solve problems prioritised by the community and emergency service partners as a priority. (e.g. Triple Zero over text in addition to voice, providing additional data/intelligent information to emergency services sector, IoT and connected cities data feeds for detection of events and supporting ESO responsiveness)

ISP2023 strategic responses

ESTAs ISP2023 is comprised of 15 focus areas which will be the key priorities for change, with year one progress outlined in blue shading.

Getting Ready 🏁	Reducing risk	**Digital core:** We sustain and respond to the expectations of the users of our services, by leveraging modern technology and reducing costs, while not compromising reliability and security.	**Vital community service:** Our operations services continue to deliver under adverse or abnormal conditions.	**Estate management:** ESTA has appropriate facilities to deliver our services for the foreseeable future. **Asset and contract management:** We optimise our investments and align them to demand.
	Building stakeholder confidence	**Effective delivery**: We deliver on our commitments through a delivery capability that enables more frequent change with improved quality.	**Effective partnerships**: We partner with the sector to improve the governance and funding of Emergency Communication Services.	**Lean organisation**: ESTA is a lean organisation that continuously generates efficiencies.
	Addressing culture & well-being	**Safe and well**: We understand our health profile and embed a strong wellbeing focus with an emphasis on early intervention and prevention. We equip our people to know how and when to provide and access support.	**Connected by purpose**: We are a team with a singular purpose. Together, we make this a great environment to work. We recognise engagement happens at the individual level. Our careers make a difference, they are unique and rewarding. We have options and pathways that support individual aspirations.	**Optimised operating model**: We will design and implement an operating model that allows for high performance, continuous improvement, and agility. Our workforce is engaged, diverse, and flexible, reflective of the community we serve.
Start the journey 📍	Evolving ESTA's services	**Community centric:** We provide a high quality service to the community by seeking their feedback and aligning their expectations with the ESOs.	**Continuous innovation:** We improve our services through the incremental introduction of modern technologies.	
Digital future	Developing new services	**Digital channels**: We introduce new digital services to support voice channels. The community can request assistance and provide situational awareness anywhere, anyhow, anytime.	**Information management**: We have information management capabilities and tools that meet community, agency and our people's expectations.	**Interoperability**: We securely share information with the ESOs and provide them richer insights for strategic and real-time decisions.

ESTA's plan for 2020-21

This 2020-21 Corporate Plan represents the second year's activities for ISP2023.

For 2020-21, ESTA will progressively shift from 'getting ready' as those activities get completed, to priorities geared toward service delivery for the community and our ESOs.

This financial year, ESTA will:

- Deliver improvements to community safety & health with new digital capabilities (*e.g. AML, online request submissions for SES and burn-offs, Text to Triple Zero trials and SES dispatch software*) aiming to improve service accessibility, speed and accuracy for the callers and emergency responders.

- Deliver new services by providing more data and intelligence information to agency partners to improve response times and situational awareness, supported by improved privacy & data protection practices.

- Partnering with Emergency service agencies to change the way we work to improve ESO support, safety, situational awareness, in addition to our readiness for significant scale emergency events.

- Improve ESTA's operating model to improve people safety, experience, diversity and service performance.

Corporate agenda by outcome

Getting ready – reducing risks

ESTA will resolve high-risk issues arising from the current state of our technology, facilities and assets.

2020-21 programs

Initiative	Description
Cyber-security action plan	ESTA will improve all security aspects across: People, process, systems and facilities as part of an on-going security uplift.
Disaster recovery program	ESTA will continue to strengthen its ICT disaster recovery capabilities with a specific focus on mission critical systems.
CAD Sustain	ESTA's call-taking and dispatch system will be upgraded, ensuring Triple Zero services continue to operate uninterrupted and securely.
Ambulance structured call-taking software upgrade (ProQA)	The upgrade of the Ambulance triage tool which will provide a range of benefits for Ambulance call-taking across speed and quality. For example: Faster 'hands-on-chest time' for CPR events.
Workforce Management system Upgrade	ESTA will complete the upgrade of its system supporting call-taking and dispatch forecasting and employee rostering.
Asset & Contract management review	ESTA is reviewing its asset and contract management practice to enable the business to leverage better value from key partners and suppliers.
Business Continuity Capability Improvement	ESTA will improve its capability to deliver services to the community, whilst also providing additional support to our people, during emergency incidents.

Outcomes

- Increased reliability of Triple Zero call-taking and dispatch
- Faster Ambulance related advice (e.g. CPR instructions) and assistance.
- Greater protection of sensitive information on emergency events

Getting ready – building stakeholder confidence

Supporting our stakeholders services and future strategies by improving our capacity to deliver projects and change. We aim to be reliable, transparent and efficient.

2020-21 programs

Initiative	Description
Emergency service partner objectives for FY20-21	*Refer to section: '2020-21 Sector and agency-driven investments' for full detail.*
Building fire alarms	ESTA will improve our operations for receiving, testing, dispatching, and invoicing building fire alarms.
Funding Framework	ESTA will continue our funding model review with engagement from EMV and emergency service partners.
Lean organisation	Generation of efficiencies to reinvest into improved service quality and performance.

Outcomes

- Emergency service partner changes implemented faster and to higher quality standards.
- Improved efficiency and consistency of service delivery performance across ESTA.

Getting ready – improving culture and people well-being
ESTA will drive cultural change while improving our people's well-being.

2020-21 programs

Initiative	Description
Diversity & Inclusion	Continue to develop a workplace that is safe, flexible, accessible and inclusive through increased awareness and improved practices.
Safe & Well	Implementation of a comprehensive mental health training program, and proactively preventing, responding and supporting the recovery from vicarious trauma among our operators.
Connected by purpose	Cultural transformation to support ISP2023 outcomes by linking our people more closely to our customer objectives and purpose while developing their capabilities.
Operating Model review	Implementation of a customer service focused operating model and while enabling key safety and engagement objectives
Capability and performance improvements	People training and education, and investment in a new performance system to give us better workforce insights and improve our talent and performance management.
Operations environment & experience	Resolve prioritised employee pain-points focused on providing additional connectivity and facility fixes to improve productivity, wellbeing, team collaboration and access to more information to support Triple Zero call-taking and dispatch effectiveness.

Outcomes

- ESTA invests in its people to improve leadership, and individual capability that will be required to support enhancement of services to improve outcome for the community, the field responders, and the agencies.
- Better support of our people's well-being.
- A workforce plan in place that clarifies changes to support people well-being objectives.

Starting the journey (evolving our services)

ESTA will improve our existing services to better meet stakeholder expectations.

2020-21 programs

Initiative	Description
Event taking & dispatch improvements	ESTA will focus on improving community experience and patient outcome informed by collaboration with ESOs. ESTA will continue performance coaching to improve the speed and quality of call-taking and dispatch..
AI assisted real-time quality control and auditing of Triple Zero events	Leverage artificial intelligence technologies in real-time to check and validate more Triple Zero calls for assistance and dispatch events to improve community and responder safety.
Advanced Mobile Location (AML)	Directly receive GPS locations from compatible mobile devices to find callers faster or when calling from new or unknown locations.
Location verification improvement	Implementation of more accurate mapping technology to allow for increased use of satellite imagery, map common place names and business locations to support faster event locating.

Outcomes

- Faster and more accurate emergency response
- Superior caller user-experience and increased support for ESTA operators
- Improved community and responder safety.

Digital future (establishing new services)

ESTA will leverage new technologies and intelligent approaches to establish new services in emergency communications to our diverse stakeholder groups – we will deliver improved experiences and responses to emergency events.

2020-21 programs

Initiative	Description
Fire burn-off online submissions	Burn-off registrations will be able to be submitted online, in addition to over the phone. Reducing wait times and improving user convenience.
SES assistance request online submissions	Requests for SES assistance submitted online, allowing community members in need to focus on their safety rather than wait on hold during significant emergency events
Digital Channels - Text 000	Limited trials begin for ESTA to be ready for the launch of the Australia wide Text-to-000 service.
Data confidence	ESTA will enhance its ability to guarantee availability, integrity and privacy of data gathered and exchanged through the delivery of its services.
Developing & Implementing ESTA Cloud platform	Providing ESOs and ESTA call-takers and dispatchers with access to newer technologies and services to improve their ability to respond more accurately and faster to emergency events.

Outcomes

- More convenient options to request for assistance
- Community members able to contact 000 via text, rather than voice – supporting vulnerable Victorian's where voice is not possible or safe.
- Enabling ESTA to use new technology to create future services that improve experience and outcomes for the community and field responders.

2020-21 Sector and agency-driven investments

The provisional program of works listed below was developed through ongoing consultation with our agency partners and Emergency Management Victoria and focuses on our partnership efforts to improve the community and ESO experiences.

Sector alignment

Agency	ESTA's focus
Ambulance Victoria	Focusing on quality, process and technology improvements to improve patient experience and service performance. Specifically: a. Completion of activities to embed new ambulance performance measures in place of Total Time to Dispatch b. Completion of the relevant AV-ESTA Quality Plan deliverables for 20/21, including the provision of longer-term demand analysis. c. Progression of discussions on AV-ESTA operating model changes, with particular focus on activities to improve innovation in non-emergency patient care and service delivery.
CFA & FRV Strategic Advisory Committee	ESTA will continue to partner with both the newly formed Fire Rescue Victoria and Country Fire Authority, as Victoria's fire services are being reformed. ESTA recognises the joint role we have in achieving the transformational improvements.
Emergency Management Victoria	ESTA will work collaboratively to deliver transformation reform agenda set out in the Victorian Emergency Management Strategic Action Plan being led by EMV; across emergency management, Emergency Management Operational Communications (EMOC program), and the execution of the Fire Rescue Victoria legislation.
State Emergency Service Victoria	VICSES Victoria's Strategic Plan 2018-2022 provides clear guidance for ESTA to align our sector-partnering and community-focussed services. Shared services and digital integration to bring VICSES in alignment with other services is central to this.
Victoria Police	As Victoria Police continue to progress its vision for 2025 (the 'Blue Paper'), ESTA will continue to work with Victoria Police to support their 2025 strategy, operations, PAL and VP-MAC to improve call-taking and dispatch processes, situational awareness, information sharing and real-time insight.

Provisional agency-funded investments[2]

Program of work	Description
Burn off Automation (CFA)	Burn-off registrations will be able to be submitted online, in addition to over the phone. Reducing wait times and improving user convenience.
CAD recommend enhancements (Multi-agency consideration)	Review of the CAD recommend (dispatch unit recommendation software) to determine opportunities for improvement and to determine if suitable for more ESOs.
Dispatch CAD enhancements (Victoria State Emergency Service)	Implementation of CAD Dispatch capabilities, process changes and people changes to improve SES dispatch speed and user experience objectives.
Police CTD and PAL Review (Victoria Police)	Process efficiency improvements between ESTA, Victoria Police and PAL focusing on service responsive times and user experience.
Police situational awareness (Victoria Police)	Provide additional data and intelligence capabilities to improve Police situational awareness to support faster emergency resolution times and improve responder safety.

Multi-agency sector projects

Program of work	Description
Coverage Reinstatements	Improving radio network coverage to improve emergency service worker safety and support faster resolution of emergency events.
Digital Radio Upgrade Program Stage 2	Support the transition of Ambulance Victoria's regional communications from analogue onto the State's shared digital network and replace AV's regional radio fleet, supporting more secure communications.
EAS core upgrade and pager enhancements	Technology upgrades to the emergency alerting system core (electronic data interface, near real time reporting and pager enhancements) to support coverage improvements and an improved user experience.
EAS Coverage Enhancement	Improved coverage for paging users based on areas of coverage need, as prioritised by emergency service users.
Fire Reform (FRV & CFA)	ESTA will continue to support, and implement change across ESTA's fire operations to meets the state requirements for Fire Rescue Victoria and the Country Fire Authority.
Mobile Data Network 2020	Mobile Data Network Extension 2020 will deliver a number of asset lifecycle replacements and provide new and enhanced features of the MDN for AV.

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[2] Subject to agency prioritisation and funding, and mutual agreement between each agency and ESTA of specific details and timing to progress investment activity.

Program of work	Description
Metropolitan Mobile Radio Asset Lifecycle Refresh	ESTA will manage a seven-year asset lifecycle program to ensure the radio network remains available and stable to emergency service personnel.
MMR extension	ESTA will finalise radio terminals improvements, *WAVE PTX* proof of concept (text/photos to/from emergency responders and to/from ESTA), and site coverage enhancements.
Supplementary Alerting Service	Assist EMV in the development and implementation of a smart phone application and website to supplement the state's Emergency Alerting System (EAS), which provides additional features to assist the alerting of emergency service personnel to incidents.

Contact Us

If you would like to learn more about our corporate plan, contribute suggestions or provide general feedback please reach out to us at: YourStrategy@esta.vic.gov.au