

Service Excellence
in everything we do



ESTA CORPORATE PLAN 2011-16



ESTA is a 24x7, 365 day a year operation that includes highly trained and dedicated people whose focus is to provide the best possible emergency response service to the Victorian community.

*Service Excellence
in everything we do*

**‘a focus on delivering
the best outcomes for the
community we serve.
One Vision, One Team,
One ESTA’.**

CEO MESSAGE



As the new CEO of ESTA and newcomer to the Victorian Emergency Services Sector I am excited by the level of professionalism and commitment shown within ESTA and across all of the Emergency Services Organisations. The sector is community oriented and over the next five years ESTA will continue to play an active role in improving public health and safety outcomes for the Victorian community.

ESTA has recently updated its Vision and Mission to better reflect the organisation's commitment of delivering high quality services and excellent customer service. As a service delivery organisation, ESTA continuously seeks ways to become more effective and efficient and build on the positive relationships established both with its service partners and across the Sector.

Over the next five years ESTA will continue to enhance the Calltaking and Dispatch services delivered in Regional Victoria. With this regional expansion we will ensure that integrated operational communication services continue to be enhanced, to keep pace with the needs of the community and Emergency Services Organisations.

The State-wide Integrated Public Safety Communications Strategy expired in 2010 and work is well underway to deliver a new Emergency Services Communications Strategy. ESTA is determined to play an active role in the development and delivery of this new strategy and will continue to work closely with the Department of Justice to achieve this outcome.

As a reflection of current government financial restraint, ESTA has also been challenged to deliver services faster and cheaper. The organisation is committed to meeting this challenge and we will ensure that our operations are financially sustainable, driving increasing value to the community.

As CEO, I look forward to leading ESTA, and supporting the emergency services sector through this period of active change and growth.

Ken Shymanski
Chief Executive Officer

**Service Excellence
in everything we do**

**‘providing the critical link
between the community
and emergency services’.**

Introduction

ESTA is a statutory authority created under the Emergency Services Telecommunications Act (2004). We hold a central role in the emergency services sector, acting as Victoria’s primary provider and technical leader in the delivery of emergency services telecommunications, with the responsibility to:

- Provide or enable and control the provision by others of emergency telecommunications and other communication services
- Promote and develop policies and procedures to improve the standard and provision of emergency telecommunications and other communications services
- Advise the Minister on the administration of the Emergency Services Telecommunications Authority Act 2004 and on any other matter referred to the Authority by the Minister for Police & Emergency Services; and
- Undertake any other legislated functions that are conferred on the Authority

Providing the critical link between the community and Victoria’s Emergency Services Organisations, ESTA is accountable for Triple Zero calltaking & dispatch services across Victoria and provides mission critical operational communications to the Emergency Services Organisations (ESOs).

The operational communications services are delivered through the Partnerships Victoria framework and, consistent with this whole-of-government approach, ESTA manages three purpose built networks to support the needs of the ESOs.

These services are:

- The metropolitan-based Mobile Data Network (MDN);
- The Metropolitan Mobile Radio (MMR) service; and
- The Emergency Alerting System (EAS).

Answering in excess of 1.9 million calls each year, from people seeking urgent assistance to, at times, life threatening situations, ESTA is a community focused organisation that strives for continuous improvement in the services we deliver.



Emergency Event



Call 000



Telstra Call Processing



ESTA Calltaking
and Dispatch



ESO Response

The Emergency Services Sector

The Emergency Services Sector in Victoria comprises a range of organisations focused on maintaining the health and safety of the Victorian community. Each of these organisations has a vision and set of strategic objectives to which ESTA actively contributes.

Common sector wide strategic priorities include:

- Preventative measures to limit or mitigate possible hazards and risks.
- Strategies to manage demand and more effectively and efficiently use available resources.
- Reducing the impact of major environmental events on the community, via an all-hazards approach.
- Utilising technology as an enabler to become more effective and efficient.
- Continuing to engage with the community to better understand their needs.





Vision, Mission and Values

OUR VISION

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ESTA recognises that the quality of service it provides directly affects the outcomes to the community in their times of need. We strive to deliver world class communications services (through people, technology, infrastructure and processes) for all non-emergency and emergency public safety situations.

OUR MISSION

ESTA will:

- Provide the critical link between the community and Emergency Services
- Provide integrated State-wide emergency communications services
- Work together with the Emergency Services Organisations to help them achieve their goals

As the central point in the communications process our core role is to connect the public to the responding emergency services agencies in their time of need, no matter what time of day or where their location, to deliver the best possible outcome.

Service Excellence in everything we do

**‘supports emergency
services response to
community needs’.**

VALUES & BEHAVIOURS

Our Values and Behaviours underpin the activities of the organisation.

ESTA is committed to:

- Providing Excellent Customer Service;
- Treating People With Fairness, Integrity & Respect;
- Supporting, Encouraging & Developing Staff; and
- One ESTA.

A critical element of ESTA's success over the next five years will be its operation as a single team with a common vision. "One ESTA" has been identified as a specific set of values and behaviours to drive cohesive, focused and effective teams, delivering an enhanced level of information sharing across the organisation.



One ESTA commits our staff to:

- Put ESTA's overall interests ahead of organisation unit and personal interests.
- Build cohesive, well focused and effective teams.
- Share information within the organisation and with our ESO customers and major service providers.
- Comply with ESTA's policies, procedures and standards.
- Communicate in an open and candid manner.





ESTA's Strategic Direction

ESTA's strategic direction seeks to realise the Government's vision of a central agency dedicated to the delivery of world class emergency telecommunications services.

Critical to realising this vision will be the focus and priorities of ESTA over the next five years and the leadership ESTA shows in the planning, development and delivery of Calltaking & Dispatch and Operational Communication services.

To realise the overarching vision of Government and ESTA's own Vision & Mission, the following strategic objectives and underpinning strategic actions have been developed:

CUSTOMER SATISFACTION

ESTA is a service based organisation and the satisfaction of our customers, the Victorian community and the ESOs, is paramount to the organisation's success. Continuing to build strong relationships, assisting the ESOs to achieve their goals, and maintaining a strong delivery focus will be central to our activities.

ESTA will continue to improve the satisfaction of our customers in the services we deliver by:

- Effective service delivery
- Effective communication
- Being responsive to customers' change requests

FINANCIAL SUSTAINABILITY

Demonstrating good financial management has never been more critical to ESTA. In an environment of increasing demand for our services, with pressures across Government and the Community to reduce spending, ESTA will need to drive greater internal efficiencies and better use of its resources. Strong and transparent financial management will be an important platform to review and secure the appropriate funding stream to continue delivering cost effective services.

ESTA will ensure the financial sustainability of the services we deliver through:

- Financial performance
- Financial management
- Financial viability

Service Excellence in everything we do

**‘working together
for the best community
outcomes’.**

BUSINESS IMPROVEMENT

Continually delivering consistent high quality services State-wide is important to ensuring all Victorians get the appropriate level of support in an emergency. As the gateway to the Community, through the Triple Zero service, and provider of mission critical communications to the Emergency Services, ESTA must take an end-to-end service approach. Ensuring that seamless State-wide services are provided to both the Community and ESOs at their time of need in the most efficient way possible is central to our role and a key focus of our activities.

ESTA will drive effective and efficient emergency response and communication services by:

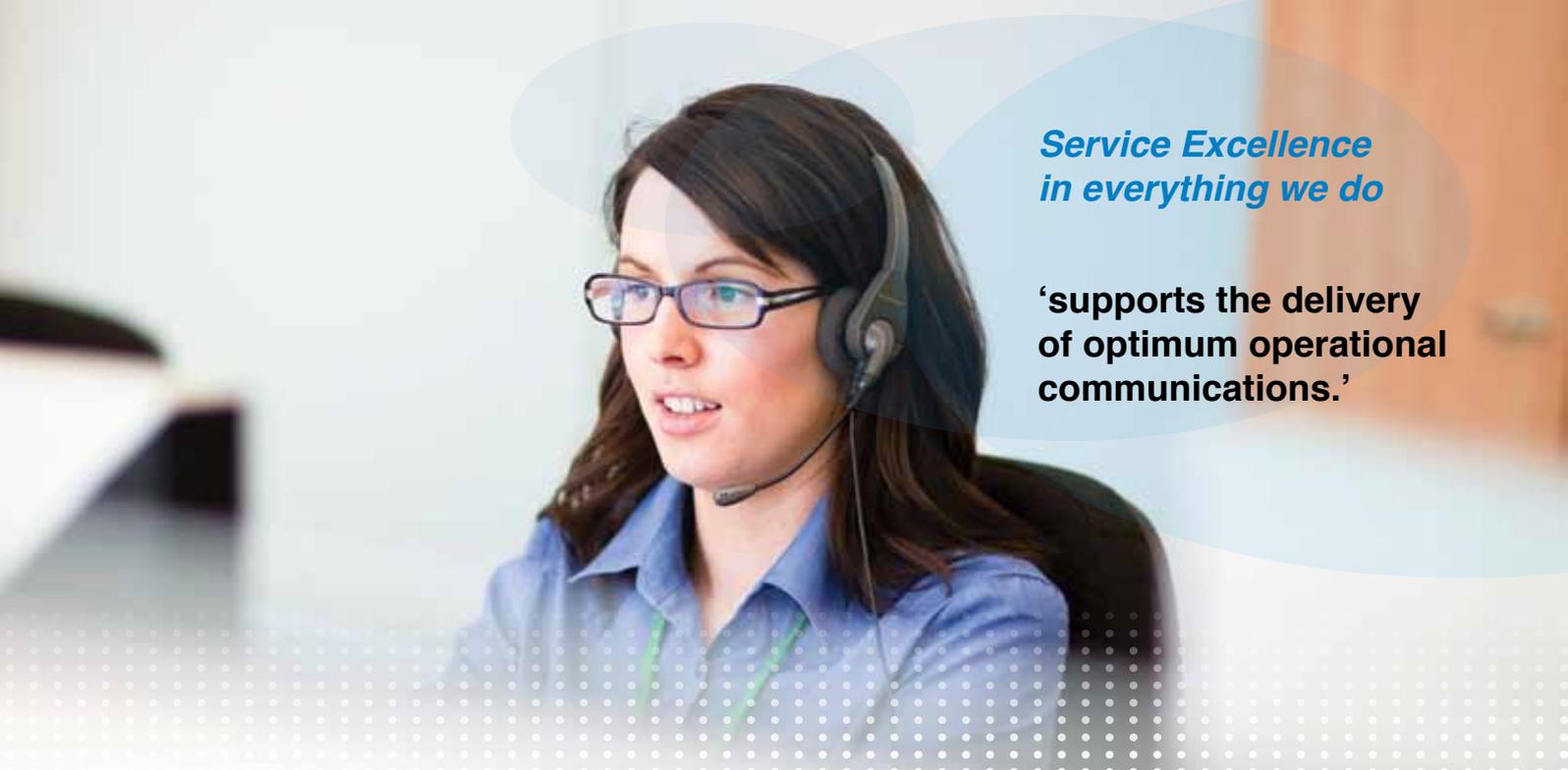
- Delivering ESTA's Program of Works
- Strengthening Risk Management and Business Continuity processes
- Continuous improvement

EMPLOYEE ENGAGEMENT

Our staff are our most important asset and are fundamental to our success. The development of effective leaders, delivery of clear and consistent information across the organisation, and maintenance of an appropriately skilled workforce will be essential to sustaining an engaged workforce.

ESTA will improve engagement with our employees by:

- Effective communication
- Enhanced staff skills
- Developing effective leaders



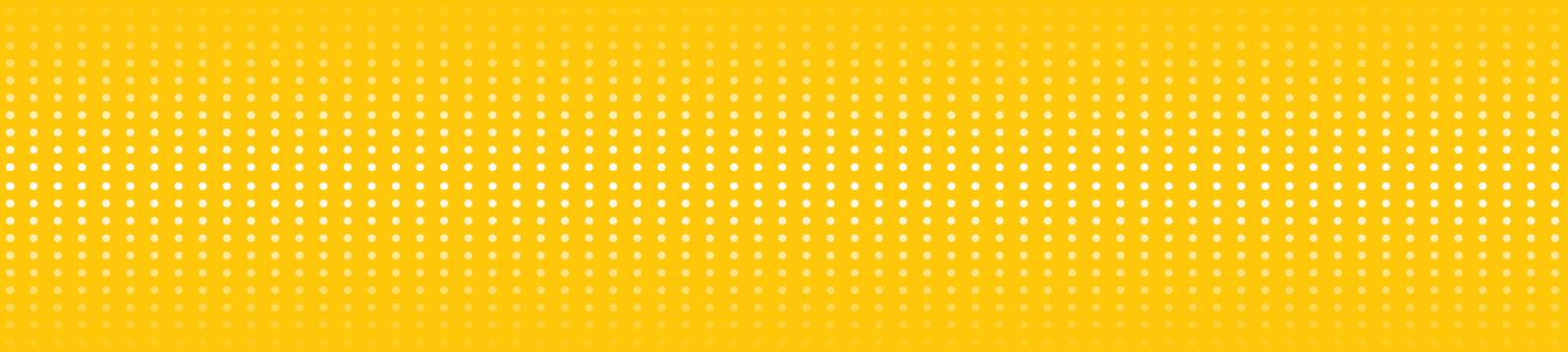
*Service Excellence
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**‘supports the delivery
of optimum operational
communications.’**

TECHNOLOGY INNOVATION

ESTA recognises the importance of technology innovation and its necessity as an enabler of improved service delivery. Within our objectives and actions is contained an underlying philosophy that in order to optimise its business, ESTA must continually review and drive the technologies it has deployed. ESTA continually monitors the market for alternative technologies it could deploy to augment and improve the services delivered to both its stakeholders and the community at large.

During the term of this Corporate Plan, ESTA is upgrading both its CAD and telephony platforms. We will be taking a strategic approach to these significant projects to ensure we use the capability offered by both new platforms, while maintaining robust and efficient services that provide assurance to the community and our agency customers. A similar approach will be taken with our broader technology maintenance and upgrade program.





ESTA

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