



B167  
D18/22219

**Expansion of Strategic Plan & Culture Program**

**Analysis**

Cultural challenges and the required number of contextualisation workshops, identified throughout Phase 1 of the Strategy Development Project have been greater than first envisaged when the Retaining Agreement between FRNSW and [REDACTED] ([REDACTED]) was proposed. As a result, an expanded scope of work is now necessary to enable completion of the strategy development work.

**Recommendation**

That the Commissioner approve an additional expenditure of \$150,000 to engage [REDACTED] to deliver an expanded contextualisation and culture program as part of the Strategy Development Project.

**Key Reasons**

1. Certain aspects of current FRNSW culture will be a barrier to the success of the required strategic organisational change that has been identified through the Strategy Development Project.
2. Whilst the culture component of work was incorporated as part of the original Retaining Agreement between FRNSW and [REDACTED] completion of the first phase of work has identified a greater level of effort required to achieve the desired outcomes.
3. Through the delivery of the contextualisation workshops, it has become evident that additional contextualisation workshops are needed at an Area Command level. These workshops are in addition to those originally anticipated.
4. [REDACTED] have provided a subsequent Strategy & Culture Proposal to address the expanded scope of work. A further 25 consulting days will be required at a cost of \$150,000. This will mean the Retaining Agreement total for 17/18 has increased to a total of 58.5 consulting days at a cost of \$351,000. *— 6k a day*
5. The expanded scope of work is considered essential to the successful delivery of the original Retaining Agreement outcomes. However, the level of effort required was not reasonably foreseeable for either party when agreeing the original Retaining Agreement.
6. The additional sessions are a continuation of phase 1 of the Strategy Development project so we are unable to go to market as continuity of the delivering consultant is required.
7. Phase 1 of the Strategy Development project will be concluded following the delivery of the additional days. There will be a tender process for the engagement of a consultant for phase 2 of the Strategy Development project that will commence immediately.

**Context**

1. A Retaining Agreement between FRNSW and [REDACTED] ([REDACTED]) was entered into to support the development of the new FRNSW Strategic Plan.
2. The Project Sponsor is the appropriate authority to approve changes to the project scope and budget.



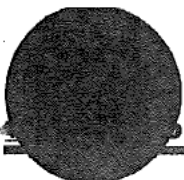
3. The Program Management Office will contribute \$50,000 towards the additional cost, exhausting all remaining 17/18 budget.
4. Strategic Procurement have been consulted in the development of this brief and while they agree there were unforeseeable events that led to this variation had we undertaken a competitive process at the beginning of this process we would have alleviated the need for this variation.

*as tender  
follows.*

Approvals	Signature and date
[Redacted] Director Program Management Office	[Redacted] 26/4/2018
[Redacted] Director Strategic Procurement	[Redacted] 27/4/18. see note
Paul Baxter, Commissioner	[Redacted] 27/4/18
Contact [Redacted]	Date 28 March 2018
Position Senior Project Officer	Phone [Redacted]

\* Please seek guidance from the procurement team in future projects.





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**From:** [REDACTED]  
**Sent:** Friday, 1 June 2018 11:50 AM  
**To:** Paul Baxter  
**Subject:** RE: RFQ

Thanks for the very, very quick turnaround Paul.

We will get it moving.

**From:** Paul Baxter  
**Sent:** Friday, 1 June 2018 11:47 AM  
**To:** [REDACTED]  
**Subject:** RE: RFQ

Hi [REDACTED]

Looks solid to me, approved to proceed.

**From:** [REDACTED]  
**Sent:** Friday, 1 June 2018 11:37 AM  
**To:** Paul Baxter <[Paul.Baxter@fire.nsw.gov.au](mailto:Paul.Baxter@fire.nsw.gov.au)>  
**Cc:** [REDACTED]  
**Subject:** FW: RFQ

Hi Paul,

Attached to this email you will find the RFQ scope we are proposing to use to engage an ongoing contractor to manage the Plus Plan strategy review moving forward.

The proposed content has been reviewed by [REDACTED] in procurement and I am now seeking your approval as the sponsor.

The RFQ will enable us to go out to the market (3 providers we select) and seek their responses to the proposal. One of the candidates will be [REDACTED].

Once we have moved through the procurement process and selected a provider we will have a great deal more flexibility to engage based on need as opposed to our current predicament where we have had a \$150k cap that we have had to vary due to the additional needs of the organisation.

The evaluation criteria has been weighted towards non-price so that we can ensure we select a candidate who can carry on and build upon the solid foundations laid down over the first 12 months.

Pending your approval we will get to work on this with the aim to have the process completed by the end of the financial year so the selected provider is available to continue seamless service delivery.

I am at CoS today but available on the phone, otherwise back in 1A next week if there is anything you want to discuss about the approach.

Regards,



[REDACTED]  
DIRECTOR  
PROGRAM MANAGEMENT OFFICE

M: [REDACTED] LinkedIn  
E: [REDACTED]@fire.nsw.gov.au  
1 Amarina Ave, Greenacre, NSW 2190  
Locked Mail Bag 12, Greenacre, NSW 2190  
[www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)



Regards,

[REDACTED]

**From:** [REDACTED]  
**Sent:** Wednesday, 30 May 2018 11:31 AM  
**To:** [REDACTED]@fire.nsw.gov.au>; [REDACTED]@fire.nsw.gov.au>; [REDACTED]@fire.nsw.gov.au>  
**Subject:** RFQ

Hi all,

Attached is a revised version of the RFQ, incorporating [REDACTED]'s feedback (shown below for ease of reference):

*it looks good I only have a few points which are not major. I believe you should open it up for more than one year this saves you having to go back all the time. Outline the price non price split say 70/30 but do not outline what the break down of the non price is. We should run this through the equotes system as we are going through the scheme so responses are put on that system. That's about it. So in summary*

- 1. Price Schedule for all the activities for a year, with hourly and daily rates; with note that we will model 1 year and five year costs (to examine whole of life costs if our organisation required services of this type across whole of 5 year plan).*
- 2. No responses emailed to [REDACTED]; instead via etenders.*
- 3. State price / non-price split and must stick to it in your eval plan.*

Can you please have a quick review prior to it going to the Commissioner for his feedback.

Thanks



████████████████████  
SENIOR PROJECT OFFICER  
PROGRAM MANAGEMENT OFFICE

T: ██████████  
E: ██████████@fire.nsw.gov.au  
1 Amarina Avenue, Greenacre, NSW 2190  
Locked Mail Bag 12, Greenacre, NSW 2190  
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**From:** [REDACTED]  
**Sent:** Monday, 24 October 2022 6:12 PM  
**To:** GIPA  
**Cc:** [REDACTED]  
**Subject:** RE: GIPA application - Request for Information - Contract information for [REDACTED]  
**Attachments:** D18 74636 [REDACTED] Contract.pdf; Tender Evaluation Report endorsed MT, MD, DH.pdf; HPE Records Manager Folder \_ FRN18\_1808 \_ FINANCIAL MANAGEMENT - TENDERING - FRNSW Plus Plan Strategic Review.msg; 3173\_001.pdf  
**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi [REDACTED],



To be pedantic related to the request, the contract was not with [REDACTED], the contracts were with [REDACTED]. These contracts were managed by PMO, not EBU.

In the PMO W drive I have been able to find the attached contract, which covers 17 October 2018 – 16 October 2021 for a total of \$288,000. I have also found the Tender Evaluation Report that supports that contract. I found in the W drive reference to a RM8 folder, but I don't have access to it (have included as well in case you do have access).

I have also found a signed briefing around extension of the previous contract from \$200k to \$351k. I have not seen this original contract nor know where to find it. I would assume Procurement would have a copy?

Together the \$351k and the \$288k would account for \$639. I am unsure when the additional cost was incurred.

Cheers,

[REDACTED]



[REDACTED]  
**Executive Officer**  
**Office of the Commissioner | Fire and Rescue NSW**

E: [REDACTED]@fire.nsw.gov.au

T: (02) [REDACTED] | M: 04 [REDACTED] [LinkedIn](#)

1 Amarina Avenue, Greenacre, NSW, 2190 | Locked Mail Bag 12, Greenacre, NSW, 2190

**PREPARED FOR ANYTHING.**

[www.fire.nsw.gov.au](http://www.fire.nsw.gov.au)



**From:** GIPA <GIPA@fire.nsw.gov.au>

**Sent:** Monday, 24 October 2022 5:06 PM

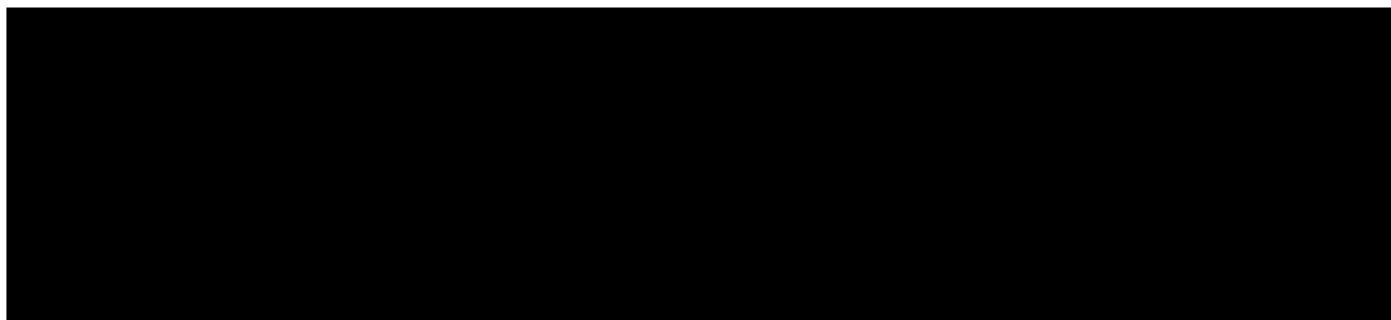
**To:** Executive Business Unit <ExecutiveBusinessUnit@fire.nsw.gov.au>; [REDACTED]  
<[REDACTED]@fire.nsw.gov.au>

**Subject:** GIPA application - Request for Information - Contract information for [REDACTED]

**Importance:** High

Good afternoon EBU

Legal & Regulatory Services (L&RS) has received a formal request for information under the *Government Information (Public Access) Act 2009* (GIPA Act), requesting the following:



### **How to respond to this Search Request**

Please provide all documents which fall within the scope of the request to L&RS by **Thursday 27 October 2022**.

Please consider which documents might be responsive to this request, and where those documents are stored. Relevant documents may include for example - eAIRS report, BOSS call logs, emails, file notes, HR documents, hard copy documents and other electronic documents.

Please consider the scope carefully to make sure that you have provided all relevant documents. You may decide that another person, team or directorate also needs to provide documents. Please advise me if this is the case.

### **Other concerns about this Request for Information**

Please advise if you have any special concerns about this GIPA application. For example, the information may relate to an incident which is the subject of a coronial or criminal investigation, it may be subject to confidentiality, it may relate to third party businesses or individuals, or its release may otherwise negatively impact on FRNSW, the NSW Government or another party.

Also, please advise of any other information which may be relevant in assessing the **public interest considerations for and against disclosure under the GIPA Act**. I will discuss these concerns with you and determine whether we need to take these factors into account when deciding what information to release.

**Please provide any identified documents as a response to this email to the GIPA inbox.**

In accordance with the GIPA Act, please provide details of the types of searches (e.g. eAIRS, BOSS, database/s etc.), locations and time taken (15 minute increments) and dates/days to respond to this request. The search for documents checklist (refer to the tables below) assists you in responding to this request.

Please send an email to [gipa@fire.nsw.gov.au](mailto:gipa@fire.nsw.gov.au) or on 02 9269 6447 if you have any questions.

### **SEARCH FOR DOCUMENTS DETAILS**

<b>Days/dates</b> <i>eg 7/6/2019 (1 hour) 11/6/2019 (15 mins)</i>	<b>Locations searched</b> <i>(eg eAIRS, BOSS, Professional Standards, HR databases etc)</i>	<b>Time taken to conduct search</b> <i>15 mins increments (eg 1 hour 15 mins)</i>	<b>FRNSW docs</b> <i>(eg John</i>

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Kind regards,



[Redacted]

**Information Liaison Officer  
Legal & Regulatory Services  
Fire and Rescue NSW**

Internal Email: [Redacted]@fire.nsw.gov.au

External Email: [gipa@fire.nsw.gov.au](mailto:gipa@fire.nsw.gov.au)

T: 02 [Redacted]

1 Amarina Avenue, Greenacre, NSW 2190 | Locked Mail Bag 12, Greenacre, NSW 2190

I am currently working remotely Monday to Friday 8.00am to 4.00pm

**PREPARED FOR ANYTHING.**

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[REDACTED]

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**From:** [REDACTED]  
**Sent:** Monday, 24 October 2022 8:42 PM  
**To:** GIPA  
**Cc:** [REDACTED]  
**Subject:** RE: GIPA application - Request for Information - Contract information for [REDACTED]

Hi [REDACTED]

I am assuming these are two different requests concerning the same subject.

I will provide all the information I have and will let you decide what to provide each request as they are slightly different.

The main concern is around the contracts. There is a period of time where the engagement of [REDACTED] was done without undertaking a procurement process. Then there is the second component where a procurement process was undertaken and a contract was signed.

For the information relating to the engagement prior to the one undertaken by procurement you may wish to reach out to the old "PMO" section which is now part of the office of the Commissioner, I know the main person involved [REDACTED] is no long working for us but [REDACTED] is still there she may be able to shed some light around if any contracts were signed before the procurement process we ran.

In the Transcripts Mr Baxter mentions that he brought him in at the start so not sure how you want to deal with that component but I don't have the information around that engagement or around the planning and forming of the contract.

All the information I will be providing is around the procurement process undertaken in mid 2018.

Thanks

**From:** GIPA <GIPA@fire.nsw.gov.au>  
**Sent:** Monday, 24 October 2022 5:28 PM  
**To:** [REDACTED]@fire.nsw.gov.au  
**Subject:** GIPA application - Request for Information - Contract information for [REDACTED]  
**Importance:** High

Good afternoon [REDACTED]

Legal & Regulatory Services (L&RS) has received a formal request for information under the *Government Information (Public Access) Act 2009* (GIPA Act), requesting the following:

[REDACTED]

## How to respond to this Search Request

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Also, please advise of any other information which may be relevant in assessing the **public interest considerations for and against disclosure under the GIPA Act**. I will discuss these concerns with you and determine whether we need to take these factors into account when deciding what information to release.

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Kind regards,



[REDACTED]  
**Information Liaison Officer  
Legal & Regulatory Services  
Fire and Rescue NSW**

Internal Email: [REDACTED]@fire.nsw.gov.au

External Email: [gipa@fire.nsw.gov.au](mailto:gipa@fire.nsw.gov.au)

T: 02 [REDACTED]

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[REDACTED]

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**From:** [REDACTED]@treasury.nsw.gov.au>  
**Sent:** Monday, 22 February 2021 8:54 AM  
**To:** [REDACTED]  
**Subject:** RE: Confidential: PMS inquiry

[REDACTED]

I have been advised the following regarding [REDACTED] Family Trust

*The trustee for [REDACTED] Family Trust was successful in their application in 2017 and were a fully prequalified supplier for 1a – Strategy Development and Planning, 1h – Policy Review / Development and 8b – Culture.*

However, they were permanently suspended following the scheme's introduction of the Standard Commercial Framework and were advised in July 2019 to re-apply to get back onto the scheme. We have since not received any applications from this vendor to re-register onto the scheme.

So while they were on the scheme they have not been since July 2019. They can reapply but have not undertaken any action to do this.

Hope that assists

Regards



Treasury

[REDACTED] **Director Capability and Governance**  
NSW Procurement  
Commercial, Commissioning & Procurement  
McKell Building 2-24 Rawson Place,  
Sydney NSW 2000  
T: 02 [REDACTED] | M: 04 [REDACTED]  
E: [REDACTED]@treasury.nsw.gov.au | [Treasury.nsw.gov.au](http://Treasury.nsw.gov.au)

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**From:** [REDACTED]@ocm.net.au>  
**Sent:** Monday, 22 February 2021 8:07 AM  
**To:** [REDACTED]@treasury.nsw.gov.au>  
**Subject:** RE: Confidential: PMS inquiry

Good morning [REDACTED]

In regards to our inquiry below, further information is that the entity '[REDACTED]' is '[REDACTED] PTY LTD' (ACN [REDACTED])

As per the other entries, I have not found any entries for this name/number on the PMS lists / website that I have available.

Regards