

## ATTACHMENT A

### (a) Project Board members.

Role	Organisation	Name
Chair & Project Sponsor	DFES	Mr Richard Burnell
DC Operations	DFES	DC Craig Waters
AC Asset Management & Project Director	DFES	AC Brad Delavale
AC Metro	DFES	AC Brad Stringer
AC Country	DFES	AC Paul Ryan
AC Learning & Development	DFES	AC Rick Curtis
ED Rural Fire Division	DFES	Mr Murray Carter
Representative	Emergency Services Volunteer Association	Mr John Twaddle
Representative	WA Volunteer Fire and Rescue Services Association of WA	Mr Ken O'Reilly
Representative	SES Volunteer Association	Mr Lin Booth
Representative	Volunteer Marine Rescue WA	Mr Jeff Howe
Representative	Association of Volunteer Bush Fire Brigades	Mr Dave Gossage
Representative	WA Local Government Association	Ms Joanne Burges
Representative	United Firefighters Union	Mr Kevin Jolly
Executive Officer	DFES	Ms Lisa Wilde
Project Manager	Braestone	Mr Clint Noordzy
Change Manager	Braestone	Ms Kirstin Smith
Observer	WA Police	Mr Craig Richards
Observer	DBCA	Mr Stephen Herbert



# CSA3141

# Operational Fleet

# Project

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*Board Terms of Reference*      V2.0

*Document Owner: Brad DELAVALLE*

*Issue Date: 14/06/2019*

## DOCUMENT CONTROL

### Document History

Version	Date	Author	Section
0.1	12/9/2018	B. Delavale	
0.2	28/9/2018	B. Delavale	
0.3	3/10/2018	B. Delavale	
0.4	15/10/2018	B. Delavale	
1.0	26/10/2018	B. Delavale	Board Endorsement
1.1	24/01/2019	B. Delavale	Distribution List & Membership changes
2.0	14/06/2019	B. Delavale	Change to Sponsor and Membership

### Document Approvals

Role	Name Title, Business Area	Signature	Date
Project Manager	Clint NOORDZY Operational Fleet Project		14/06/2019
Project Director	Brad DELAVALLE AC Asset Management		14/06/2019
Project Sponsor	Richard Burnell Executive Director Corporate Services		14/06/2019
Operational Fleet Project (OFP) Board	As per distribution list below	Endorsement minuted at 14 June 2019 Project Board meeting (Section 3.2)	14/06/2019

### Distribution List

Role	Name, Title, Organisation
ED Corporate Services	Mr Richard Burnell, Executive Director Corporate Services, DFES
DC Operations	DC Craig Waters, Deputy Commissioner Operations, DFES
AC Metro	AC Brad Stringer, Assistant Commissioner Metropolitan, DFES
AC Country	AC Paul Ryan, Assistant Commissioner Country, DFES
ED Rural Fire Division	Mr Murray Carter, Executive Director Rural Fire Division, DFES
AC Asset Management	AC Brad Delavale, Assistant Commissioner Asset Management, DFES
AC Learning and Development	AC Rick Curtis, Learning and Development, DFES
Representative	Mr John Twaddle, Vice President, Emergency Services Volunteer Association
Representative	Mr Ken O'Reilly, Executive Officer, Volunteer Fire and Rescue Services Association of WA
Representative	Mr Lin Booth, Secretary, State Emergency Service Volunteer Association
Representative	Mr Dave Gossage, President, Association of Volunteer Bush Fire Brigades
Representative	Mr Kevin Jolly, President, United Firefighters Union

Representative	Mr Jeff Howe, Commander Volunteer Marine Rescue WA
Representative	Ms Joanne Burges, Executive Manager People and Place, WALGA
Observer	Mr Craig Richards, Fleet Manager, WA Police
Observer	Mr Stephen Herbert, Department of Biodiversity, Conservation and Attractions

#### Related Documents

Title	Version	Date
Operational Fleet Project – Project Initiation Document	1.0	5/10/2018
Operational Fleet Project – Project Initiation Document	2.0	14/08/2019

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## EXECUTIVE SUMMARY

### Introduction

This document establishes the Terms of Reference (TOR) for the Operational Fleet Project (OFP) Board. The primary role of the Board will be to represent, inform and provide strategic advice, endorsement and guidance to the OFP, for the purpose of achieving the Project outcomes, to deliver: -

- Fit for purpose fleet through meaningful stakeholder engagement
- Enhanced functional capability without compromising safety measures
- Categorise the type and composition of operational fleet to meet capability needs
- Streamline the ongoing provision and delivery of operational fleet

The Board will be responsible to oversee the Project and support the sponsor to achieve these outcomes.

### Background

The OFP will provide, through the procurement of new fleet, a number of enhancements including: -

- A design and delivery model for operational fleet with a turnkey delivery approach
- The moderation of classes, capability and types of fleet through validation of a fleet catalogue; and
- A process to embrace innovation and safety enhancements into production

The OFP is intended to bring the Western Australian fleet provided by the Department of Fire and Emergency Services (DFES) through capital allocation and the Local Government Grant Scheme (LGGS), to a 'best of class' standard, now and continuing into the future.

The OFP will be delivered through: -

- **Interim Fleet Contracts** – a deliverable of the Future Fleet Project to provide fleet in the period between the expiry of old build contracts and the implementation of the proposed Future Fleet Contracts
- **Operational Fleet Project Contracts** will deliver solutions and systems into next generation vehicle builds through a robust design and delivery model. The model is intended to provide a fit for purpose fleet with enhanced safety features without compromising functionality. This will be achieved through meaningful end user and stakeholder engagement
- **Interim Fleet Contract Reviews** will assess the design and acquisition specifications of current operational fleet to ensure organisational and safety needs are contemporary and are being achieved
- **Innovation Expression of Interest** allows for the trial and procurement of fleet and associated components that will take the Department into the foreseeable future

## **Project Objectives**

The following items have been identified as the primary objectives for this Project: -

- Simplify, improve and streamline the ongoing provision and delivery of operational fleet
- Provide a fit for purpose operational fleet through meaningful stakeholder engagement
- Enhance functionality without compromising safety; and
- Standardise and moderate the composition of the operational fleet provided by the department

## **TERMS OF REFERENCE**

### **ROLE**

This section outlines the role of the OFP Board, the role of the Chair and the role of individual Board members.

#### **Role of the OFP Board**

The role of the OFP Board will be to represent, inform and provide strategic advice and guidance to the OFP, for the purpose of achieving the Project outcomes.

#### **Role of the Chair**

The OFP Board Chair is the Project Sponsor (Mr Richard Burnell, Executive Director Corporate Services). If the Chair is unable to attend a meeting, the Chair may delegate this role to another member of the OFP Board.

The responsibilities of the Chair are to:

- Ensure adherence to agreed procedures and protocols
- Finalise meeting agendas and minutes and Chair the OFP Board meetings
- Report to and advise Chief Executives, ministers and relevant bodies on Project progress and issues as required
- Assist the OFP Board with timely decision making that is consistent with agreed plans and baselines, and balance needs and constraints, particularly when members' views differ
- Where full OFP Board attendance is not achieved, ensure a quorum is established when decisions are required
- Seek ad hoc advice from the OFP Board via an out-of-session process (outside of OFP Board meetings) as required
- Ensure focus on the desired Project outcomes

#### **Role of Members**

The role of individual OFP Board members is to:

- Approve the OFP Board TOR
- Appreciate the significance of the Project for all stakeholders and represent their interests
- Ensure the Project scope aligns with the expectations of those they represent
- Communicate the Project's objectives and achievements where appropriate
- Provide a point of reference when necessary to increase understanding of the strategic implications and outcomes of the Project
- Provide the Project team (and those directly involved with the Project) with guidance and support on Project risks and issues as required
- Seek to ensure the Project scope aligns with government strategies



- Ensure adequate collaboration and cooperation from respective business areas in determining and confirming requirements, proposals, plans and solutions
- Provide a principle point of contact to assist in making suitable resources available to the Project
- Proactively promote and support the organisational change and communication management components of the Project
- At all times conduct themselves in accordance with the DFES Code of Conduct including procurement probity

## **SCOPE**

The OFP Board will report via the Chair to the DFES Project Management Committee.

See Appendix B for the governance project structure diagram, covering the reporting lines between Project roles and DFES governance groups.

## **MEMBERSHIP**

### **Members**

The OFP Board will comprise representatives from the senior executive of DFES and other relevant organisations;

### **How Members will be Identified**

Members will be determined on the basis of responsibility for impacted DFES business areas or nominated by relevant external bodies. Each external party is responsible for nominating an appropriate representative member.

Observers from other relevant agencies may be invited by the Chair to promote collaboration.

### **Role of Proxies**

Where members are unable to attend they may nominate a proxy to act on their behalf. Proxies participate in discussions and have a role in decision making. Members will inform the Chair and Secretariat as soon as possible if they intend to send a proxy to a meeting.

### **Arrangement of Proxies**

Each external member is responsible for arranging a proxy or replacement member as and when required. DFES members are designated by their role within the organisation and responsible for nominating their own proxy as required.

See Appendix A for the list of OFP Board members, which is subject to amendment as required.

## **RESPONSIBILITIES**

This section outlines the responsibilities of the OFP Board as a group.

### **Responsibilities of the Board**

The OFP Board is responsible to endorse the TOR's in acceptance of the governance structure, roles and responsibilities. The endorsed TOR will apply for the duration of the Operational Fleet Project. The OFP Board may intermittently recommend amendments to the

TOR or the specification of its delegated authorities, to be tabled and agreed upon at a OFP Board meeting.

The OFP Board is responsible for guiding and monitoring the Project's success, by ensuring it remains focussed in achieving objectives and delivers products that meet required business benefits.

The OFP Board is responsible for:

- Providing advice to the Project in accordance with supporting Project documentation.
- Providing advice on Project management, risks, issues and changes to the Project or Project scope.
- Assessing Project progress and assisting in achieving Project outcomes.
- Ensuring that agreed positions demonstrate consideration of Project documentation to achieve the Project objectives.
- Keeping the Project scope under control as emerging issues force changes to be considered.
- Ensuring the decisions that are made reflect the varying priorities and requirements of the different stakeholders.
- Reporting via the Chair to Chief Executives, ministers and relevant bodies as required.

OFP Board members may delegate Project assurance tasks to other individuals but retain responsibility for the satisfactory completion of those tasks.

## **ADMINISTRATIVE ARRANGEMENTS**

This section outlines the OFP Board quorum, decision making process, and requirements for meetings and reporting.

### **Quorum**

A minimum of eight OFP Board members or their proxies (including the Chair) are required for decision making purposes. The Chair will only consider matters for decision when there is a quorum to do so.

### **Decision-making process**

The OFP Board will make decisions on the strategy and direction of the Project by agreement. If OFP Board members are unable to agree on a matter, then a decision will be made based on a majority vote of all attending members and proxies (where applicable).

### **Meetings**

#### *Frequency*

The OFP Board will meet quarterly at a time and date as determined by the Chair, or more frequently if required. Unless otherwise required, meetings will be limited to 120 minutes.

#### *Format*

Meetings will be held face-to-face at a location determined by the Chair. Members are required to meet the cost of their own travel to attend face to face meetings.

### *Agendas, minutes and reporting*

Proposed agenda items and associated papers are to be submitted to the Secretariat at least 10 working days prior to each meeting. Items of an urgent nature may be submitted for inclusion in the agenda after that time at the discretion of the Chair.

Papers for the meeting will be distributed to the OFP Board members one week prior to the meeting and will include:

- The agenda, outlining the date and venue for the forthcoming meeting.
- The minutes of the previous meeting.
- A progress report for the Project.
- Any papers requiring decisions.
- Any other documentation and information for consideration.

### *Reporting by the OFP Board*

The Chair and/or Senior Responsible Officer will provide verbal or written reports to governance groups, ministers and any relevant bodies as required.

## **SECRETARIAT**

The OFP Project Officer will take on the role of secretariat for the OFP Board, with assistance from the Strategy and Emergency Management Command team. The secretariat will be responsible for:

- Scheduling OFP Board meetings and arranging meeting facilities.
- Preparation and distribution of agendas and papers prior to the scheduled meeting.
- Ensuring the records and minutes of the OFP Board meetings are properly recorded and distributed in a timely manner.
- Distribution of minutes to the OFP Board within seven business days after a OFP Board has convened.
- Performing other duties as delegated by the Chair.

## **PROBITY**

The Project will implement probity protocols in line with the DFES Code of Conduct, Procurement Policy and any directions of the Probity Advisor.

In accordance with the above, all OFP Board members will be required to complete Declarations of Confidentiality and Conflict of Interest as an ongoing condition of their membership to the OFP Board.

Members are required to declare any conflict of interest that may arise during the course of their membership to the Probity Advisor.

Members agree that in accepting this TOR, they are bound by the requirements of confidentiality and procurement probity with regard to the Project.



## APPENDIX A – OFF BOARD MEMBERS

Role	Organisation	Name
Chair & Project Sponsor	DFES	Mr Richard Burnell
DC Operations	DFES	DC Craig Waters
AC Asset Management & Project Director	DFES	AC Brad Delavale
AC Metro	DFES	AC Brad Stringer
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Executive Officer	DFES	Ms Lisa Wilde
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Change Manager	Braestone	Ms Kirstin Smith
Observer	WA Police	Mr Craig Richards
Observer	DBCA	Mr Stephen Herbert



## APPENDIX B – PROJECT STRUCTURE

### CSA3141 Operational Fleet Project Reporting Structure

