

Consultancy Management Assignment

Project Initiation Document

On Call Firefighter Attraction & Recruitment

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1. Background

A review of Mid & West Wales Fire and Rescue Service (MAWWFRS) during 2016/17 identified that the On Call sector required reform to maintain existing standards of emergency response provision. One area of challenge identified was the increasing difficulty with regards to attraction and recruitment of On Call Firefighters. (MAWWFRS, 2017).

On Call Firefighters typically have other primary employment but are able to respond to emergency incidents from their homes or workplaces provided that they live or work within a 10 minute response time to their station. They attend emergency incidents, scheduled training or exercising events as well as weekly drill periods. They are remunerated pro rata for time spent 'at work' and a small nationally agreed fee for making themselves available during standby periods.

The purpose of this project is to clearly define a strategy and methodology aimed at implementing improvements to the way that attraction and recruitment activities are delivered which in turn will ensure a sustainable On Call sector.

I confirm that this project initiation document describes accurately the scope of the work proposed as at the current date and ask for authorisation and financial commitment for the project to commence.

This project initiation document is valid for one month after issue.

Sign Off to Proceed

Project Consultant:

Project Owner:

Date:

Date:

Contents

1. Background
2. Contents
3. Aim & Objectives
4. Scope
5. Deliverables
6. Constraints
7. Assumptions
8. Risks and Issues
9. Method of Approach / Work Programme
10. Research Methodology
11. Project Resources
12. Financial Business Case

Appendix A – Structure and Governance

3. Aim and Objectives

Aim

To develop a suite of attraction and recruitment options for implementation which will be designed to aid with improving the current On Call Emergency Response provision.

Objectives

- a) Identify strategies that may serve to increase attraction to the role of an On Call Firefighter.
- b) Explore opportunities to improve On Call recruitment strategies.
- c) Explore alternative crewing models that will appeal to cross sections of the community for whom the role of an On Call Firefighter is currently inaccessible.
- d) Consider MAWWFRS' role with regards to engaging with primary employers of potential On Call Firefighters.

4. Scope

Inclusions

The project will be a 6 month evidence based approach that serves as justification for financial commitment, resource allocation, changes to existing working practices and changes to designated areas of responsibility.

It will include:

- a) Utilisation of the results provided by comprehensive data gathering.
- b) The development of a report of findings.
- c) Development of a suite of options for future consideration.
- d) The Key Focus Areas of the project will be:
 - Increasing Attraction
 - Improving Recruitment Strategies
 - Alternative crewing models
 - Primary Employer engagement

Exclusions

Exclusions to the project will be:

- a) Data and/or information that is deemed as not valid, accurate or current by project team.
- b) Any additional Work not listed in Section 2.2

5. Deliverables

The following table provides a detailed overview of the project deliverables with associated timescales.

No.	Criteria	Description	Significance to Project	Complete By:	Success looks Like:
1	Governance Structure and Project Team	Defined Project Board consisting of appropriate representation for the Service. Project Team selected demonstrating relevant skills and experience.	Essential for performance management and governance	Month 1	Project Board and Project Team defined and signed off.
2	Project documentation / library	Defined procedure for collating and recording evidence within secure file structure.	Essential for verification, validation, security and confidentiality.	Month 1	A structured filing system with documentation having appropriate security levels set. Ability to review documents post Project.
4	On Call Firefighter Attraction and Recruitment Project Report	Report detailing the findings of the Project.	Essential to inform Executive Leadership Team and Fire Authority of findings.	Month 6	Presentation of On Call Project Report to Executive Leadership Team who will validate the report.
5	On Call Project Future Options Report	Subsection of main report detailing options for implementation.	Essential to inform Executive Leadership Team and Fire Authority of findings.	Month 6	Presentation of Project Future Options Report to Executive Leadership Team who will validate the report.

6. Constraints

- Project tolerance is set at 10% for budget, scope and timescale with exception reporting where necessary.
- Project timescale of six months which determines how much is achievable during that period.

7. Assumptions

- Commitment from all stakeholders to the development and delivery of the project.
- An undertaking from Service personnel identified as collaborative partners and critical business partners to carry out activities with due diligence.
- Implementation of monthly Project Board meetings to provide project governance
- Commitment from the Executive Leadership Team (ELT) to validate the Project Report upon completion.

8. Risks and Issues

A robust methodology for the recording and mitigation of risks will be utilised throughout the lifespan of this project. The risk management log will provide details of up to date risks to the Project, along with the likelihood of occurrence and severity of effect.

The risk management log will also provide details of all mitigation activities and control measures that are in place.

Any issues arising during the lifespan of the Project will be recorded and dealt with through the Issues log which will include actions that are required to mitigate against the consequences.

9. Method of Approach / Work Programme

The following components provide an overview that will form the method of approach to the Project:

- Establishment of a Project Team to control and deliver the project.
- Identification of milestones and workstreams.
- Identification of 'collaborative partners' and critical business partners.
- Establishment of a Project Board for the purposes of governance.
- Early recognition of risks arising out of the project will be anticipated where possible and recorded, enabling control measures to have maximum effect.
- Establishment of and adherence to a 12 month project plan which will conclude with the deliverables that are set out in Section 4.
- Production of high quality outputs which are robust to scrutiny from independent inquiry.

10. Research Methodology

The evidence base for this project will be derived from the following sources:

Service Review On Call report outcomes: This report details the main focus areas for consideration in determining general improvement within the sector.

Primary and secondary survey outcomes: The report will incorporate elements of a primary survey which will be circulated to existing On Call employees as well as the outcomes of a trade union survey commissioned to broadly evaluate employee satisfaction within the sector.

Internal and external collaborative partners: These will be a blend of sector specialists from internal departments such as Human Resources and the Corporate Communications team. They will have first hand knowledge of the challenges faced in attracting and recruiting On Call firefighters. External collaboration will be sought from agencies such as the RNLI who have similar challenges in attracting volunteers to fulfil emergency cover in small and remote coastal communities.

Secondary datasets: Datasets from bodies such as the Office for National Statistics will be utilised to determine demographic profile of target communities.

11. Project Resources

Structure and Governance

Project Structure and Governance arrangements will be in line with current Service procedures and are shown in **Appendix A**.

Core Project Team

The project team will consist of a Project Manager and Project Coordinator the financial detail of which are as follows:

Role	Salary	Allowances	Pension	NI	Total Cost
Station Manager 'B'	21,931	nil	3,136	3,027	28,094
Scale 5 Coordinator	11,671	nil	1,645	1,051	14,367
					42,461

Other Resources

Office facilities and equipment will be utilised within the Service Headquarters campus for the duration of the project and any incidental costs arising will be allocated from the corporate projects budget cost code.

12. Business Case

Due to existing shortfalls in On Call establishment levels, the current On Call Operational salary budget is underspent by £1.7 million. This deficit of employees against establishment has a detrimental effect on appliance availability due to staff shortages. The total cost for delivery of this project is £42,461 with a 10% tolerance. This is comfortably within existing shortfalls and subject to implementation of identified outcomes will realise a significant return on investment in terms of business improvement. This project is aimed at delivering organisational output improvement.

APPENDIX A

Structure and Governance

