



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Online Public Meeting - NYFRS

Workforce Planning

Progress and Future Challenges

February 2024

Area Manager Ben Illsley



www.northyorksfire.gov.uk



Workforce Planning

What is workforce planning?

Workforce planning, also known as strategic workplace planning, is the process of analysing, forecasting and planning workforce supply and demand. It involves reviewing current staff, examining current and future personnel needs and identifying gaps between supply and demand.

Element	Headcount Planning	Succession Planning	Strategic Workforce Planning
Planning timeline	2-3 years ahead	Dependent on organisation	3-5 years ahead
Overarching concern	Numbers, vacancies and budgets	Current key roles that may become vacant	Key roles needed to execute strategy, now and in the future
Capacity or capability focus?	Capacity	Capability	Both
Roles or people focus?	People in roles	People	Roles



Workforce Planning

What are the benefits of effective workforce planning?

Leading and Developing People Fire Standard

WHAT IS REQUIRED TO MEET THE FIRE STANDARD



A fire and rescue service **must**:

- 1 carry out robust workforce planning to:
 - A deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;
 - B develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;
 - C understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly; and
 - D have in place necessary succession plans and processes to maintain a sustainable, competent workforce.
- 3 attract and maintain a competent and diverse workforce that can meet community and organisational needs
- 4 develop and implement a variety of entry routes into the service to attract and recruit a diverse and professional workforce to meet its identified workforce requirements

Workforce Planning



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Starting Point

HMICFRS Report in January 2023

- Significant criticism relating to workforce planning
- High numbers of temporary personnel at all levels
- Ineffective systems and processes in place for workforce planning



People

How well does the fire and rescue service look after its people?

Last updated 20/01/2023



Inadequate



Cause of concern

The service doesn't have in place adequate workforce planning processes. This means that areas such as safety-critical training, succession planning, absence and work-time management don't support its current and future integrated risk management plan.



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Workforce Planning Data

As at 31st December 2022

Role	Posts	Substantive	Temporary %age
CFO	1	1	n/a
DCFO	1	1	n/a
Area Manager/Director	3	1	67%
Group Manager/Head of Function	9	4	56%
Station Manager	17	8	53%
Watch Manager	52	35	33%
Crew Manager	57	31	46%
Overall	140	81	42%



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Key Actions/Improvements

February-March 2023

- Creation of an HMICFRS Action Plan and Senior Responsible Owners
- Group Manager promotion process and appointments
- Change in the service approach to career breaks and secondments

April-May 2023

- Creation of the Workforce Planning and Resourcing Board
- Creation of a centralised process for managing the establishment and personnel movements
- Station Manager promotion process and appointments
- Phase 1 of the Prevention and Protection restructure



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June-July 2023

- Full rebuild of the HR/personnel system
- Paper approved at SLT to commence WT FF recruitment
- Development of a new Recruitment and Selection Policy
- Effective dashboards created with more accurate leaver projections

August-September 2023

- Agreement reached with representative bodies on the relocation process for Huntington staff
- Wholetime FF recruitment process launched
- New Recruitment and Selection policy agreed with representative bodies



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October-November 2023

- Training Needs Analysis (TNA) and detailed training plan built and costed for 2024/25. Including WT recruits course for April-July 2024.
- Watch and Crew Manager promotion processes
- New local agreement reached with representative bodies to enable access to development in role
- HMICFRS letter confirming the removal of the Causes for Concern

December 2023-January 2024

- Watch and Crew Manager postings board completed
- Wholetime FF interviews conducted
- New Maintenance of Competence programme launched





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Workforce Planning Data

As at 31st January 2024

Role	Posts	Substantive	Temporary %age
CFO	1	1	n/a
DCFO	1	1	n/a
Area Manager/Director	4	4	n/a
Group Manager/Head of Function	10	8	20%
Station Manager	18	17	6%
Watch Manager	50	45	10%
Crew Manager	56	48	14%
Overall	140	124	11%



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Workforce Planning

Ongoing and Future Challenges

- Pension changes and the impact on retirement projections
- Critical roles and single points of failure
- Short term financial projections on funding and pay awards
- Fire service funding formula and investment
- Aging and more transient population in rural areas
- Commitment levels required for FRS roles
- Sustainability of the on call firefighting model
- Diversity of the workforce
- Significant training requirements for roles



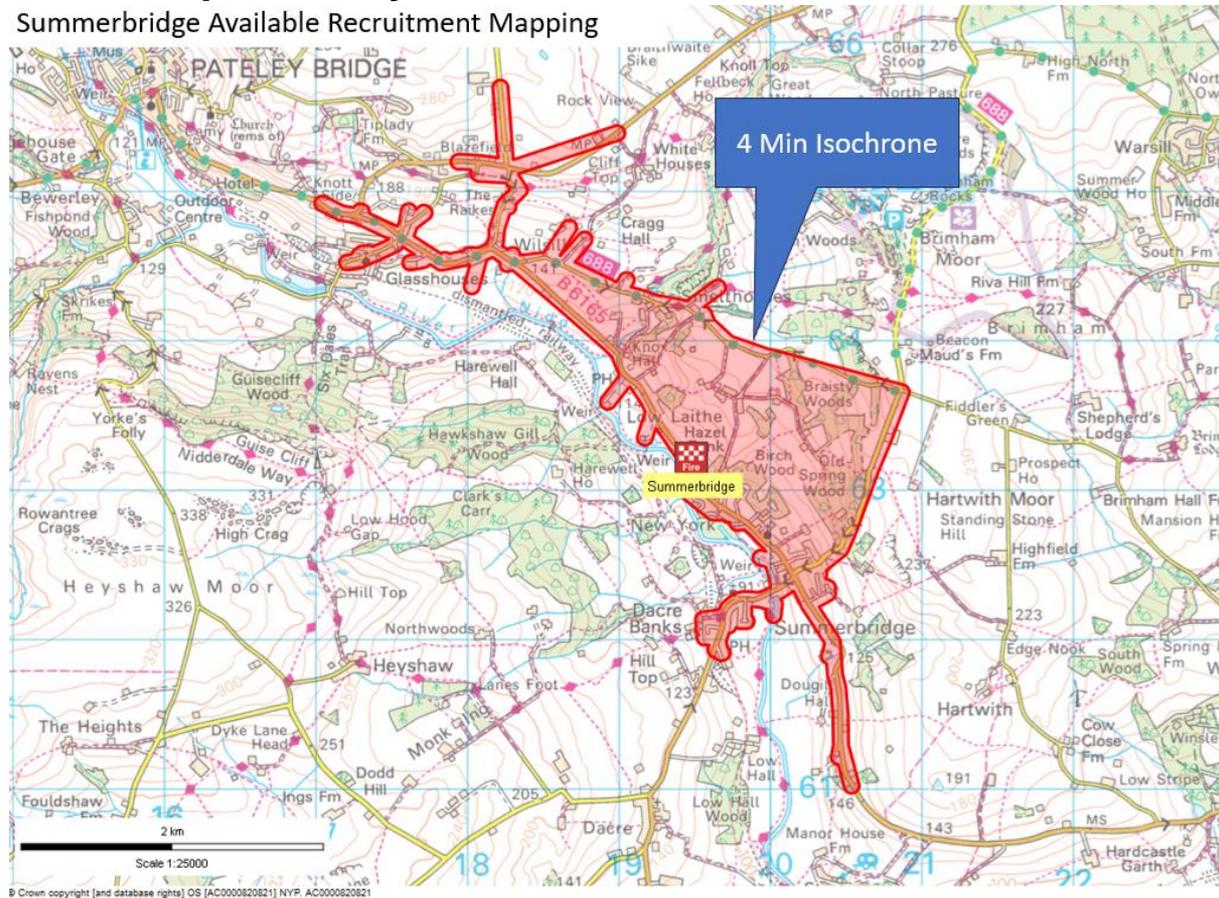
On Call Example



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On Call Selection pool analysis

Summerbridge Available Recruitment Mapping

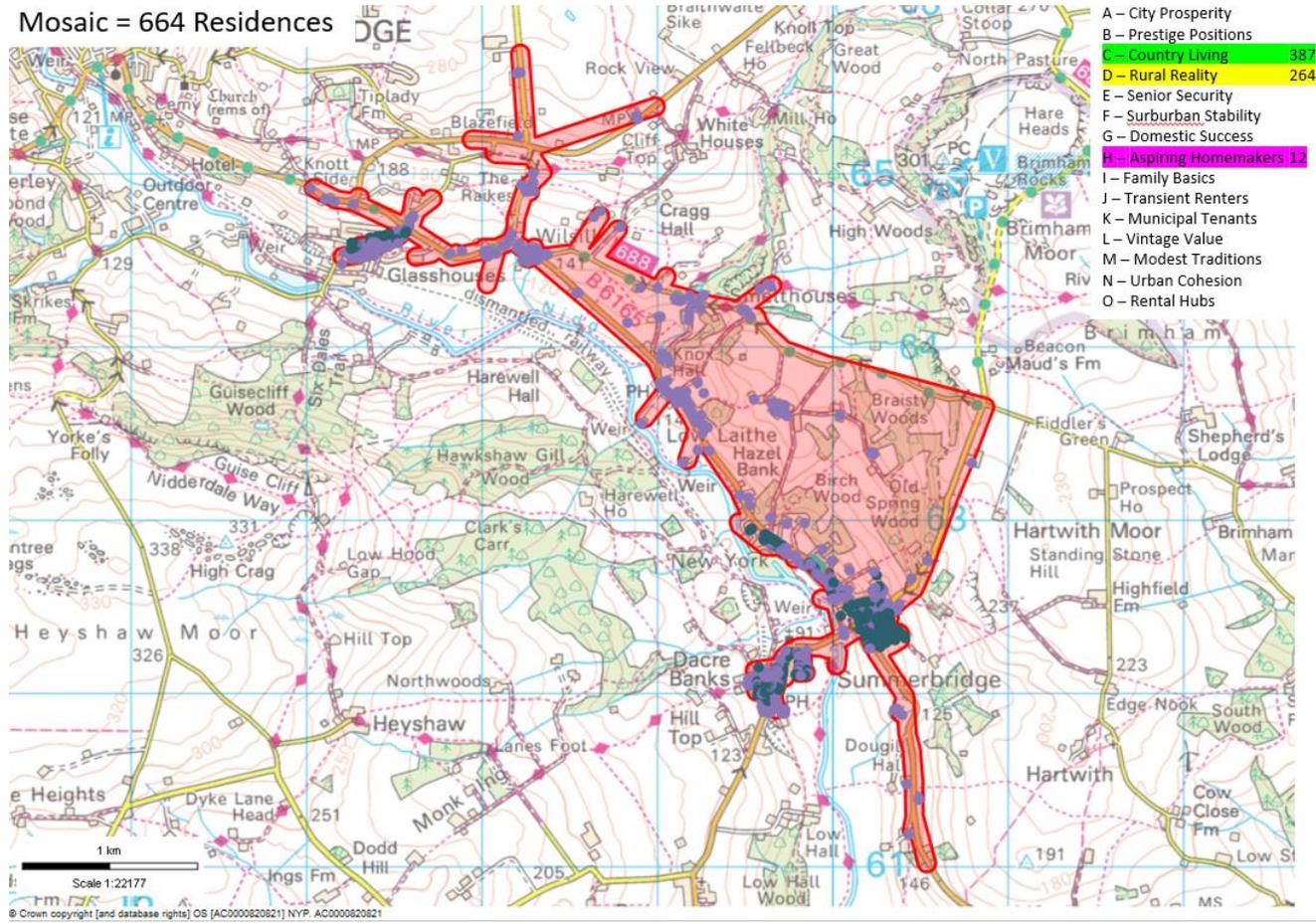


On Call Example (Summerbridge)



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Mosaic = 664 Residences

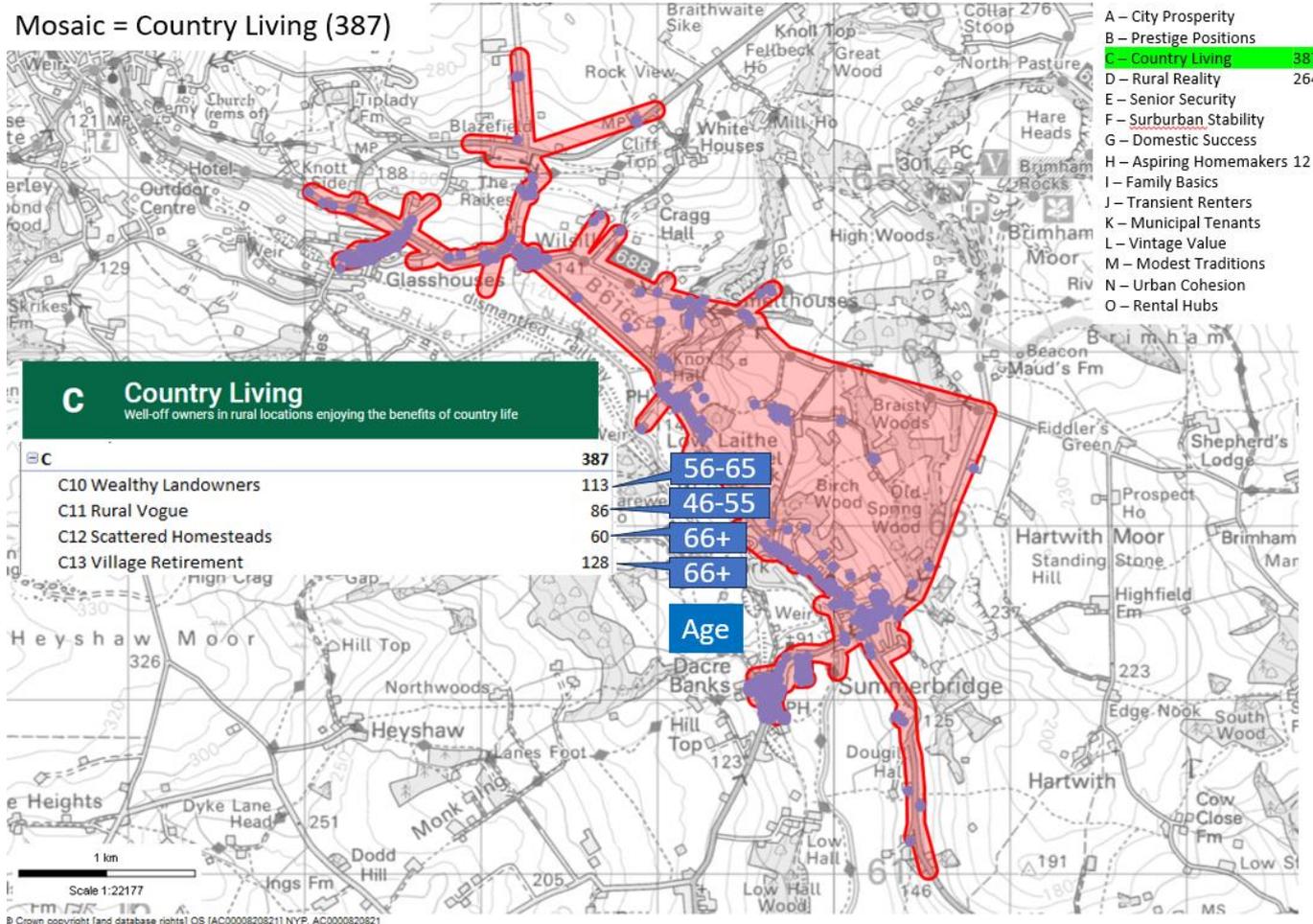


On Call Example (Summerbridge)



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Mosaic = Country Living (387)



On Call Example (Summerbridge)



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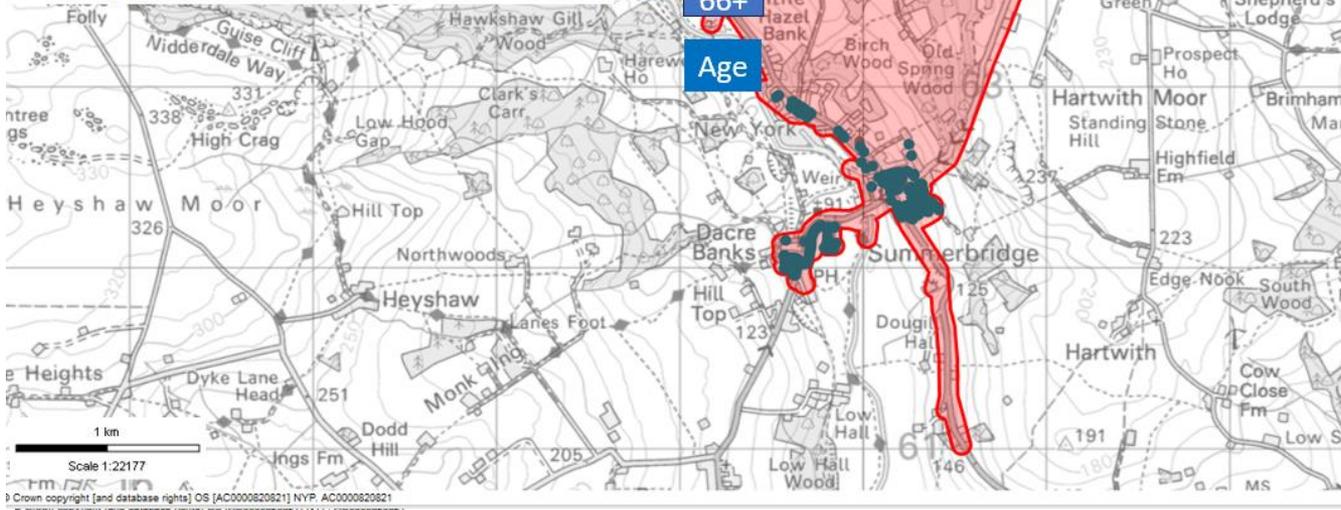
Mosaic = Rural Reality (264)

D Rural Reality
Householders living in less expensive homes in village communities

- A – City Prosperity
- B – Prestige Positions
- C – Country Living 387
- D – Rural Reality 264**
- E – Senior Security
- F – Suburban Stability
- G – Domestic Success
- H – Aspiring Homemakers 12
- I – Family Basics
- J – Transient Renters
- K – Municipal Tenants
- L – Vintage Value
- M – Modest Traditions
- N – Urban Cohesion
- O – Rental Hubs

- D** 264
- D14 Satellite Settlers 157
- D15 Local Focus 61
- D16 Outlying Seniors 46

- 56-65
- 36-45
- 66+
- Age



On Call Example (Summerbridge)



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Mosaic = Aspiring Homemakers (12)

