



Meeting	Performance & Resources	Agenda Item	13
Meeting Date	25 th January 2021		
Report Author:	Director of Corporate Services		
Presented By	Director of Corporate Services		
Subject	Workforce Plan Update		
Type of Report:	Information		

RECOMMENDATIONS

Members of Performance and Resources Board are asked to note the updated position regarding the ECFRS Workforce Plan progress to date.

BACKGROUND

The interim ECFRS workforce plan was presented to SLT in April 2020 and outlined the requirements to meet our planned and forecasted requirements specifically at this point with regards to Wholetime Firefighter recruitment.

The full Workforce Plan which articulated the wider needs of the service in relation to all aspects of attrition and recruitment requirements, including the needs of succession planning were presented in September 2020 and signed off at the ECFRS Strategic Board.

It was agreed at the Strategic Board that updates and progress against the Workforce Plan would be presented at Performance and Resources Board.

OPTIONS AND ANALYSIS

The full detail of the update against all aspects of the Workforce Plan can be found in the attached presentation in Appendix 1.

To refresh the key objectives of our Workforce Plan these have been outlined below in What can our Workforce Plan achieve.

What can our workforce plan achieve

ECFRS wants our workforce plan to provide insights for us as an organisation and to go beyond reacting to circumstantial events. Our workforce plan needs to work intelligently to help us focus on the following points.

- responding to the needs of our communities and partners and key stakeholders
- identifying skills gaps and areas of succession risk
- relevant strategies for aspiring leaders and people development
- targeting specific and identified inefficiencies
- employee retention initiatives
- improving the quality of outputs
- improving work–life balance
- recruitment and training to achieve a skilled workforce

BENEFITS AND RISK IMPLICATIONS

The benefits and risks currently remain the same as previously reported and the next steps within the reporting or our Workforce Plan is to present and updated dashboard that will feature within the Quarterly People Performance Report presented at Performance & Resources Board as a standing agenda item.

Workforce Planning has several benefits which need to be considered in order to ensure that we experience the benefits outlined below.

- It would allow us to respond quickly and more strategically to change, as the organisation and managers can recognise emerging challenges in the workforce and business.
- It improves efficiency, effectiveness and productivity as employees possess the right skills, in the right place utilised at the right time.
- It facilitates strategic staffing and planning for future workforce so we can identify staffing needs in a timely manner, monitor attrition, and ensure that replacements are available to fill key vacancies.
- It strengthens our capability to support the achievement of service outputs now and in the future.
- It encourages an understanding of our workforce profile; ECFRS strategies and policies are therefore aligned with maximising the capacity of the existing workforce and shaping the desired workforce.
- It will help us with the identification of our people with the knowledge critical for effective and efficient service operations, and the organisation's management of knowledge and maintenance of corporate functions.

The risks of poor workforce planning can lead to following issues within an organisation:

- Lack of resources to enable an effective response
- Low employee engagement
- High turnover
- Less productive employees
- Weak leadership pipeline
- Reduced teamwork and collaboration
- Underutilisation and development of skills amongst individuals and teams

FINANCIAL IMPLICATIONS

It is anticipated within the Workforce Plan that there will be additional direct and indirect costs to deliver the plan, for example the implementation of new software platforms such as an Applicant Tracking System. The agreement to over establish in anticipation of possible retirement leavers following remedy of the McCloud/Sergeant High Court ruling. The need to for a 12 month interim period to increase managerial mentoring posts to aid succession planning into key roles such as Station Managers etc. Any required uplift in costs to support will be submitted via a business case to SLT.

EQUALITY AND DIVERSITY IMPLICATIONS

The workforce plan addresses inclusion and diversity actions as part of our positive action in recruitment programme. We will continually measure and report on the impacts of our campaigns and progress in this respect.

WORKFORCE ENGAGEMENT

The interim workforce plan was developed through several engagement events and activities with area and group managers. The update is collated through various teams, workstreams, forums and reports.

LEGAL IMPLICATIONS

There are no specific legal implications

HEALTH AND SAFETY IMPLICATIONS

There are no specific Health & Safety implications