



**HUMBERSIDE**  
Fire & Rescue Service

# Workforce Plan 2022-2025



Safer communities, safer firefighters

# Contents

INTRODUCTION.....	3
WHAT IS WORKFORCE PLANNING? .....	3
ORGANISATIONAL OVERVIEW .....	4
ANALYSING THE WORKFORCE .....	4
Full-Time Operational Staff.....	5
On-Call Operational Staff .....	5
Support Staff .....	6
Control Room Staff.....	6
Falls Team .....	6
Contingency Crew .....	7
EQUALITY INFORMATION .....	7
Sex/Gender .....	7
Age .....	7
ATTRITION: LEAVERS OF THE SERVICE AND REASONS.....	7
Resource Allocation, Skillsets and Competencies.....	8
WHAT DOES OUR WORKFORCE DATA TELL US? .....	8
Service wide/specific areas of risk .....	8
Retirement Profile*.....	8
DETERMINING FUTURE WORKFORCE NEEDS .....	9
ADDRESSING WORKFORCE NEEDS/REQUIREMENTS.....	9
Succession Planning and Talent Management .....	9
Retire and Return.....	10
Promotion Pipelines for 2023 .....	10
Firefighter Recruitment for 2022/3 .....	10
MONITORING AND EVALUATE ACTION PLANS AND SOLUTIONS .....	10
SUMMARY/CONCLUSION.....	11
APPENDIX A.....	12
APPENDIX B .....	14
APPENDIX C.....	15
APPENDIX D.....	16

# INTRODUCTION

To achieve our priorities and aims we need to manage, plan and develop our workforce effectively. Under our 'Value Our People' strategic objectives, we are clear that we should plan for all workforce issues. This workforce plan forms part of our approach in doing so.

We recognise our responsibility for keeping communities in the Humber area safe, keeping our firefighters safe, and contributing to the firefighting and rescue capabilities of the United Kingdom. This workforce plan is supported and underpinned by local plans that are developed with local line managers and driven by Heads of Service in their respective areas. We continue to develop our vision of *"Safer Communities, Safer Firefighters"*.

Our Strategic Plan 2021-2024 ([click here to access](#)) is clear on our priorities, i.e. 'what we want to achieve'. These priorities are that through everything we do, we want to inspire community confidence and prevent the loss of life, injuries and impact on communities caused by emergency incidents.

Our strategic aims 'what we need to do well' are to:

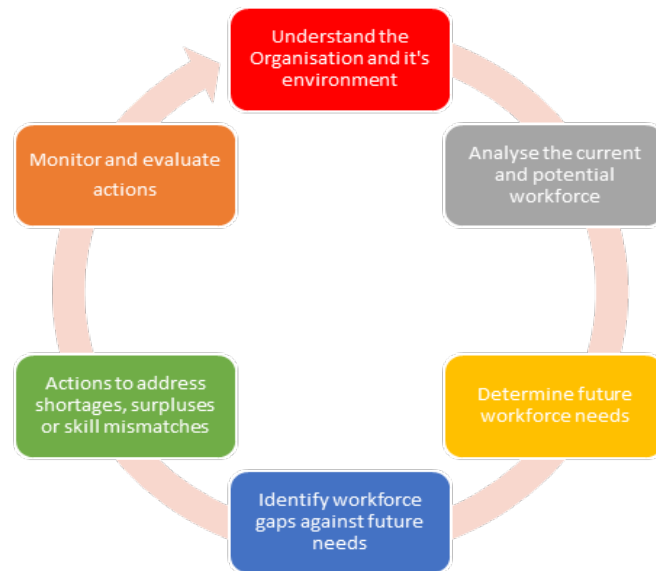
- Help the community to be safe at home, at work or in public places.
- Advise businesses on their fire safety responsibilities and enforce when needed.
- Safeguard the vulnerable.
- Have the capability to respond to any risk in the area.
- Work seamlessly with other emergency responders.
- Have the capacity to handle emergency calls and arrive on scene quickly.

Our Community Risk Management Plan (CRMP) 2021/24 ([click here to access](#)) identifies how our analysis and reduction informs our planning and decision making to help us determine how we allocate our resources and support, across our four Districts. Our service delivery areas are aligned to the political boundaries of the four Unitary Authorities that combine to form our Fire Authority. The East Riding of Yorkshire and Kingston upon Hull make up the northern service delivery area, whilst North Lincolnshire and North East Lincolnshire constitute the southern service delivery area. Each District management team works closely with the partner organisations and local partnerships/forums within its area, enabling our resources to be more effectively and efficiently targeted into.

## WHAT IS WORKFORCE PLANNING?

According to the CIPD, workforce planning is a process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan. It's about getting the right number of people with the right skills, employed in the right place, at the right time, at the right cost and on the right contract to deliver an organisation's short and long-term objectives.

A key aim of HFRS's workforce plan, business continuity and resilience planning is to ensure plans are in place for sustainable, fit for purpose, effective leadership and that workforce capacity and capabilities can deliver the Service's Strategic Plan.



Ref: CIPD – Workforce Planning Factsheet 5 June 2020

## ORGANISATIONAL OVERVIEW

Humberside Fire Authority covers the four Unitary Authority areas of Kingston upon Hull, the East Riding of Yorkshire, North Lincolnshire and North-East Lincolnshire. The area has a total population of approximately 936,866 and covers a geographical area of 1,360 square miles.

We have 31 Fire Stations, 12 are crewed by Full-Time firefighters and 19 by On-Call firefighters. 3 of the full-time stations have mixed crewing of both Full-Time and On-Call firefighters.

This workforce plan will be updated periodically according to service need, establishment data and the retirement profile.

## ANALYSING THE WORKFORCE

The following definitions should be referred to when considering the figures provided in this report:

**‘Establishment’** means posts which are funded

**‘Strength’** means number of staff employed

**‘Vacancy’** means funded post which is not filled

**‘Supernumerary’** means over and above agreed established posts

The agreed establishment numbers and the current establishment structure for the Service are detailed in Appendix 1 attached. These figures are correct as of 1 April 2023, bearing in mind that this is dynamic information and subject to change. The agreed funded figure includes external secondments and funded services, for example the Falls Team.

Updated chart – April 2023 (10 temporary On-Call contracts not included in current strength numbers):

	AGREED ESTABLISHMENT	CURRENT STRENGTH (number of staff employed)
Full Time Operational Staff	450	446
On-Call Operational Staff	424*	348
Support Staff	239	243
Control Room Staff	30	30

Falls Team	19	19
Contingency Fire Crew	56	49
Contingency Control Crew	9	9
<b>Total</b>	<b>1227</b>	<b>1144</b>

\*See On-Call crewing section below

A further breakdown of staff in each work area is provided in Appendix A and B.

### Full-Time Operational Staff

Full-Time Operational roles range from Firefighter through to Chief Fire Officer. Firefighter to Group Manager Roles are employed on Grey book Terms and Conditions and have the option to join the Firefighter Pension Scheme: they work an average of 42 hours per week. Roles at Area Manager to Chief Fire Officer roles are employed subject to Gold Book Terms and Conditions and can also join the Firefighters Pension Scheme. Firefighter, Crew Manager and Watch Manager roles are predominantly based at fire Stations however, several day-based Watch Manager positions exist in support departments. Station Manager and Group Manager roles are middle management positions responsible for managing groups of fire stations or running and leading support departments.

The CRMP identifies our optimum crewing availability model for fire stations which is informed and managed against Service intervention standards which are: 100% Full-Time, 95% On-Call (first fire engine) and 80% On-Call (second fire engine). To achieve the 100% Full-Time availability, we have determined that we need 40 Watch Managers, 60 Crew Managers and 268 Firefighters spread across four shifts, this equates to 92 personnel per shift, with a minimum crewing level of 67 (after leave, courses etc.) in line with our Locally Determined Shift system.

Worst case scenario planning and the CRMP inform our Incident Command requirements which are regularly reviewed. Incident Command requirements determine that we need 8 Flexible Day Duty Watch Managers, 8 42-hour Day Based Station Managers, 16 Flexible Duty System Station Managers, 8 Flexible Duty System Group Managers, 3 Gold Book Area Managers and 3 Gold Book Principal Officers at Assistant, Deputy and Chief Fire Officer roles.

In addition, we have 28 Operational roles at Crew and Watch Manager Levels aligned to support departments across the Service in sections such as Training, Organisational Development, Health & Safety and Emergency Preparedness.

Current Full-Time staff levels are detailed at Appendix C.

### On-Call Operational Staff

On-Call stations are crewed by staff who provide emergency cover on an On-Call basis and generally have primary employment in addition to their Fire and Rescue Service role. We currently have On-Call staff at Firefighter, Crew Manager and Watch Manager levels with all roles based at On-Call Stations. On-Call Staff are subject to Grey Book Terms and Conditions and have the option to join the Firefighters Pension Scheme.

The CRMP identifies our optimum crewing availability model for fire stations which is informed and managed against Service intervention standards which are: 100% Full-Time, 95% On-Call (First Fire Engine) and 80% On-Call (Second Fire Engine. To achieve 95% and 80% availability (first and second pump respectively) we require staff to provide various levels of cover per week depending on their circumstances and availability as well as a requirement to live or work within 5 minutes travelling

distance from the fire station. Contracts are banded by overall hours per week and specified hours where cover must be provided within specific periods. A variety of contracts are available to suit the needs of individuals and the Service to provide sufficient emergency cover at each station.

The following core hours bands are available:

- 100+ core hours band with 70 hours specified
- 85 core hours band with 60 hours specified
- 70 core hours band with 50 hours specified

The core hour bands are then broken down further by contract efficiency and designated as either A, B, C or Prime; with Prime contracts being the most efficient (based upon the need at each station). The actual figure for On-Call staff is 348, which is a flexible and fluid figure to accommodate the needs of the individuals and the Service as identified above. Our headcount for On-Call includes 118 full-time operational staff undertaking dual contract arrangements. 10 Support Staff and 2 Control Staff also have On-Call contracts. Our current, maximum On-Call establishment is 424, which is based on our traditional approach to calculating On-Call establishment which is 15 personnel on a one pump station and 28 personnel on a two-pump station. However, the way HFRS manages its contracts with On-Call staff is dependent upon the blend of availability profiles at each station.

Current On-Call Crewing levels are detailed at Appendix C.

### Support Staff

Support staff roles vary and operate to Green Book Terms and Conditions, they have an option to join the Local Government Pension Scheme and work 37 hours a week (full time), predominantly Monday to Friday. They have representation across all Support departments, ranging from junior administration roles right through to Executive Director roles and are mainly based at Service Headquarters.

### Control Room Staff

Control Room roles range from Firefighter Control to Station Manager Control and are all based within our Control Room function at Service Headquarters. These roles are subject to Grey Book Terms and Conditions, they work on average a 42-hour week and have the option to join the Local Government Pension Scheme. Other than the Station Manager Control role and a small number of support roles, most staff follow a 2-day, 2-night, 4 off shift pattern.

Our Control function is part of the East Coast and Hertfordshire Control Room Consortium which provides a high level of resilience and fall-back arrangements for this critical function levels. Staffing levels have been determined by the Service and are aligned with the wider provision across the consortium based on Service size and risk.

### Falls Team

This team is currently staffed by 2 full time Firefighters and 28 on-call Hull F.I.R.S.T responders on temporary contracts (the 2 full-time Firefighters are also on the on-call falls team as their secondary role). Hull F.I.R.S.T provide both day and night-time cover 24/7. All responders are under Grey book terms and conditions whilst carrying out this role. The team are lead/managed by a Prevention Manager.

All posts are funded by City Health Care Partnership (CHCP), who are commissioned by the NHS Integrated Care Board (ICB) to provide a falls response service in Hull. The CHCP have recently

funded this service for a further year and an addendum to the contract has been made to cover agreed post-codes, Cottingham HU16, Hedon HU12, South Cave and Brough HU15 and Hessle HU13. Should the Hull F.I.R.S.T service cease to exist, the 2 full-time Firefighters will return to normal deployment within the Service and the secondary temporary role for the 28 Hull F.I.R.S.T on-call falls responders will cease.

### Contingency Crew

The current number of Contingency Crew (operational and Control) staff is 58 as at the beginning of April 2023. This level of cover, including training and competency, is currently being reviewed and addressed to ensure it is fit for purpose in the short to medium term. Further recruitment is ongoing and a programme of monthly engagement is in place to ensure refreshing and retention of skills.

## EQUALITY INFORMATION

### Sex/Gender

Our workforce profile as of 31 March 2023, shows a gender split of 76% male, 22% female, and 2% preferring not to say (not including contingency crew), across the whole workforce. Of the 22% female staff (234 in number), 142 worked in Green Book roles, 25 in Control and 67 in operational roles. Of the 76% male staff (822 in number), 95 worked in Green Book roles, 4 in Control and 723 work in operational roles. The workforce is predominantly white. The workforce ethnicity profile is 95% white, 5% other ethnicity groups. The 2021 census data shows an increase in ethnic minority groups in the Humber region, with an average mean of 10%.

### Age

Of the staff who told us about their age within the ranges below as of 31 March 2023 shows as:

Age Range	Numbers and %
18-29	119 - 11%
30-49	623 - 58%
50-69	311 - 29%
70+	3 - 0.25%

Just over 87% of the workforce who declared their age range are over 30 and 29.25% of those are over 50.

## ATTRITION: LEAVERS OF THE SERVICE AND REASONS

The workforce plan takes account of the attrition rate and reasons for staff exiting the Service, its absence rates, and any key risks such as the age of the workforce, the skills of individuals and for HFRS if, when and how many firefighters need to be recruited into the Service. Relevant data has been analysed and reported as follows in the following table:

ATTRITION REASON	2021-22	2022-23
Retirement	36	31
Resignation	50	39
Early retirement	1	0
Ill Health	4	3
Dismissed	3	0

Deceased	1	0
<b>Total</b>	<b>95</b>	<b>73</b>

The work areas of leavers during the same periods are categorised by professional groups in the table below.

<b>WORK AREA</b>	<b>2021-22</b>	<b>2022-23</b>
Control	3	2
On-Call	33	18
Support Staff	26	16
Full Time	33	37
<b>Total</b>	<b>95</b>	<b>73</b>

### Resource Allocation, Skillsets and Competencies

Our CRMP 2021-24 identifies the resources needed to meet the risk in each area of the Service across our 31 fire stations (9 Full-Time, 3 Full-Time/On-Call, 19 On-Call).

Using data from the CRMP allows us to identify the staffing requirements, associated competencies and skill sets required. We have developed a dashboard through which those requirements are monitored. The dashboards along with our Training Needs Analysis and needs identified through Personal Development Reviews, then feed into to our Annual Training plans overseen and administered by our Training and OD sections.

Our Service Improvement Plan, Tactical Plans, Strategies and Annual/Bi-annual/quarterly reporting ensure the ongoing delivery, maintenance and review of staff, resources, training and development (competencies/skills) required to focus our service delivery on keeping communities in the Humber area safe, keeping our firefighters safe, and contributing to the firefighting and rescue capabilities of the United Kingdom in line with our Statutory responsibilities and duties under the Fire and Rescue Act 2004.

## WHAT DOES OUR WORKFORCE DATA TELL US?

### Service wide/specific areas of risk

We have an ageing workforce, and potential specific areas of risk should staff choose to retire at their earliest opportunity. These potential retirement risks are detailed in the retirement profile information and specific station/directorate profiles.

### Retirement Profile\*

	Immediate	2022	2023	2024	2025
Firefighter	14	11	16	17	18
Crew Manager	6	3	2	4	6
Watch Manager	10	1	5	12	5
Station Manager	3	2	1	2	2
Group Manager	0	0	4	1	2

*\*Post McCloud ruling*



	Immediate	Forecasted 2022	Actual 2022	Forecasted 2023	Actual 31/3/2023
Firefighter	14	11	12	16	4
Crew Manager	6	3	4	2	0
Watch Manager	10	1	5	5	1
Station Manager	3	2	4	1	1
Group Manager	0	0	2	4	2
Total	33	17	27	28	8

Further detail of the retirement profile is provided at Appendix D.

## DETERMINING FUTURE WORKFORCE NEEDS

Based on the earliest possible retirement date of the individuals concerned, and assuming they elect to retire, it is estimated that we will need to recruit additional Full-Time staff at all ranks, as above. Plans have been implemented and are already in operation for the temporary re-engagement of retired firefighters, temporary full time FF contracts for On-Call staff, permanent Full Time Firefighter contracts for On-Call staff and external advertisement to the public and other Fire Services.

Recruitment gives us the opportunity to address the diversity of our workforce, particularly in terms of gaps with sex, ethnicity and age which are the focus of our positive attraction campaigns and positive action, such as the Rookie Red programme. One measure of success of recruitment and promotion processes is demonstrated through the Pay Gap reports (HFRS voluntary report on gender, ethnicity and disability). Annual reports demonstrate we have halved our mean hourly pay rate gap in six years of Pay Gap reporting, with a significant reduction by nearly 4% from 2021 to 2022 alone. This is largely due to more women successfully appointed at senior levels within the organisation during that reporting period, and an increase of women joining the Service overall.

## ADDRESSING WORKFORCE NEEDS/REQUIREMENTS

### Succession Planning and Talent Management

Succession planning processes take account of the Services Strategic Plan requirements and horizon scanning of future external and internal challenges. Outcomes of these processes are translated into timely interventions to ensure the Authority continues to meet workforce capacity requirements whilst maintaining and building skills and capability.

The Talent Pipeline process which is now well embedded as the process for operational succession planning and career development within the Service. It aims to provide transparency to the whole workforce about how they can develop and progress at every level and to support the promotion of all role levels throughout the organisation.

Further development of this process will see the introduction this year of a portfolio development process for Crew Manager, Watch Manager and Station Manager roles to enable continuous development and a natural lead into the promotion selection process.

There will be a succession planning framework introduced for identified key business/specialist posts (Green Book roles), following the successful pilot of this framework in Corporate Assurance.

### Retire and Return

Staff who are preparing for retirement are permitted to apply to retire and return on temporary contracts once they have left the Service, either full or part time/job share to address specialised skills gaps or vacancies that may be more challenging to recruit to.

The Service's Pay Policy Statement does not prohibit employees who have left employment being re-employed.

### Promotion Pipelines for 2023

- Group Manager Talent Pipeline – February to March 2023
- Station Manager Talent Pipeline – February to April 2023
- Watch Manager Talent Pipeline – March to May 2023
- Crew Manager Talent Pipeline – April to June 2023

Process	Appointable	Temporary Appointable	Unsuccessful
Group Manager	2	1	4
Station Manager	3	3	4
Watch Manager	9	4	1

At the point of writing, the 2023 Crew Manager Talent Pipeline has not yet concluded.

Note: All recruitment and pipelines are open to external candidates.

### Firefighter Recruitment for 2022/3

- Intake of 20 On-Call to FT FF April 2022 – direct to station vacancies
- Intake of 15 external FT FF into Training School 16 May 2022 – assigned to stations August 2022
- Intake of 5 On-Call to FT FF direct to station vacancies 16 May 2022 with IDPs as necessary
- On Call – 10 Temporary FT FF (LTS/Modified cover)
- Re-engaged 3 Firefighters and 2 Watch Manager to temporary Full Time roles on a part time basis to address vacancies.
- Intake of 13 external FT FF into Training School April 2023 – assigned to stations July 2023
- Intake of 9 On-Call and external FFs direct to FT station vacancies April 2023 with IDPs as necessary
- Additional FT campaign launched February 2023 for Training Course in September 2023
- 

It is important to note that, under the Authority's Constitution, the Chief Fire Officer/Chief Executive has the authority to increase or decrease the establishment by 10 Full-Time Equivalent (FTE) posts in any given financial year. Any such change to the establishment must therefore be approved by the CFO/CEO before such changes are implemented.

## **MONITORING AND EVALUATE ACTION PLANS AND SOLUTIONS**

For each stage of the processes above, outcomes and learning points will be evaluated to ensure continual improvement and workforce planning requirements are met.

## SUMMARY/CONCLUSION

The Service's Strategic Leadership Team remain accountable for this workforce plan and local workforce plans that follow. Directors and Heads of Service are responsible for the delivery of these plans within their respective areas of responsibility. The HR Service Partner model continues to ensure that managers have support to facilitate the delivery of local workforce plans. The revised workforce plan was agreed by SLT on 31 March 2023.

# APPENDIX A

## Operational Establishment and Strength

	Establishment				Actual				Variance				Actual Vacancies	Narrative
	WM	CM	FF	Total	WM	CM	FF	Total	WM	CM	FF	Total		
Bransholme	4	4	16	24	5	4	16	25	1	0	0	1	1 FF	
Red	1	1	4	6	1	1	4	6	0	0	0	0	0	x2 Part Time WMs job share - no actual variance
White	1	1	4	6	1	1	4	6	0	0	0	0	0	
Blue	1	1	4	6	1	1	4	5	0	0	0	0	0	
Green	1	1	4	6	2	1	4	6	1	0	0	1	0	
Calvert Lane	4	8	32	44	4	8	32	44	0	0	0	0	0	
Red	1	2	8	11	1	2	8	11	0	0	0	0	0	
White	1	2	8	11	1	2	8	11	0	0	0	0	0	
Blue	1	2	8	11	1	2	8	11	0	0	0	0	0	
Green	1	2	8	11	1	2	8	11	0	0	0	0	0	
Central	4	4	16	24	4	4	16	24	0	0	0	0	0	
Red	1	1	4	6	1	1	4	6	0	0	0	0	0	
White	1	1	4	6	1	1	4	6	0	0	0	0	0	
Blue	1	1	4	6	1	1	4	6	0	0	0	0	0	
Green	1	1	4	6	1	1	4	6	0	0	0	0	0	
Clough Road	4	4	24	32	4	4	24	32	0	0	0	0	0	
Red	1	1	6	8	1	1	6	8	0	0	0	0	0	
White	1	1	6	8	1	1	6	8	0	0	0	0	0	
Blue	1	1	6	8	1	1	6	8	0	0	0	0	0	
Green	1	1	6	8	1	1	6	8	0	0	0	0	0	
East Hull	4	4	16	24	4	4	16	24	0	0	0	0	0	
Red	1	1	4	6	1	1	4	6	0	0	0	0	0	
White	1	1	4	6	1	1	4	6	0	0	0	0	0	
Blue	1	1	4	6	1	1	4	6	0	0	0	0	0	
Green	1	1	4	6	1	1	4	6	0	0	0	0	0	
Bridlington	4	4	20	28	4	4	20	28	0	0	0	0	0	
Red	1	1	5	7	1	1	5	7	0	0	0	0	0	
White	1	1	5	7	1	1	5	7	0	0	0	0	0	
Blue	1	1	5	7	1	1	5	7	0	0	0	0	0	
Green	1	1	5	7	1	1	5	7	0	0	0	0	0	
Goole	4	4	20	28	4	4	20	28	0	0	0	0	0	
Red	1	1	5	7	1	1	5	7	0	0	0	0	0	
White	1	1	5	7	1	1	5	7	0	0	0	0	0	
Blue	1	1	5	7	1	1	5	7	0	0	0	0	0	
Green	1	1	5	7	1	1	5	7	0	0	0	0	0	
Scunthorpe	4	8	36	48	3	8	36	47	-1	0	0	-1	1 WM	
Red	1	2	9	12	1	2	9	12	0	0	0	0	0	H23WWM01
White	1	2	9	12	0	2	9	11	-1	0	0	-1	1 WM	
Blue	1	2	9	12	1	2	9	11	0	0	0	0	0	
Green	1	2	9	12	1	2	9	11	0	0	0	0	0	
Immingham	4	8	36	48	4	8	38	50	0	0	2	2	0	
Red	1	2	9	12	1	2	9	12	0	0	0	0	0	x2 Part Time FFs job share - no actual variance x2 Part Time FFs job share - no actual variance
White	1	2	9	12	1	2	10	13	0	0	1	1	0	
Blue	1	2	9	12	1	2	10	13	0	0	1	1	0	
Green	1	2	9	12	1	2	9	12	0	0	0	0	0	
Peaks Lane	4	12	52	68	4	11	52	67	0	-1	0	-1	1 CM 1 FF	
Red	1	3	13	17	1	2	12	15	0	-1	-1	-2	1 CM & 1 FF	H17RCM02 & H17RFF08
White	1	3	13	17	1	3	13	17	0	0	0	0	0	
Blue	1	3	13	17	1	3	13	17	0	0	0	0	0	
Green	1	3	13	17	1	3	14	18	0	0	1	1	0	
Total	40	60	268	368	40	59	270	369	0	-1	2	1	1 WM 1 CM 1 FF	

<b>Group Managers</b>	<b>Funded Establishment</b>	<b>Current Strength</b>	<b>Vacancies</b>
Service Delivery GMs	4	4	0
Specialist Dept GMs	5	5	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>0</b>

<b>Station Managers</b>	<b>Funded Establishment</b>	<b>Current Strength</b>	<b>Vacancies</b>
Training	2	2	0
Emergency Preparedness	3	2	1
Fleet & Estates	1	1	0
Protection	3	3	0
Health and Safety	1	1	0
OD	2	2	0
Service Delivery	11	11	0
Control	1	1	0
On-Call Support	1	0	1
<b>Total</b>	<b>25</b>	<b>23</b>	<b>2</b>

## APPENDIX B

### SLT, Control and Support Areas

#### Strategic Leadership Team

	Agreed establishment	Current strength	Vacancies
<b>Strategic Leadership Team</b>	8	8	0

#### Control

	Agreed establishment	Current strength	Vacancies
<b>Control</b>	30	28	2

#### Support Services

	Agreed establishment	Current Strength	Vacancies
<b>HR</b>	12	9	3
<b>OH</b>	11	8	3
<b>OD</b>	10	10	0
<b>Emergency Preparedness</b>	3 (+8 Grey Book)	2 (+7 Grey Book)	1 (+1 Grey Book)
<b>Fleet &amp; Estates</b>	16 (+3 Grey Book)	15 (+2 Grey Book)	1 (+1 Grey Book)
<b>Finance/Procurement</b>	12	12	0
<b>Corporate Assurance</b>	18 (+1 Grey Book)	17 (+1 Grey Book)	1
<b>Internal Services</b>			
- H&S	7 (+2 Grey Book)	7 (+2 Grey Book)	0
- SSC	11	10	1
- GM	(+1 Grey Book)	(+1 Grey Book)	
- SMs	(+1 Grey Book)	(+1 Grey Book)	
<b>ICT</b>	23	20 (inc. 1 temporary contract)	3
<b>Training</b>	15 (+17 Grey Book)	10 (inc. 2 temporary contracts) (+14 Grey Book)	7 (+3 Grey Book)
<b>Cleaners</b>			
- Stations	31	29	2 (Pattrington & Winterton)
<b>Prevention</b>	27	27	0
<b>Protection</b>	16 (+8 Grey Book)	16 (+6 Grey Book)	0 (+2 Grey Book)
<b>Risk &amp; Intelligence</b>	20	19	1

## APPENDIX C

### On-Call Strength

Station	One or two pump	No of Watch Managers	No of Crew Managers	No of Firefighters
Barton	1	1	2	12
Beverley	2	1	3	22
Bridlington	2	1	3	15
Brigg	1	1	2	10
Brough	2	1	3	15
Cleethorpes	TRV	1	0	5
Crowle	1	1	1	9
Driffield	2	1	2	21
Epworth	1	1	3	13
Goole	1	1	2	11
Hornsea	2	1	3	17
Howden	1	1	1	14
Kirton	1	1	1	9
Market Weighton	2	1	3	17
Patrington	1	0	3	10
Pocklington	2	1	3	16
Preston	1	1	2	8
Scunthorpe	1	0	1	11
Snaith	1	1	1	12
Waltham	TRV	1	1	4
Winterton	1	1	2	12
Withernsea	2	1	2	10

## APPENDIX D

### Current Pension Scheme Retirement Profile 2022

Retirement Profile 2022	FF	CM	WM	SM	GM	AM	DCFO/CFO
<b>Can go now</b>	<b>14</b>	<b>6</b>	<b>10</b>	<b>3</b>	<b>0</b>		
April							
May	2						
June	2	1		1			
July	3			1			
August	11						
September	2						
October	10	1	1				
November							
December		1					
<b>Grand Total</b>	<b>25</b>	<b>9</b>	<b>11</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>

Retirement Profile 2023	FF	CM	WM	SM	GM	AM
January	3				3	
February	1					
March	1					
April	1					
May						
June			2			
July						
August	1		1	1		
September	1				1	
October						
November	2					
December	3		1			
<b>Grand Total</b>	<b>14</b>	<b>0</b>	<b>4</b>	<b>1</b>		

Retirement Profile	FF	CM	WM	SM	GM	DCFO
<b>2024</b>	13	2	11	4	1	
<b>2025</b>	15	3	2	2	2	1