



**HUMBERSIDE**  
Fire & Rescue Service

# Workforce Plan 2022-2025



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## 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 2021-2025 ([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 trust and confidence and prevent the loss of life, injuries and the resulting impact on communities that such emergency incidents can cause.

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

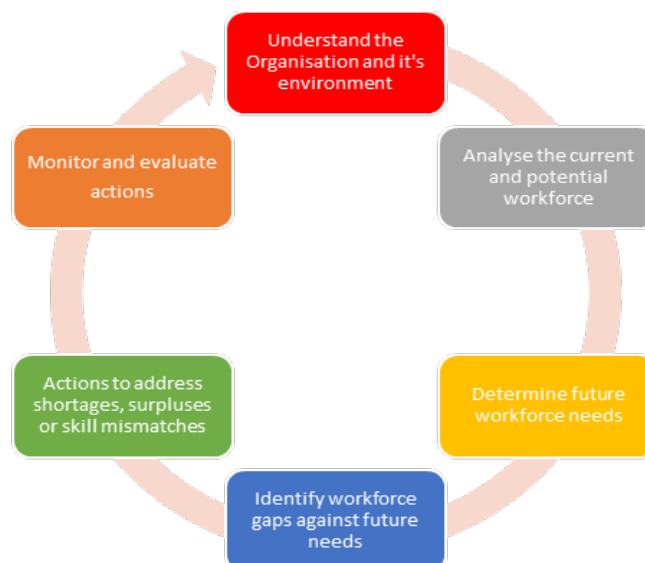
- Help the community to be safe at home, at work or in public places.
- Advise businesses on their fire safety responsibilities and enforce when needed.
- Safeguard the vulnerable.
- Have the capability to respond to any risk in the area.
- Work seamlessly with other emergency responders.
- Have the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

Our Community Risk Management Plan (CRMP) 2021-2025 ([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 935,875 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 regularly 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 a 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 A](#).

These figures are correct as of 1 April 2024, 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.

	AGREED ESTABLISHMENT	CURRENT STRENGTH (number of staff employed)
Full-Time Operational Staff	432	462
On-Call Operational Staff	424	334
Fire Staff	236	233
Control Room Staff	29	31

Falls Team	19	19
Contingency Fire Crew	56	35
Contingency Control Crew	9	10
<b>Total</b>	<b>1205</b>	<b>1124</b>

\*See On-Call crewing section below

## 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. Area Manager to Chief Fire Officer roles are employed on 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 x Flexible Day Duty Watch Managers, 8 x 42-hour Day Based Station Managers, 16 x Flexible Duty System Station Managers, 8 x Flexible Duty System Group Managers, 3 x Gold Book Area Managers and 3 x 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 Humberside 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 five 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 ensure sufficient emergency cover at each station is provided and can be maintained.

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 334, which is a flexible and fluid figure to accommodate the needs of individuals and the Service as identified above. Our headcount for On-Call includes 118 Full-Time Operational Staff undertaking dual contract arrangements. 10 Fire Staff and two 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 staff on a one pump station and 28 personnel on a two-pump station and 10 on a tactical response vehicle (TRV) 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](#).

## Fire Staff

Fire 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 fallback arrangements for this critical function. 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 two Full-Time Firefighters and 19 On-Call Hull F.I.R.S.T responders on temporary contracts (the two Full-Time Firefighters are also members of the Hull F.I.R.S.T service as their secondary role). Hull F.I.R.S.T service provides both day and night-time cover 24/7. All responders are classed as Green Book staff however their pay is calculated using the Grey book structure, whilst carrying out this role. The team are lead/managed by a Prevention Manager.

All posts are funded by the City Health Care Partnership (CHCP), who are commissioned by the NHS Integrated Care Board (ICB) to provide a falls response service in Hull. Contract renewal date is 31 March 2025.

An addendum to the contract has been made to cover agreed post-codes HU16, HU15, HU14, HU13, HU12, and HU10. Should the Hull F.I.R.S.T service cease to exist, the two Full-Time Firefighters will return to normal deployment within the Service and the secondary temporary role for the 18 Hull F.I.R.S.T On-Call falls responders will cease.

## Contingency Fire Crew

The current number of Contingency Fire Crew (operational and Control) is 35 as at the beginning of April 2024. Further recruitment is planned and a programme of monthly engagement is now firmly embedded to ensure that refreshing and retention of skills is maintained to a high level. Representatives undertaking official duties on a non-

working day will not usually be eligible to claim time off in lieu (TOIL). In most circumstances representatives shall undertake official duties whilst on duty at work, however, in exceptional circumstances TOIL may be approved, as long as it is requested at least seven days in advance of being taken. Whilst every effort will be made to meet a request to redeem time off in lieu, there may be circumstances where a request may have to be turned down due to the operational needs of the Service.

No overtime will be paid for Trade Union work and time off in lieu will be at plain time.

## EQUALITY INFORMATION

### Sex/Gender

Our workforce profile as of 31 March 2024, shows a gender split of 75.6% male, 22.9% female, and 1.5% preferring not to say (not including Contingency Fire Crew), across the whole workforce. Of the 22% female staff (220 in number), 145 worked in Green Book roles, 25 in Control and 67 in operational roles. Of the 76% male staff (862 in number), 87 worked in Green Book roles, six in Control and 734 work in operational roles. The workforce is predominantly white. The workforce ethnicity profile is 95% white, 5% other ethnicity groups.

### Age

Of the staff who told us about their age within the ranges below as of 31 March 2024 shows as:

Age Range	Numbers	%age
18-29	129	13.45%
30-49	534	55.68%
50-69	293	30.56%
70+	3	0.31%

Just over 86% of the workforce declared their age range are over 30 and 31% 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	2022-23	2023-24
Retirement	32	28
Resignation	67	35
Early retirement	0	0
Ill Health	3	3
Dismissed	3	9
Deceased	0	1
End of FTC	0	1
<b>Total</b>	<b>105</b>	<b>77</b>

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

WORK AREA	2022-23	2023-24
Control	2	3

On-Call Operational Staff	19	30
Fire Staff	19	10
Full-Time Operational Staff	38	27
Contingency Fire Crew	27	7
<b>Total</b>	<b>105</b>	<b>77</b>

## Resource Allocation, Skillsets and Competencies

Our CRMP 2021-2025 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 dashboard along with our Training Needs Analysis and needs identified through Personal Development Reviews, then feed into to our Annual Training plans which are currently overseen and administered by our Training and Organisational Development 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	18.5	15
Crew Manager	6	3	2	2	2
Watch Manager	10	1	5	14	3
Station Manager	3	2	1	4	2
Group Manager	0	0	4	1	2

\*Post McCloud ruling

	Immediate	Forecast 2022	Actual 2022	Forecast 2023	Actual 2023	Forecast 2024	Actual 31/3/2024
Firefighter	14	11	12	16	22	17	3
Crew Manager	6	3	4	2	2	4	1



Watch Manager	10	1	5	5	4	12	2
Station Manager	3	2	4	1	4	2	0
Group Manager	0	0	2	4	2	1	0
Total	33	17	27	28	8	36	6

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 recruitment is already underway in order to address this. In addition, the Service maintains resilience in this area by ensuring there are other options available should the need arise. This includes the temporary re-engagement of retired Firefighters and temporary Full-Time Firefighter contracts for On-Call Staff.

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. The recently introduced Awareness Days provide an opportunity for anyone to attend a station in their area and gain an insight into the role of a Firefighter, learn more about our organisation and take part in practical tests. These sessions are proving popular and successful in attracting a diverse range of candidates. One measure of success of recruitment and promotion processes is demonstrated through the Pay Gap reports (HFRS voluntarily report on gender, ethnicity and disability). In 2017, the mean hourly pay gap was nearly 21%. As of 2023, the pay gap is 8.4%.

## ADDRESSING WORKFORCE NEEDS/REQUIREMENTS

### Succession Planning and Talent Management

Succession planning processes take account of the Service's 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 is to be replaced by the Career Pathway Programme which is due to be launched later this year. The Career Pathway Programme aims to provide a clear, transparent pathway for anyone wishing to progress their career and will become a natural lead into the Service's promotion processes. It will support and encourage employees and its design is intended to enable an employee to progress their career at a pace which suits them and meet their needs at that time. The programme will initially be for operational employees, from Firefighter to Station Manager. In time, the programme will offer development opportunities for all Fire Staff and all Control Staff, from Firefighter Control to Station Manager Control.

A succession planning framework has now been 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 for the Service to recruit to.

The Service's Pay Policy Statement does not prohibit employees who have left employment being re-employed. 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 Function 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 robust professional support to facilitate the delivery of local workforce plans. The revised workforce plan was agreed by the Strategic Leadership Team (SLT) on 31 March 2024

# APPENDIX A

## Operational Establishment and Strength

	Establishment				Actual				Variance				Actual Vacancies	Narrative
	WM	CM	FF	Total	WM	CM	FF	Total	WM	CM	FF	Total		
<b>Bransholme</b>	4	4	16	24	5	4	16	25	1	0	0	1	0	
Red	1	1	4	6	1	1	4	6	0	0	0	0	0	x2 Part Time WMs job share 1 post - 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	6	0	0	0	0	0	
Green	1	1	4	6	2	1	4	7	1	0	0	1	0	
<b>Calvert Lane</b>	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	
<b>Central</b>	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	
<b>Clough Road</b>	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	
<b>East Hull</b>	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	
<b>Bridlington</b>	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	
<b>Goole</b>	4	4	20	28	4	4	20	28	0	0	0	0	1 WM 1 CM	
Red	1	1	5	7	1	1	5	7	0	0	0	0	1 WM & 1 CM	H24RWM01 & H24RCM01 - both temporarily covered
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	
<b>Scunthorpe</b>	4	8	36	48	4	8	39	51	0	0	3	3	0	
Red	1	2	9	12	1	2	10	13	0	0	1	1	0	Maternity leave covered by Supernumerary FF
White	1	2	9	12	1	2	10	13	0	0	1	1	0	
Blue	1	2	9	12	1	2	9	12	0	0	0	0	0	Supernumerary FF - New Recruit
Green	1	2	9	12	1	2	10	13	0	0	1	1	0	
<b>Immingham</b>	4	8	36	48	4	8	40	52	0	0	4	4	2 WM 1 CM	
Red	1	2	9	12	1	2	11	14	0	0	2	2	1 CM	H20RCM01 - temporarily covered + 2x Supernumerary FF H20WWM01 - temporarily covered + 1x Supernumerary FF H20BWM01 - temporarily covered + 1 Supernumerary FF
White	1	2	9	12	1	2	10	13	0	0	1	1	1 WM	
Blue	1	2	9	12	1	2	10	13	0	0	1	1	1 WM	
Green	1	2	9	12	1	2	9	12	0	0	0	0	0	
<b>Peaks Lane</b>	4	12	52	68	4	12	53	69	0	0	1	1	1 CM	
Red	1	3	13	17	1	3	13	17	0	0	0	0	0	x2 Part Time FFs job share 1 post - no actual variance
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	1 CM	
<b>Total</b>	40	60	268	368	41	60	276	377	1	0	8	9	3 WM 3 CM	

Group Managers	Funded Establishment	Current Strength	Vacancies
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Service Delivery GMs	4	4	0
Specialist Dept GMs	4	4	0
<b>Total</b>	<b>8</b>	<b>8</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	2	1
HSE and Organisational Learning	1	1	0
OD	2	2	0
Service Delivery	11	9	2
Control	1	1	0
Resource Management	1	1	0
<b>Total</b>	<b>25</b>	<b>21</b>	<b>4</b>

## APPENDIX B

### SLT, Control and Fire Staff 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>	29	31	0

#### Support Services

	Agreed establishment	Current Strength	Vacancies
<b>HR</b>	12	10	2
<b>OH</b>	11	10	1
<b>OD</b>	10	12	0
<b>Emergency Preparedness</b>	3 (+7 Grey Book)	3 (+7 Grey Book)	0
<b>Fleet &amp; Estates</b>	17 (+2 Grey Book)	17 (+2 Grey Book)	0
<b>Finance/Procurement</b>	14	12	2
<b>Corporate Assurance</b>	16	14	2
<b>HSE and Organisational Learning</b>	8 (+4 Grey Book)	6 (+4 Grey Book)	2
<b>Resource Management</b>	11 (+3 Grey Book)	9 (+2 Grey Book)	2 (+1 Grey Book)
<b>Digital Services</b>	24	20	4
<b>Training</b>	15 (+17 Grey Book)	10 (+17 Grey Book)	5
<b>Cleaners - Stations</b>	31	28	2 <i>(Kirton in Lindsey, Waltham, &amp; Winterton)</i>
<b>Prevention</b>	27	27	0
<b>Protection</b>	18 (+8 Grey Book)	18 (+6 Grey Book)	0 (+2 Grey Book)
<b>Risk &amp; Intelligence</b>	20	18	2

**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 2024	FF	CM	WM	SM	GM	AM
<b>January</b>	2		1			
<b>February</b>	1					
<b>March</b>	1		1			
<b>April</b>	4.5		2	1	1	
<b>May</b>	1					
<b>June</b>	4	1	0.5	1		
<b>July</b>	1		3.5			
<b>August</b>	1	1				
<b>September</b>	1		4	1		
<b>October</b>			1			
<b>November</b>	1		1			
<b>December</b>	1			1		
<b>Grand Total</b>	<b>18.5</b>	<b>2</b>	<b>14</b>	<b>4</b>	<b>1</b>	

Retirement Profile 2025	FF	CM	WM	SM	GM	DCFO
<b>January</b>	4		1		1	
<b>February</b>						
<b>March</b>	2					
<b>April</b>					1	
<b>May</b>	5	1		1		1
<b>June</b>	1		1			
<b>July</b>						
<b>August</b>						

<b>September</b>						
<b>October</b>	1			1		
<b>November</b>	1					
<b>December</b>	1	1	1			
<b>Grand Total</b>	15	2	3	2	2	