



**Lancashire Fire and Rescue Workforce Plan  
2017 - 2020**

## **Lancashire Fire and Rescue Service Workforce Plan**

### **1. Background and context of the Workforce Plan**

Making Lancashire safer is our commitment to making sure that everything we do improves the safety of our diverse communities. This is more extensive than simply responding to fires and other emergencies. We use our skills, experience and resources to make people safer in much broader terms across life's stages: helping people to start safe; live safe; age safe and be safe on our roads.

Lancashire Fire and Rescue Service (LFRS) is committed to its purpose of "making Lancashire safer" and it has developed the following priorities to support this intention:

- Preventing fires and other emergencies from happening.
- Protecting people and property when fires happen.
- Responding to fire and other emergencies quickly and competently.
- Valuing our people so they can focus on making Lancashire safer.
- Delivering value for money in how to use our resources.

LFRS values how we STRIVE to achieve our purpose of "making Lancashire safer" by making sure what we do is guided by strong principles of:

- Service: Making Lancashire safer is the most important thing we do and we work in a diligent and competent way.
- Trust: We trust the people we work with and we contribute to a positive workplace.
- Respect: We demonstrate consideration of others and we recognise how our behaviour may impact on others.
- Integrity: We do what we say we will do and we work in a professional, positive non-judgmental way.
- Value: We actively listen and recognise the contribution of others whatever their role, background, ideas, view or approach.
- Empowerment: We are encouraged to contribute to decision making, to resolve problems and we are accountable for our decisions, actions and behaviours.

In light of the changing environment in which we operate and the need for a workforce that is equipped to support these changes; we are focused on the development of a strong organisational culture based on clear values and leadership.

Our annual priorities as detailed in our Annual Service Plan 2017 and the Service's Integrated Risk Management Plan 2017-2022 explains LFRS vision in terms of how we will achieve our mission of "making Lancashire safer". The Workforce Plan is part of the suite of Human Resources plans in addition to the Organisational Development Plan and the Equality, Diversity and Inclusion Annual Report which explain the interventions which will take place to support the achievement of LFRS mission and values. It flows from the overarching strategic plans of LFRS and links people management into the operational business process.

The data collated for 2016, relates to the position at 31.12.2016 and for 2017, as at 31.3.2017 and represents a single point in time. The plan considers available information 2017 - 2020 and the following:

- The workforce challenges LFRS will face over the period of the plan.
- The profile of our workforce.
- Labour demand, turnover and supply forecasting.
- Recruitment and retention.
- Succession planning and talent management.
- Job Design and multiskilling.

## **2. Objectives**

Simply, the objectives of the Workforce Plan are to ensure that we have

- The right number of people with the right skills employed in the right place, at the right time to deliver the short and long term objectives of LFRS.<sup>1</sup>
- The right people are in the right roles considering the experience, skills and qualifications required for the role.
- A better understanding about what sort of workforce is likely to be needed in the future.
- The right resources are allocated to work areas to fulfil the demands for the service now and in the future.
- We develop a diverse workforce which can meet the differing needs of the communities of Lancashire.

This workforce plan has been developed by a consideration of the political, economic, sociological, technological, legal and environmental influences affecting LFRS.

The workforce plan is not a rigid narrow plan for forecasting targets, but rather a plan which contextualises the changes we anticipate may affect our workforce and how we intend to respond.

## **3. Lancashire Fire and Rescue Service**

The Lancashire Combined Fire Authority is responsible for LFRS. Lancashire comprises 12 Districts within the Lancashire County Council area and two Unitary Authorities of Blackburn with Darwen and Blackpool. It employs in the region of 1240 FTE employees in a variety of roles including operational fire fighters, administrators, fire safety, business support and managerial staff, 82% of the service is employed as firefighters<sup>2</sup>. The Service has 39 Stations and adopts a number of different shift systems , 17 stations are now purely retained fire crews, with 9 stations employing wholetime staff and 13 stations employing a mixture of retained and wholetime staff.

It covers just over 3,000 square kilometres, with a resident population of 1.45 million. Our diverse communities that make up our County vary in age, ethnicity and religion. The largest ethnic group in the County identify themselves as being White, whilst the black minority ethnic group form 10% of the population with Asian/Asian British making up 8% of this group. The 2011 census identified Christianity as the most popular religion with 6.6%

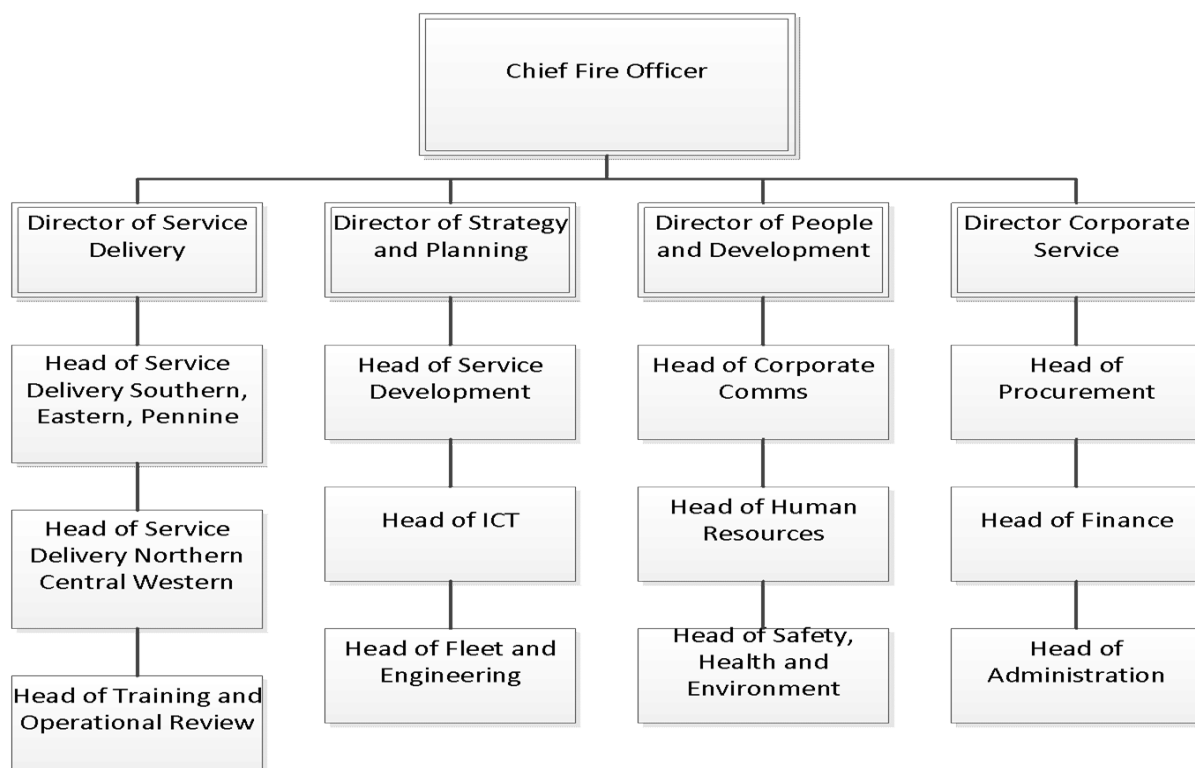
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<sup>1</sup> CIPD

<sup>2</sup> This figure is based on officers in receipt of flexi duty, operational firefighters and RDS as at December 2015.

identified as Muslim, with Blackburn with Darwen having the third highest Muslim population across the 358 authorities within England and Wales. Future population predictions show that the growth rates are different in different Districts, but the number of people aged 65 plus will increase.

#### 4. Organisational Structure Leadership Team



#### 5. Qualifications and Experience of our workforce

LFRS prides itself in the delivery of a multi skilled workforce and has an extensive training facility at Chorley. The approach to organisational development is detailed within the organisational development plan. However the complexity of the training required to progress through LFRS, requires due consideration from a workforce planning perspective due to the timescales involved.

##### 5.1 Apprenticeships

Enterprise Act 2016 Section 24 of Part 4 imposes a duty on all public bodies, which are set an apprenticeship target, to have a regard to the target. LFRS will be in scope for the target on the basis that we employ over 250 employees as at 31 March 2017.

The duty to have regard to the target is based on a minimum average headcount of 2.3%, this equates to on average to 29 apprentices.

The Apprenticeship Levy was implemented with effect from 6 April 2017; the new funding arrangements for apprentices came into effect on 1 May 2017. All apprenticeships which commenced before 1 May 2017 will be funded according to the existing rules, including any employer contribution towards training continuing at the current rate. The levy will apply to

all large public sector and private sector employers in the UK and employers will pay 0.5% of each months pay bill to HMRC via PAYE process alongside tax and NICs. Based on the current pay bill for 2017/2018 this equates to £200,000 for LFRS.

Pending the development of the firefighter trailblazer, LFRS has committed to all new entry vacancies up to scale 4 or below within business support being considered for an apprentice. During 2016, this resulted in the recruitment of four apprentices. During 2017, LFRS has joined with partners from other Services in the development of the trailblazer for community fire safety. Further to the launch of the new firefighter trailblazer in October 2017, LFRS will explore how this can be delivered during 2017/2018.

## **6. Total Workforce profile as at 31<sup>st</sup> March 2017**

The majority of our staff are white and male and work within the wholetime uniformed service. A substantial number are also retained members of staff.

### **6.1. Workforce Headcount LFRS**

Total No.of staff	White British	BME	Male	Female	Disability	Ave Age
1242	1205	37	1065	177	18	42
%	97%	3%	86%	14%	1%	

Since 2016 there has been a reduction in the total number of staff we employ from 1245 to 1242 and the number of BME staff we employ has increased from 34 to 37, the number of women we employ has increased from 161 to 177 and there has been an increase in the number of disabled people we employ from 14 to 18.

Staff Category	Number of staff	FTE in contracted hours worked
Wholetime	610	610
RDS	407	248 <sup>3</sup>
Control	2	2
Service Delivery (CFS)	53	51
Business Support Staff (Incl Princes Trust)	170	141
<b>TOTAL</b>	1242	1051

Since 2016 there has been a reduction in the FTE wholetime staff from 635 to 610, an increase in retained from 402 to 407 and an increase in business support staff from 164 to 170.

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<sup>3</sup> Total number of retained hours divided by 120

There has been an overall reduction in the number of staff employed from 1245 to 1242. However, it is anticipated that the number of staff employed will increase due to the decision to commence wholetime recruitment.

## **6.2 Prevention and Protection**

### 6.2 (i) Community Fire Safety Green Book roles

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
53 <sup>4</sup>	48	5	29	24	0	46

The number of staff in green book fire safety roles has increased from 42 to 53

### 6.2 (ii) Fire Safety Practitioners Grey Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
35	35	0	34	1	0	48

The number of grey book fire safety roles has reduced from 41 to 35

### 6.2 (iii) Princes Trust Programme Support Green Book staff

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
17	16	1	5	12	1	42

The number of Princes Trust staff has increased from 14 to 17

## **6.3. Response Grey Book Operational staff including resilience and specialist capability**

### 6.3 (i) Wholetime (including DC and DCP duty roles)

Total No.of staff Headcount	Role	White British	BME	Male	Female	Disability	Ave Age
539	All	530	9	511	28	9	45
	Strategic <sup>5</sup>	16	0	16	0	0	46
	First Line Supervisors <sup>6</sup>	72	0	67	5	0	46

<sup>4</sup> Fire Safety Inspectors, Practitioners, Prevention Support Officer, Prevention Support Manager

<sup>5</sup> CFO, DCFO, ACFO, Area and Group Managers

<sup>6</sup> Station and Operational Watch Managers

### 6.3 (ii) Retained Duty System

Total No.of RDS staff	Role	White British	BME	Male	Female	Disability	Ave Age
407	All	392	15	381	26	7	37
	First Line Supervisors <sup>7</sup>	128	4	131	1	1	43
	FF	264	11	250	25	6	34

RDS is the most diverse group of staff in terms of underrepresented groups, which can be attributed to an area where there is turnover and regular recruitment of staff.

### 6.3 (iii) Female Firefighter workforce

Crewing System	Rank	Age	Age	Age	Age	Age	Age	Age
		Under 34	35-39	40-44	45-49	50-55	56-60	61+
224	FF	6	6	*	*	*		
	CM	*						
	WM	*	*					
DC	FF							
	CM							
	WM							
DCP	FF	*						
	CM	*						
	WM							
Day Duty	CM							
	WM			*				
FDO	SM			*		*		
RDS	FF	17	*	*	*			
	CM				*			
	WM							
TOTAL		27	12	6	7	*		

We employ a total of 54 women within our firefighter workforce through all ranks which is an increase from 49 since last year.

\* Numbers less than 5 and therefore identifiable

## 6.4 Business Support staff

### 6.4 (i) Business Support Staff Green Book excluding Princes Trust

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
153	148	5	69	84	1	47

<sup>7</sup> Crew and watch Managers

Within Business Support staff there has been a small increase in numbers of staff from 150 to 153 and a small increase in staff who are women or BME.

6.4 (ii) Support Staff Grey Book (Including TOR, Control, Day Duty staff - refers to terms of employment)

Total No.of staff	White	BME	Male	Female	Disability	Ave Age
38	36	2	36	2	0	43

Within Grey Book Support staff there has been an increase in numbers of staff employed from 30 to 38.

## **7. Turnover Profile Headcount**

During 2017, the following numbers of staff left the Service due to a number of reasons including retirement, dismissal, and termination of contract (including temporary contracts and fixed term contracts or voluntary resignation). The median voluntary resignation rate in the UK is 14.1% and for the public sector is 14.7%<sup>8</sup>, this compares to 8% within wholetime, and 12% within support services, RDS is the highest level of turn over at 14% when considering the number of staff who have left compared to the number retained in that particular grouping.

Staff Category	Male	Female	Total	Ethnic Minority	Disabled	% of females	% of bme
Wholetime	47	0	47	1	1	0.00	2.1
RDS	54	4	58	3	1	6.9	5.2
Control	0	0	0	0	0	0.00	0.00
Service Delivery (CFS)	4	3	7	1	0	42.8	14.3
Support Staff	10	11	21	1	0	52.4	4.8
<b>TOTAL</b>	<b>115</b>	<b>18</b>	<b>133</b>	<b>6</b>	<b>2</b>		

## **8. Age Profile Headcount**

Within the wholetime service the majority of staff are aged 45-49 years with a substantial number aged 50-55 years and 40-44 years. The youngest element of the workforce is RDS, where the largest number of employees is aged less than 34 years of age. Within business support services a significant proportion of staff are aged 50-55 years of age.

Staff Category	Age	Age	Age	Age	Age	Age	Age
	Under 34	35-39	40-44	45-49	50-55	56-60	61+

<sup>8</sup> CIPD turnover rates 2016



Wholetime	75	55	113	206	149	12	0
RDS	197	54	46	51	44	10	5
Control	0	0	0	2	0	0	0
Service Delivery (CFS)	8	11	5	8	9	7	5
Support Staff	30	17	16	23	52	19	13
<b>TOTAL</b>	<b>310</b>	<b>137</b>	<b>180</b>	<b>290</b>	<b>254</b>	<b>48</b>	<b>23</b>

### **9. Sickness Rates related to age of staff 1.4.2016 to 31.3. 2017 based on headcount**

The CIPD 2016 Absence Management survey, reports nationally that absence levels have decreased compared to last year, from an average of 6.9 days per employee to an average of 6.3 days per employee, however these absence rates vary from sector to sector. Public Sector organisations remain the highest in absence rates, only seeing a small decrease and typically public sector employees have over 3 days more absence each year on average compared to the private sector.

LFRS has followed this trend with the reduction in absence over the last 12 months, with the total number of days lost per employee reducing from 8.8 days per employee to 7.7 days per employee. Although this remains higher than the national average of 6.3 days<sup>9</sup>, we are below the projected public sector average of 9.3 days (based on public sector having on average 3 days more absence than private sector organisation).

The highest number of days lost due to sickness within the wholetime firefighting workforce is aged 45-49 years of age and 50-55 years of age, the highest number of days lost due to sickness within RDS is aged under 34 years of age, the highest number of days lost in non-uniformed staff is those aged 50-55 years. This is the same as last year.

The most common reasons for absence in the public sector- stress, is musculoskeletal injuries and mental ill health. The main reasons for absence within LFRS are musculoskeletal, hospital procedure (for a condition or injury) and mental ill health (which includes stress)

The number of calendar days (based on full calendar days) lost due to sickness in one year per age group is as follows:

Staff Category	Age	Age	Age	Age	Age	Age	Age
	Under 34	35-39	40-44	45-49	50-55	56-60	61+
Wholetime	175	686	765	1974	1344	166	0
RDS	1077	728	696	464	395	103	116

<sup>9</sup> CIPD Absence Survey Report 2016

Non Uniformed Staff	87	92	181	85	299	231	18
<b>TOTAL</b>	1339	1506	1642	2523	2038	500	134

## **10. Retirement Profile based on Headcount of Fire fighting staff <sup>10</sup>**

### Grey Book Staff:

1992 Pension Scheme: Firefighters potentially can retire at 50 years at age with 25 years' service; evidence suggests most retire with 30 years. Transitional arrangements are in place over the next 8 years and some protections apply to staff. It is anticipated that a number of operational staff will choose to retire over the next four years.

2015 Scheme: Firefighters can retire from 60 years of age and from age 55 with reductions.

### Potential Retirement over the next 4 years

Numbers of posts	2017/18	2018/19	2019/20	Total
Group Mgrs	0	0	2	2
Station Managers	4	4	2	10
Watch Manager A and B	8	6	4	18
Crew Managers	5	4	2	11
Whole Time FF	17	16	13	46
Grand Total	34	30	23	87

This potentially represents a loss of 87 operational posts over the next 4 years.

In addition there is a potential reduction in posts due to operational staff leaving for other reasons than retirement, (last year on average there were 7 leavers due to resignation/dismissal, 2 leavers due to ill health and 7 early retirements) and a loss of people from operations due the creation of additional posts within the service to undertake other tasks or projects.

### **10.1 Establishment and Operational Strength – Appendix A**

Establishment represents the number of operational posts within LFRS, and strength represents the number of personnel. Recruits in training are included in the strength figures though they cannot contribute to response until they have completed their initial recruits training.

As at 1.4.2017 the establishment was 622 posts<sup>11</sup> which will increase/reduce throughout the year when additional posts are created or disestablished.

As at 1.4.2017: Establishment 622. Strength including early retirements = 608 people.

14 Under established.

As at 1.4.2018: Establishment 624. Strength including early retirements = 612 people.

[inclusive of new recruits 32 September 2017 & 17 April 2018]

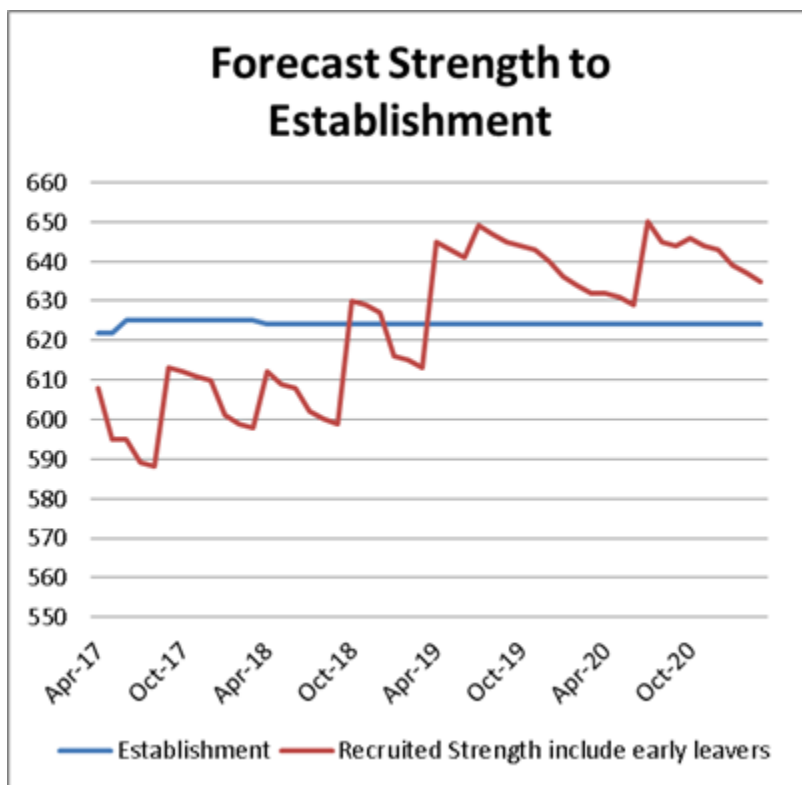
12 Under established

<sup>10</sup> Annual Retirement Projection Report

<sup>11</sup> As at 1.7.2017 current establishment = 625

As at 1.4.2019: Establishment 645. Strength including early retirements = 645 people.  
 [Inclusive of new recruits 36 October 2018 & 36 April 2019]  
 21 Over established  
 As at 1.4.2020: Establishment 624. Strength including early retirements = 632 people  
 8 Over established.

Recruitment will continue to 2021 to address the turnover, see Appendix A



The number of recruits can be adjusted to suit the operational requirement. The timing of courses is dependent on the capacity or TOR, subject to resources.

### **11. Labour demand, turnover and supply forecasting.**

The majority of staff within the wholetime firefighting service are aged between 45-49 years of age with a substantial number aged 50-55 years and 40-44 years of age. Over the next four years it is anticipated that there will be a loss of a number of Crew, Watch and Station Managers. Forty six firefighters will also potentially retire and therefore the need for suitably skilled firefighters will increase. Turnover in all ranks will reduce after 2020.

Turnover does give LFRS the opportunity to recruit individuals who can adhere to LFRS values and behaviours<sup>12</sup> and deliver a culture to meet the workforce challenges facing LFRS over the next five years.

Within the RDS service a large proportion of staff are aged less than 34 years and turnover has reduced from last year from 15% to 14%<sup>13</sup>, with the introduction of a new RDS salary scheme, this may address some of the recruitment, retention and operational challenges.

<sup>12</sup> LFRS Appraisal Process

<sup>13</sup> Number of RDS staff compared to the number of leavers.

However, it is anticipated the need for retained firefighters and regular recruitment campaigns will continue, the turnover of RDS and the lack of interest in RDS supervisor roles is a concern.

Within business support staff turnover is low compared to the total number of staff employed. However, it is relatively high compared to the number of staff employed within Business Support Services at 12%. There are some recruitment challenges in the retention and recruitment of specialist staff and during 2016; LFRS adopted a Market Supplements Policy to ensure that it continues to recruit staff with the right skills and competencies. During 2017/2018 it will be implementing an online recruitment tool and using specialist support for those hard to fill vacancies which will include RDS.

## **12. Recruitment and retention planning.**

12.1 Business Support staff are recruited as when vacancies arise, some recruitment challenges have been identified in relation to the ICT Department and Service Development Department and a Market Supplements Policy was developed and implemented during 2017.

12.2 Retained fire fighters are recruited through three campaigns a year, running an RDS campaign is distinct from wholetime due to candidates having to live or work within 5 minutes of the Station. The challenge is explaining to potential staff that they are required to be available to respond for up to 120 hours a week, but very often they may not be required to respond to many emergencies. The Pay Scheme has been changed during 2017/2018 with the implementation of a retaining fee and an additional turnout and attendance payment which may tackle the challenges associated with a failure to respond and levels of absence. Recruiting and retaining to the RDS remains difficult, some areas have an aging population and we know the retained duty system appeals to the younger age group, other areas are remote and the population is sparse and dispersed widely across the locality. There is therefore a need for effective leadership and a constant requirement to promote and recruit staff to the RDS. During 2017/2018, LFRS establish seven Retained Support Officers, an element of their role will be to supplement service delivery's capacity to promote recruitment to the RDS to local business, communities and at events.

12.3 Wholetime firefighter recruitment took place in June 2016 (internal campaign restricted to RDS) and in March 2017 (external campaign following positive action). There were no recruitment challenges in terms of attracting applicants. However there are challenges in relation to the attraction and appointment of candidates from a diverse background, this has been more fully considered in the Equality, Diversity and Inclusion Annual Report and associated action plan.

12.4 Leadership Development: LFRS has recognised the need to invest in the development of its operational leaders and business support leaders due to the anticipated turnover of staff at Station, Watch and Crew Manager. There is also the challenge of delivering a flexible service in an environment of change and effective leadership is seen a key in meeting LFRS workforce challenges. This approach is considered in more detail within the organisational development plan.

### **13. Succession planning and talent management**

The workforce plan is an opportunity to plan future staff needs and respond to any identified issues. LFRS is keen to establish a culture of personal improvement and individual responsibility for personal development and the implementation of the new appraisal will support this. Further development on being an effective leader and developing leaders during 2017/2018 will support appropriate talent to be identified and ensure training needs are met. LFRS is keen to ensure that our leaders of the future can demonstrate a commitment to the moral and wellbeing of their staff and value a diversity of ideas, experiences, opinions and are innovative in terms of developing new ideas and solutions to the challenges we face.

LFRS uses its Crew Manager, Watch Manager Promotion Boards and the Potential Middle Manager Selection process as opportunities to identify and select talent for the future. The retirement profile indicates a turnover of wholetime supervisory managers plus an increase in the complexity in the role, in response LFRS has allocated additional resources to respond to these challenges. During 2017/2018 Human Resources will be considering how these arrangements can be used to develop talent for the future to address any succession planning issues.

### **14. Job Design and Multi skilling**

LFRS has already established productive relations with Lancashire Police and North West Ambulance Service and a number of initiatives have already been delivered or are being explored further including: North West Fire Control which coordinates calls across the North West, the Emergency First Responder pilot project with North West Ambulance Service where fire crews are mobilised to certain types of medical emergencies, the Gaining Entry Project where fire crews support the police to gain entry to a property and the shared location arrangements with Police, North West Ambulance and other partners. LFRS will continue to explore other opportunities to work in a collaborative way with Police via the Lancashire Constabulary Partnership Development, the Local Authority Strategic Partnership Development and other partners. Recognising, that the National context on the position of collaboration could impact on our industrial relations environment.

An increase in collaboration creates a need to review the skills and competencies required within job roles and the development of staff to deliver a broader range of duties. We recognise that our firefighters of the future will need well developed communication skills and must be able to respond to our diverse community in a range of different circumstances. We also acknowledge that our line managers will need excellent people management skills to ensure that staff are supported through any change, ensuring they are engaged in the change process and fear and uncertainty is addressed. Our Leadership Conferences are opportunities for leaders to come together to share our direction of travel in terms of being positive and ambitious and our leadership development programmes and ILM are opportunities for our leaders to develop their skills further. Our health and wellbeing project creates opportunities to develop resilience to lead more effectively.

### **15. Anticipated changes and challenges to our workforce**

LFRS are facing unprecedented change and our workforce need to be able to respond to those challenges:

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#### Political

- Legal duty to collaborate.
- Introduction of national fitness tests.
- Implementation of the apprenticeship levy and an apprenticeship target of 2.3% apprenticeship starts per year of headcount within the public sector.
- Expected increase in the National Minimum Living Wage to £9.00 from 2020 which will affect scale 1 and 2 posts.
- Recruiting a diverse workforce.
- To be transparent, accountable and open to scrutiny.
- Industrial Relations in a climate of public sector pay restraint.
- New inspection regime.

#### Economic

- In light of the decision to cut the deficit this has led to a reduction in finance in LFRS and other agencies. LFRS is currently well placed to manage its own finances, however the financial challenges of other partners may increase the risks associated with the key functions of LFRS.

#### Sociological

- Fire Deaths have halved since the 1980's, since 2007 the number of accidental fire deaths in the home has stabilised.
- The number of road traffic collisions has increased by 15%.
- The community LFRS serves has grown increasingly diverse, in terms of an ageing population, ethnicity and religion.

#### Technological

- There is a need to integrate LFRS ICT systems and technology and to ensure the skills of those using the ICT Business processes are well developed to ensure efficiency and effectiveness.

#### Legal

- Pension changes and associated impact on the industrial relations climate.
- Increase in climate of litigation.
- Introduction of the General Data Protection Regulation which requires LFRS to be compliant by 25.5.2018.
- Implementation Gender Equality Duty 1.4.2017 and reporting of results 2018.

#### Environmental

- To provide an effective and proportionate response to terrorism.
- LFRS has no legal duty to respond to flooding but there is an expectation that it is able to respond to major incidents involving flooding.

- An ability to pool and reconfigure resources and provide collective action to respond to more complex incidents.
- Ability to identify any capability gaps and ability to meet the full range of risks in the area.

## **16. Evaluation of Plan**

The workforce action plan will be reviewed regularly in light of changes to the political, economic, sociological, technological and legal environment. It will also be updated in light of any change projects which impact on the LFRS workforce. Monitoring of the Plan will be via the Workforce Development Programme Board.

## **17. Workforce Planning Priorities 2017/2018**

- Deliver a whole time recruitment campaign to replace those exiting LFRS due to the current age profile.
- Deliver the organisational development plan to ensure a consistent understanding of leadership within LFRS, develop the skills and competences of our leaders ensuring there is individual responsibility for personal development and leadership is displayed ensuring a diversity of ideas, experiences, backgrounds are valued and innovative solutions to problems are identified.
- Increase the diversity of the workforce.
- Increase the number of apprentices within LFRS through the recruitment of Fire Fighter apprentices once the new trailblazer is launched in October 2017
- Review the reasons for high levels of turnover within the RDS through a qualitative questionnaire.
- Review how leaders (in particular underrepresented groups) can be supported to develop and progress through consultation with existing staff and sharing good practice.
- Explore opportunities for improving the physical fitness of the older workforce to aid retention in light of the aging profile.

## Appendix A

## Strength and Establishment

Start OF Month	Establishment	Recruit FFs On Run	Apprentice FFs On Run	Recruited Strength include early leavers	Over Estab
Apr-17	622			608	-14
May-17	622			595	-27
Jun-17	625			595	-30
Jul-17	625			589	-36
Aug-17	625			588	-37
Sep-17	625	32		613	-12
Oct-17	625			612	-13
Nov-17	625			611	-14
Dec-17	625			610	-15
Jan-18	625			601	-24
Feb-18	625			599	-26
Mar-18	625			598	-27
Apr-18	624	17		612	-12
May-18	624			609	-15
Jun-18	624			608	-16
Jul-18	624			602	-22
Aug-18	624			600	-24
Sep-18	624			599	-25
Oct-18	624	36		630	6
Nov-18	624			629	5
Dec-18	624			627	3
Jan-19	624			616	-8
Feb-19	624			615	-9
Mar-19	624			613	-11
Apr-19	624	36		645	21
May-19	624			643	19
Jun-19	624			641	17
Jul-19	624		12	649	25
Aug-19	624			647	23
Sep-19	624			645	21
Oct-19	624			644	20
Nov-19	624			643	19
Dec-19	624			640	16
Jan-20	624			636	12
Feb-20	624			634	10
Mar-20	624			632	8
Apr-20	624			632	8
May-20	624			631	7
Jun-20	624			629	5
Jul-20	624	12	12	650	26
Aug-20	624			645	21



Sep-20	624		644	20
Oct-20	624		646	22
Nov-20	624		644	20
Dec-20	624		643	19
Jan-21	624		639	15
Feb-21	624		637	13
Mar-21	624		635	11