



**JOB EVALUATION SCHEME FOR
RANK TO ROLE ASSIMILATION**
APPEALS APPLICATION FORM

*Hampshire Fire
and Rescue Service*

Appeals consist of two stages; Stage One Documentation Review and if applicable, Stage Two Formal Hearing.

After completion of the application form the Job Evaluation Project Office will determine how your application will be treated. If the grounds for appeal are sufficient, the JE Project Office will determine how the appeal is to be treated.

If you occupy a sole occupancy post your appeal will normally be considered on an individual basis. If you are in a multi occupancy post, and more than one individual in the same post appeals, your appeal will normally be heard on a collective basis. In this case a maximum of two postholders from the multi occupancy group will be invited to attend a formal hearing on behalf of the group (if applicable).

Completed forms should be sent to the Job Evaluation Project Office – Human Resources Department, Hampshire Fire and Rescue Service Headquarters along with any relevant supporting papers.

1. Personal Details:			
Name of Postholder	Colin Ive		
Personnel Number	3513		
Current Rank and Post	Sub Officer 8. Station Manager of Yateley Fire Station		
Signature		Date	8 th January 2006
2. Summary of reason for appeal (no more than 30 words)		Following review of the documentation, it is my opinion that the rank to role has underrated the tasks of Retained Sub Officers and placed them into the incorrect role.	
3. Basis for Appeal Tick those that apply:-			
<input type="checkbox"/>		The agreed process for Rank to Role Assimilation has not been followed.	
<input checked="" type="checkbox"/>		The allocation does not fit the functions performed.	
<input type="checkbox"/>		There has been a change in the functions performed since the allocation process was carried out.	
<input type="checkbox"/>		It is believed that a specified equivalent job in Hampshire Fire and Rescue Service has been allocated to a higher role (please state _____)	

Appeal Application Form / cont.....

Name: **Colin Ive**

3a. Basis for Appeal

Tick those that apply:-

Appeal against Role Allocation

Appeal against A or B

4. Statement(s) to support appeal in accordance with criteria. Please provide evidence / comments against each of the headings or mark N/A if not applicable

KNOWLEDGE

The broad requirement defined by knowledge is undertaken throughout my role and I feel I can effectively demonstrate that its requirements fulfil the requirements of the Station Manager role map.

I do not feel that the knowledge requirement was correctly identified nor its breadth and depth correctly understood. This requirement is at least comparative to the whole time role. Based on the local conventions I would like to offer evidence that the job requires knowledge covering a wide range of activities which are relatively complex.

It is noted that HFRS consider that not enough time is available for any RDS personnel to fully complete all necessary tasks with regards to training, information gathering and operational skills. With this in mind we can simply argue that the buck tops with the RDS Sub to ensure that all knowledge is both correctly filtered and fed to his team. Consequently the buck stops with the RDS sub which means they have a great deal of work to do to reflect and know the corporate aims.

A RDS Sub Officer is HFRS SMT by proxy and fully represents the fire service and its corporate aims within their station grounds. In depth knowledge is required to correctly perform this role.

In addition, feedback is both sought and reflected back to higher management when new initiatives are presented so they take a tangible and real part in developing policy.

MENTAL SKILLS

I carry out EFSM2 and EFSM3 to Station Manager standards (using accident investigations as an example). It can be demonstrated that the current RDS Sub Officers role already undertakes these tasks.

I would also like to offer evidence which shows that planning is not restricted to station ground/work area and that the breadth and depth of this area has not been correctly understood.

For example, it is not unusual during major developing incident for an RDS Sub Officer to be totally in charge during the most important initial

stages. This role will involve the management of any number of additional crews attending and liaising with the police, fire, those involved in the incident, property owners, press and members of the public.

In addition on a rural station a major incident may well face the additional demands such as sourcing water reserves or accessing hard to reach places.

It cannot be argued that the initial stages of a developing incident and actions taken are the most crucial; consequently it is my argument that an RDS Sub far exceeds the requirements of a Watch Manager B and the role is more accurately identified in EFSM2.

PEOPLE MANAGEMENT

Having read the Station manager role map I can confirm that as an RDS Sub Officer I fulfil EFSM2 to the required level.

Managing a Retained Station has problems which are far more onerous than our wholetime colleagues. My core aim is to manage my station so that the pump is available 24x7. This involves dealing with a staff who crew the pump during their leisure time and who are trying to create a satisfactory life/work balance. I have no enforcement powers to make them available (as could be used by a whole time manager refusing days off) and no additional resources I can request from HFRS if my reserves fall. In addition my crewing levels can be extremely volatile and the task to keep the pump crewed is an extremely dynamic exercise requiring my availability 24x7.

It is my role to absorb and dissipate corporate information and ensure that my staff understand the corporate aims.

As mentioned in "Mental Skills" my "People Management" skills have to be extremely acute during the early stages of an incident where I am ensuring the best utilisation of my team and managing them in a very dynamic environment as well as gathering vital information which may affect the outcome of the incident or the safety of mine and other HFRS crews from others.

PHYSICAL RESOURCE MANAGEMENT

It is clear from the local conventions that RDS Subs must be graded Station Managers where the convention for Station Manager B states "*...direct responsibility for a fire station...*" Once more we believe that the breadth and depth of this area has not been correctly understood.

As an RDS Sub Officer I feel that I meet and exceed EFSM12. It is my duty to ensure the pump is maintained to peak. I have to monitor and arrange for supplies to be efficiently managed and monitor my personnel to ensure resources are used effectively and not wasted.

I would like to offer more evidence for this role in due course.

FINANCIAL MANAGEMENT

Although I accept that financial management is not a major role of ours, it should be recognised that I monitor petty cash and it is my duty to ensure that my staff receive funding for meals when on an incident.

QUALITY

Supporting my appeal that my rank is more accurately reflected within the requirements of a Station Officer, I offer that the quality of my work is reflected in EFSM10, EFSM16 and EFSM21. To consider each in order:

EFSM10

- 10.1 - it is my role to ensure that my staff are trained and up to speed with HFRS routine notices and service orders to ensure their effective and legal standings. It is my role to efficiently manage them to ensure this occurs.
- 10.3 - A good example of me performing this role is in the consideration of my management, monitoring and implementation of TAPS.
- 10.4 - Drill nights are the time when I cover this component of the EFSM10 unit. I have to absorb and disseminate information, manage my teams training based on operational and individual requirements and communicate my thoughts to my staff, line manager and members of the public.

EFSM16

It is of course essential for me to attend training and monitor my own performance to ensure that, for just 3 hours a week, I am capable of supplying exceptional information to my staff. During the rest of the week I also have to ensure that my performance, for example in administrative duties is as good as can be.

EFSM21

- 21.1 - My role to present corporate aims and routine notices and prevalent service orders is covered here.
- 21.2 - A major component of my job is the handling of data. From collating, accurately entering, storing and usage of reports I clearly achieve this component of the unit.
- 21.3 - At an incident it is my role to speedily analyse information to enable me to make accurate and correct decisions.
- 21.4 - This component is reflected in those above.

Ultimately, if I do not perform a level of work within acceptable quality it will fail both myself and my staff and would be quickly identified.

RISK

Considering the Station Managers role map, I feel that I undertake EFSM12, EFSM13, EFSM14, EFSM15 and EFSM21 to an acceptable standard.

We believe that the convention wording is unhelpful and directs the panel's decisions. The breadth and depth of this area has not been correctly understood. We are still collecting evidence but a cursory look clearly identifies that an RDS station ground is as diverse and complex as those in larger conurbations and that the RDS Sub Officers role is more onerous and taxing. This is due to a number of reasons:

- On a major incident occurring on his station ground, he will have to work autonomously, managing his crew under extreme situations for up to 20 minutes.
- Challenges such as establishing a supply of water will be a lot more onerous
- Risks can change and vary widely seasonally

RISK cont...

In addition to expected domestic and small business risks on individual station grounds can vary a lot more;

- Many have Old Age Peoples homes and other hospital types
- Many have community buildings
- Farms have their own inherent problems
- Large tracts of rural land have their own unique risks
- Thatches have unique risk
- Airfields and airstrips have unique risks
- Stately homes have unique risks
- Specialised industries are opening more and more in redundant farm building which carry their own risks
- There are many more active chimneys in rural fire grounds
- Roads tend to carry heavy and fast traffic thus resulting in more major types of RTC's

We are currently gathering more information on local station risks and will provide this when available.

INTERFACES

EFSM21 is clearly undertaken by RDS Station Officers.

We would like to offer evidence that an RDS Sub Officers role is far reaching in the community and they interface with probably more different community groups than most other employees that we believe will describe how the breadth and depth of this area has not been correctly understood.

STRATEGIC MANAGEMENT

We are happy to advise that although we do provide feedback to enable strategic management, we recognise that this is a role for SMT and we have little active involvement.

Appeal Application Form / cont.....

Name:

FOR JOB EVALUATION PROJECT OFFICE USE ONLY

STAGE 1 (DOCUMENTATION REVIEW)

Action	Date	Initials
Received by JE Project Office		
Date for Documentation Review		
Case Papers circulated to Reviewers (Stage One)		
Outcome of Stage One (Upheld / Not Upheld) (circle)		
Letter(s) to employee(s) / TU rep(s) to advise of outcome		
HR Operations notified of payroll adjustments (if applicable)		
JE Project Office records updated		

STAGE 2 (FORMAL HEARING) (if applicable)

Action	Date	Initials
Date for Formal Hearing & Location		
Case Papers circulated to Reviewers (Stage Two)		
Letter(s) to employee(s) / TU rep(s) advising of hearing		
Confirmation of attendance by employee(s) / TU rep(s)		
Outcome of Stage Two (Upheld / Not upheld)		
Letter(s) to employee(s) / TU rep(s) to advise of outcome		
HR Operations notified of payroll adjustments (if applicable)		
JE Project Office records updated		

Appendices

The following appendices show more detailed examples and real life scenarios to support our arguments

Appendix 1 – Knowledge

The following observations detail the knowledge required to be a RDS Sub Officer.

- Many RDS Sub Officers hold Instructor ratings BAI, RTCI, First Aid I.
- Health and Safety IOSH (5 Day) audits
- COSHH regulations
- Near miss reports
- Large animal rescue
- Premises Information card reviews
- IID visits
- TFS instigation of infringement issues
- **Station Administration:** As the station manager I must have a complete and thorough understanding of the Station administration system so as to run the station efficiently. This knowledge is specialised to those in the position of station manager. I complete Station Admin work 7 days a week which can be reviewing the stations e-mails, to making claims, ordering stores, displaying routine orders and operational bulletins for the appropriate length of time. Then filing them again for the correct length of time and very many more things.
- **Operational plans:** I must have an in-depth knowledge of any operational plans that affect my station and make sure the station personnel are also aware. In my case this also covers risks in Berkshire such as Broadmoor hospital and Berkshire protocol such as their different BACO processes and in Surrey with the added problems concerned with the lack of direct radio communications.
- **Station Ground:** I must have an in-depth knowledge of my station ground and the risks present. This includes water supplies, access ways that are compromised in bad weather, or heavy local traffic, industrial sites, airfields, areas of SSI, army establishments especially barracks and live ammunition areas. Plus in conjunction with my neighbouring Station Manager knowledge of the high profile premises of the Police college at Bramshill House.
- **Premises inspection cards:** I must have an in-depth knowledge of the premises inspection cards that are present in my station ground, as once a year I am required to audit them, and must make sure they are up to date. I am also required to present a case for any other premises that are changed and then fall into the category of requiring PI cards.
- **Training:** As the TAP's assessor for the majority of the subjects covered, I require in-depth knowledge to keep crews to required standard. Provide training for other areas that GTI's only assess. Understand and implement the recording system for the Tap's training system and Monitor and Audit this recording.
- **Service policy:** I have to understand and inform my station personnel of service policy, this includes the corporate aims and IRMP. I have to implement and encourage the station to adopt the corporate aims and work towards achieving those aims such as arson reduction measures that I have developed and implemented and the 8/80 protocol and the implementation of Home Fire Safety Checks to be performed by my staff. This is just a few of the areas.
- **Service Orders:** A high level of knowledge of service orders is required to manage the station. I have to know and understand a large number of often changing service orders to be able to guide personnel to do things the right way. Areas that are used on regular occasions are Pay and Allowances, Retained Management Systems, All operational Service Orders, Sickness Absence Management, Fairness, Dignity and Diversity, Capability Support Procedure, Discipline Procedure and many more that are used as required.
- **Health and safety:** As the manager responsible for H&S in my workplace a knowledge of H&S requirements and policy is essential. I am responsible for auditing H&S and recording

and monitoring health and safety issues. This includes carrying out risk assessments and near miss and accident investigations. I am also responsible for making sure any unsafe areas are made safe or isolated from use until corrective action can be taken and having the knowledge to obtain that corrective action.

- **Employment Law:** Some knowledge of employment law is required so that issues that arise on station can be dealt with or can be directed to the correct area in the service. This covers such things as the employee "contract of employment", sickness requirements such as doctor's sick notes, hours of work and many more.
- **Community fire safety:** A good level of knowledge of community safety is required to direct the actions of the station to meet the corporate aims. This includes knowing what station personnel can achieve and what needs to be passed onto the community safety team. I am also responsible for implementation, monitoring and development of the arson reduction initiative in my station ground and the implementation, monitoring and development of Home Fire Safety Checks by my staff, also working in partnership with local agencies to reduce vandalism and arson and increase CFS awareness in targeted areas.
- **Audit Process:** I am required to understand and implement the audit process across Station and vehicle inventories, Personal development plans for Fire Fighters and Crew Managers, and the TAP` s system. As the station manager I lead new recruits and newly promoted Lff's, through their development program and am responsible for the auditing and assessment of all their work.
- **Premise Defect Process:** I am required to have an in-depth knowledge of the premise defect process, to effectively organise repairs, make risk assessments of the defect and make safe, and monitor and report on repairs all in a timely manner.
- **IPDS:** I am required to explain the IPDS system and how it is expected to affect my crew managers and remaining staff so require the knowledge of the IPDS system.
- **Capability Support:** I must fully understand the capability support process. To start the procedure off correctly, I have to gather the evidence required and advise senior officers, I will then be required to sit on the capability hearing and give advice to the panel and after I have to monitor progress and write reports.
- **Grievance Procedure:** I must fully understand the grievance procedure so as to instigate the process correctly at the start and prevent the service being liable.
- **Fire Investigation:** I have to have some knowledge of fire investigation to identify the cause of a fire at incidents to implement the correct procedure if arson is suspected.
- **Diversity:** Both within the fire service and outside we are expected to practise and support diversity. Indeed with the increasing diversity of our communities involving many different ethnic minorities and their associated languages Station Managers such as myself are often the first using local to identify these groups and initiates approaches, for example concerning CFS, to them. At Bordon this can be experienced where they are having to liaise with refugees and other ethnic parties at institutions both to create a fire safety message and also to consider the facilities within the station ground risks.

Clearly this role requires the widest range of procedural knowledge of any role within HFRS, operationally, station management and corporately. The RDS Sub officer is the pivotal interface for more than 70% of the fire stations with HFRS.

As well as specific areas of operational understanding as depicted in grade A requirements, additional areas of responsibility born by present Sub officers far exceed the stipulated norm, for example post incident duties, welfare of the public and service personnel, interfacing with other services and agencies, accident and sickness reporting, dealing with complaints, etc.

It is my belief that a wide range of interpersonal understanding and varied skill base is needed to run a station effectively and not any one area of knowledge as stipulated in the Grade A

Appendix 2: Mental Skills

Ultimately it cannot be stressed highly enough that running a station is a 24x7 and at times stressful task. From managing extremely diverse staff who all have very different character types and who are all balancing their own life/work balance. This is certainly harder than the WDS Sub who manages a crew of firefighters only when they are on-duty. In addition I have to be able to manage and solve station maintenance problems, vehicular defects, reports, 24/7 cover of related responsibilities, logging/recording of events etc.

All of this is conducted whilst balancing our full time employment. Many Sub/O can give examples like refusing promotion or accepting early retirement to be more available for HFRSA activity.

I am allocated a broad area of activity and have the discretion as to how the work should be organised, within agreed practice and guidelines. This is the truer statement as I am given the responsibility to run the station.

The areas of activity I am allocated are:

- Personnel management
- Planning of the training schedule assessments and delivery
- CFS planning and delivery
- Operational incident responsibility, which includes:
 - initial assessment
 - make-ups
 - risk assessments
 - planning to resolve incident
 - adjusting plan were necessary
 - getting specialist advice
 - working with other agencies and knowing what they can do
 - being responsible for their safety, and make sure relevant people are briefed during the incident.
 - Incident debriefs to identify strengths and weaknesses.
 - Fire investigation at smaller incidents,
- Equipment audits and readiness,
- Station cleanliness,
- Public representation of the service within local councils, public organisations such as schools and charity groups.
- I am the corporate figurehead for IRMP at station and local level.
- I have the discretion to run the station as meets local needs to meet the corporate aims within agreed practice and guidelines.
- Etc!

It should also be noted that a Retained Station has three distinct additional considerations which draw on my mental skills.

- **Geographical location:** Due to the lack of near resources, we are often at incidents on our own for protracted periods during its initial development. This creates the need for exemplary mental skills to use the limited resources I have to the absolute maximum to either resolve or hold the incident until further resources are made available.
- **Incident Resources:** Due to the location of many of our incidents resources may be either limited or non-existent. For example water reserves.
- **Managing multi teams:** Due to our location, on larger incidents it may be quite plausible for me to be in command of an incident controlling up to four or five additional Teams from

local stations until a senior officer whose arrival may take some time. An example I would provide here was during the management of an incident involving a crashed aircraft onto a factory resulting in a severe fire and five fatalities. For sometime at the start of the incident I was controlling a mix of 7 crews of whole time and retained fire fighting crews, plus an airport fire fighting team, plus liaising directly with the senior police and ambulance officers present regarding the overall incident and the possible evacuation of a large number of adjoining houses all with having the additional pressure from national media who arrived in record time to film and report upon the event. The CFO of the time congratulated me on my management of this incident.

The requirement for planning is vast:

Daily:

- Planning and monitoring cover for appliances 24/7.
- Monitoring and reporting sickness,
- Auditing station security,
- Monitor and organise follow up issues arising from incidents.
- Monitoring local risks

Weekly:

- Monitoring and planning training.
- Monitoring and planning standard tests,
- Monitoring and planning completion and supplies of RMS Sheets,
- Monitoring, planning and ordering station stores,
- Standard of Appliance and equipment,
- Complete TAPS administration.
- Monitor fire call attendance by personnel.

Monthly:

- Monitor personnel training attendance and audit training plans,
- Monitor standard tests,
- Plan and organise station management meeting.
- Audit and review station work activities and recommend and make improvement to current practises.

Quarterly:

- Responsible for the planning and organising of the quarterly training program,
- Audit Tap's administration,
- Plan and organise H&S inspection,
- Plan and organise station 11D visits where information can be gathered and passed to the relevant department should hazards or defects be identified.

Annually:

- Review station risk assessments,
- Personnel levels,
- Training requirements,
- Plan and organise administration clear up for previous and following year.
- PDP's

Appendix 3: People Management

Since the vast majority of fire fighters are employed as $\frac{3}{4}$ cover and count at 0.75 units under the 12 units for a single pump station this equates to a station compliment of 16/17. It is important to identify that EFSM10 identifies the role of planning and implementing activities to meet service delivery needs. The management of my staff clearly supports this.

People Management Requirements:

- The post holder is responsible for 16 operational personnel with an allocation of 20 units across all the key responsibility codes.
- The post holder is also responsible for:
 - 1 cleaner,
 - Community Groups of a diverse range of age visiting the station.
 - The local media
 - The post holder is required to identify and encourage potential recruits, almost all new recruits commence their approach with a visit to the station, often on a drill night where I meet and greet them, provide them with information on the role and encourage them to apply and how to do so.
 - Identify station needs and sit on the interview panel for new recruits. This I have been involved with for the last 23 years and have sat on the initial interviews for all the recruits at my station.

The Knowledge required by this post is:

- Health and safety,
- Media relations,
- Service orders,
- Service policy,
- Recruitment,
- Development,
- Fairness and dignity,
- Employment Law. (Understanding of and the commitment to and ability to apply these in practice as well as advising and guiding others).

This knowledge is gained by job training and experience internal and external courses, and other courses and life skills.

Typical Problem: There are no typical problems as all problems are individual. Some examples of the problems a retained station manager is faced with:

- Identifying and dealing with firefighters who have committed arson, reporting the findings and leading it through to a successful prosecution.
- Firefighter responding to calls when off work sick from their main employment.
- Retained personnel having problems with their employers about responding. The retained station manager, with the help of the service, would bring all of these problems and many more, to a satisfactory conclusion.
- Helping staff dealing with grief, divorce and other life changing experiences.

Appendix 4: Physical Resource Management

In essence I am a Station Manager, managing all of the functions, requirements and resources needed to keep a station and its staff operational. With regards to physical resource management I have to:

- Determine solutions to hazards and risks identified through inspection, this could be:
 - Operationally at an incident
 - 11D visits
 - Post Incident Community Fire Safety visits
 - On the drill ground
 - Around the station due to equipment failure/hazard

Deployment and management of operational Equipment:

- The post holder has the responsibility to ensure that all operational equipment and resources are available 24/7. This includes monitoring and auditing equipment and standard of equipment.
- Use of computer or manual information/financial systems:
- Use of computer systems to monitor training,
- TAPS' administration and information dissemination, etc.
- Manual systems,
- Service publications- firefacts, service orders etc,
- Financial systems- payment claim form authorisation, petty cash.

Management of station equipment:

- Monitor and operate IT suite
- Ensure facilities are all in a useful state

I have responsibility to ensure these are all maintained to the required standard also:

- Recommending development or procurement of systems or equipment:
From time to time conduct trials of equipment and present finding to recommend or reject.
- Ensuring adequate stocks and supplies levels:
Ensuring all station consumables are available by auditing and ordering stocks at appropriate time and chasing up undelivered items and knowing peoples entitlement to prevent ordering in a timely manner.
- Obtaining physical resources to meet job requirements:
Requesting equipment/arranging venues in order to conduct training and exercises. This can be just for my station or exercises for more than one station. This includes cross boarder liaison.

Appendix 5: Financial Management

Authorisation of financial claims for Turnout and attendances on FM/1/2/2/1 forms, Authorisation of claims for subsistence for courses, travelling expenses, etc: Authorising and reimbursing petty cash claims: Allocation of maintenance time to the station to be allocated to appropriate areas. This all requires knowledge of the petty cash system. The FM/1/2/2/1 claim forms and the subsistence claim forms.

This knowledge is gained during in job development.

Many of us manage station Sports and Social accounts and Benevolent fund representative / management.

Appendix 6: Quality

The name of Hampshire Fire and Rescue service is synonymous with quality. When we are called by the member of the public to an operational incident, expectations are monumental and the quality of the service provided is perhaps one of the most important datum's used in analysing performance. At the front edge of that service is the RDS Sub Officer ensuring that their station is providing the service expected from the service both operationally and in other ways through the community.

To maintain this quality a number of facets are needed. Unwritten is ensuring the utmost professionalism and corporate values are maintained throughout by staff at all times. In addition there are a number of additional and more tangible functions which involve an extremely high quality of management. The post is responsible for auditing operational and administrative equipment and processes kept on operational appliances and in the station. This may include:

- TAPS
- PPE log books
- FDR1 reports
- RDS management sheets
- Retained development programs
- Standard tests
- Property file

All of which are subject to audit at any time. The post is responsible for auditing the training program for compliance with TAPS planner, quality delivery of training. The post is responsible for auditing personnel performance in attendance, sickness, and operational performance. The post is responsible for auditing H&S of the workplace environment and cleanliness. The post is responsible for auditing the station inventory systems.

This requires knowledge of the audit system and quality assurance gained from training courses and job experience.

The quality of these audits can have both personnel and legal implications.

Appendix 7: Risk

Differentiating risk between rural and urban conurbations is not a suitable argument because it is recognised that all stations and crews are available to be deployed anywhere within Hampshire. A RDS station could easily provide 4 or 5 hours cover at a wholetime station and so have to 'absorb' the inherent risks and be able to manage them. However it is recognised that the risk at RDS stations can be greater due the reasons mentioned in appendix 2 with regards to their location. An incident can have just one available RDS crew in attendance during its initial developing crucial phases and the decisions they make can have major repercussions.

Conversely to the local conventions we do feel that due to the facts above, RDS stations actually can generate a greater risk map. For example:

- High value Forestry plantations
- National parks (New forest)
- Oil refineries
- Thatched dwellings
- Farms units
- Farm industrial units
- Farm land which is particularly susceptible to fire in the summer
- Large industrial/agricultural machinery
- Motorway and major arterial roads
- Major rail lines in rural areas
- Faster and busier roads
- Local airfields
- Caravan parks
- Rural hotels
- Old age people homes and other medical establishments
- SSI
- Water based risks
- Beachfronts

Also it should be identified that many station grounds are subject to summer influx which can double the population risk for many months.

In addition risk is identified in the workplace:

- Overall responsibility for H&S on station, includes:
 - HFRS Personnel,
 - Public visitors.
 - Contractors,

Operational incidents:

However this is regularly extended as make-ups to incidents can occur long before the arrival of a supervisory officer also, make-ups can take some time to arrive, which requires a high degree of control of resources and higher level of risk assessment. Also would be responsible for sector H&S at incidents.

In the community:

- For community events the post is responsible for H&S of public,
- HFRS personnel,
- Other agencies (if HFRS organised event).

- If not HFRS organised, responsible for actions of HFRS personnel.

Corporate risk to HFRS:

Responsibility to maintain and implement service policy. As the Station Manager, I am regarded by the public as the Chief Fire Officer of the area and so have a high profile to maintain to keep the corporate image to a high standard. I am also required to maintain a good working relationship with the local media so the correct message is seen at all times.

Demographics:

The difficulties in terms of delivering Prevention, Protection & Response: Identifying vulnerable groups to benefit from CFS. Identifying areas of Arson activity, formulating a plan to counter this. Social issues. Access issues with elderly including deafness, blindness and trust.

What is the posts role in this: Organising effective CFS. Liaise with numerous other agencies such as police, community wardens, and schools. Building working partnerships with other agencies.

Identifying at risk individuals and passing information forward to group manager for identification to social services.

Appendix 7: Interfaces

Example of interfaces within HFRS:

Interface with:	At	About	Regularity
Station Personnel		Availability	Daily
Group Manager	02	All aspects of HFRS activity	2-3 times a week
CFS Dept	Basingstoke & SHQ	All aspects of CFS	3-4 times per month
Training	Basingstoke & SHQ	All aspects of training delivery	4 times per month
Supplies	Basingstoke and SHQ	All aspects of ops requirements	2 times per week
Link Officer	02	Passage of information	1 - 2 times per month
Control	SHQ	Post incident enquires	As required

Example of interfaces outside HFRS:

Interface with:	At	About	Regularity
Local Police	Yateley Police Station	Arson reduction/partnerships working/CFS/Vandalism reduction	Regular
Community Safety	Hart Council Offices	Partnership working/CFS/Arson reduction	Regular
Local Schools	Fire Station	Arson reduction/partnerships working/CFS/Vandalism reduction	Regular
Numerous local community groups	Fire Station or at their local meetings	Arson reduction/partnerships working/CFS	As required
Local Council	Yateley Town Council Offices	Arson reduction/partnerships working/CFS/Vandalism reduction and periodic presentations of station activities.	Regular
Members of public	Homes	Post incident CFS	As required
Media	By phone, email or at incident scene	Incidents and promotion of Arson reduction and CFS. Recruitment	As required



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and Rescue Service*

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1. Personal Details:			
Name of Postholder	Paul J. Ingoldsby		
Personnel Number	1806189		
Current Rank and Post	Sub/O (8), OIC Droxford Fire Station		
Signature		Date	08/01/2006
2. Summary of reason for appeal (no more than 30 words)	<p>Following the opportunity to review the documentation, it is my opinion that the rank to role at the very least has underrated the A and B allocation, but more accurately has placed Retained Sub Officers into the incorrect role. Close analysis of the role map shows that a Retained Sub Officer running a Retained Stations is actually, as the name suggests a Station Manager.</p> <p>Where evidence can be gathered from the resources provided we offer them here, however I am currently harvesting more data from other Sub Officers and this will be offered shortly.</p> <p>I feel that the questionnaire was not given enough emphasis as to its importance and no help was offered to me by a senior officer to complete it. Consequently the information I provided was brief and did not correctly identify the full breadth and depth of my role.</p>		
3. Basis for Appeal Tick those that apply:-	<p>The agreed process for Rank to Role Assimilation has not been followed.</p> <p>The allocation does not fit the functions performed.</p> <p>There has been a change in the functions performed since the allocation process was carried out.</p> <p>It is believed that a specified equivalent job in Hampshire Fire and Rescue Service has been allocated to a higher role (please state _____)</p>		
<input type="checkbox"/>			
<input checked="" type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

Appeal Application Form / cont.....

Name: Paul J. Ingoldsby

3a. Basis for Appeal

Tick those that apply:-

Appeal against Role Allocation

Appeal against A or B

4. Statement(s) to support appeal in accordance with criteria. Please provide evidence / comments against each of the headings or mark N/A if not applicable

KNOWLEDGE

The broad requirement defined by knowledge is undertaken throughout my role and I feel I can effectively demonstrate that its requirements fulfil the requirements of the Station Manager role map.

I do not feel that the knowledge requirement was correctly identified nor its breadth and depth correctly understood. This requirement is at least comparative to the whole time role. Based on the local conventions I would like to offer evidence that the job requires knowledge covering a wide range of activities which are relatively complex.

It is noted that HFRS consider that not enough time is available for any RDS personnel to fully complete all necessary tasks with regards to training, information gathering and operational skills. With this in mind we can simply argue that the buck tops with the RDS Sub to ensure that all knowledge is both correctly filtered and fed to his team. Consequently the buck stops with the RDS sub which means they have a great deal of work to do to reflect and know the corporate aims.

A RDS Sub Officer is HFRS SMT by proxy and fully represents the fire service and its corporate aims within their station grounds. In depth knowledge is required to correctly perform this role.

In addition, feedback is both sought and reflected back to higher management when new initiatives are presented so they take a tangible and real part in developing policy.

The following observations detail the knowledge required to be a RDS Sub Officer.

- **Station Administration:** As the station manager I must have a complete and through understanding of the Station administration system so as to run the station efficiently. This knowledge is specialised to those in the position of

station manager. I complete Station Admin work 7 days a week which can be reviewing the stations e-mails, to making claims, ordering stores, displaying routine orders and operational bulletins for the appropriate length of time. Then filing them again for the correct length of time and very many more things.

- **Operational plans:** I must have an in-depth knowledge of any operational plans that affect my station and make sure the station personnel are also aware. In my case this also includes risks in Dorset and Dorset protocol such as Bournemouth International Airport and Bournemouth Hospital.
- **Station Ground:** I must have an in-depth knowledge of my station ground and the risks present. This includes water supplies, access ways that are compromised in bad weather, industrial sites, and cliff areas, areas of SSI. High profile premises that may house dignitaries (such as the Chewton Glen Hotel). I also make written recommendation such as increased PDA's for areas with restricted water supplies or restricted access (such as the cliffs at Barton were I recommended a Landover be put on the PDA for fires as there is no appliance access). We also arrange and conduct 11D visits at high risk locations
- **Premises inspection cards:** I must have an in-depth knowledge of the premises inspection cards that are present in my station ground, as once a year I am required to audit them, and must make sure they are up to date. I am also required to present a case for any other premises that are changed and then fall into the category of requiring PI cards.
- **Training:** As the TAP's assessor for the majority of the subjects covered, I require in-depth knowledge to keep crews to required standard. Training for other areas that GTI's only assess. Understand and implement the recording system for the Tap's training system and Monitor and Audit this recording. Some RDS Sub Officers hold Instructor ratings BAI, RTCI, First Aid I, This appellant holds all three.
- **Service policy:** I have to understand and inform my station personnel of service policy, this includes the corporate aims and IRMP. I have to implement and encourage the station to adopt the corporate aims and work towards achieving those aims such as arson reduction measures that I have developed and implemented and the 8/80 protocol. This is just a few of the areas.
- **Service Orders:** A high level of knowledge of service orders is required to manage the station. I have to know and understand a large number of service orders to be able to guide personnel to do things the right way. Areas that are used on regular occasions are Pay and Allowances, Retained Management Systems, All operational Service Orders, Sickness Absence Management, Fairness, Dignity and Diversity, Capability Support Procedure, Discipline Procedure and many more that are used as required.

- **Health and safety:** IOSH (5 Day) Course. COSHH regulations As the manager responsible for H&S in my workplace a knowledge of H&S requirements and policy is essential. I am responsible for auditing H& S and recording and monitoring health and safety issues. This includes carrying out risk assessments and near miss and accident investigations. I am also responsible for making sure any unsafe areas are made safe or isolated from use until corrective action can be taken and having the knowledge to obtain that corrective action.
- **Employment Law:** Some knowledge of employment law is required so that issues that arise on station can be dealt with or can be directed to the correct area in the service. This covers such things as the employee "contract of employment", sickness requirements such as doctor's sick notes, hours of work and many more.
- **Community fire safety:** A good level of knowledge of community safety is required to direct the actions of the station to meet the corporate aims. This includes knowing what station personnel can achieve and what needs to be passed onto the community safety team. I am also responsible for arson reduction initiative in my station ground and implementing that initiative such as 1to1 mentoring of at risk children.
- **Audit Process:** I am required to understand and implement the audit process across Station and vehicle inventories, Personal development plans for Fire Fighters and Crew Managers, and the TAP's system. As the station manager I am currently leading one L/ff and one fire fighter, shortly to be three, through their development program and audit and assess all their work.
- **Premise Defect Process:** I am required to have an in-depth knowledge of the premise defect process, to effectively organise repairs, make risk assessments of the defect and make safe, and monitor and report on repairs.
- **IPDS:** I am required to carry out IPDS interviews with my crew managers so require the knowledge of the IPDS system.
- **Capability Support:** I must fully understand the capability support process. To start the procedure off correctly, I have to gather the evidence required and advise senior officers, I will then be required to sit on the capability hearing and give advice to the panel and after I have to monitor progress and write reports. I recently had to take one fire fighter as far as stage 3.
- **Grievance Procedure:** I must fully understand the grievance procedure so as to instigate the process correctly at the start and prevent the service being liable.
- **Fire Investigation:** I have to have some knowledge of fire investigation to identify the cause of a fire at incidents to implement the correct procedure if arson is suspected.
- **TFS:** RDS Sub officers are required to possess an awareness of TFS and the ability to identify potential infringements issues.

- **Diversity:** Both within the fire service and outside we are expected to practise and support diversity. At Bordon this can be experienced where they are having to liaise with refugees and other ethnic parties at institutions both to create a fire safety message and also to consider the facility within the station ground risks.

Clearly this role requires the widest range of procedural knowledge of any role within HFRS, operationally, station management and corporately. The RDS Sub officer is the pivotal interface for more than 70% of the fire stations with HFRS.

As well as specific areas of operational understanding as depicted in grade A requirements, additional areas of responsibility born by present Sub officers far exceed the stipulated norm, for example post incident duties, welfare of the public and service personnel, interfacing with other services, accident and sickness reporting, dealing with complaints, etc.

It is my belief that a wide range of interpersonal understanding and varied skill base is needed to run a station effectively and not any one area of knowledge as stipulated in the Grade A

MENTAL SKILLS

I carry out EFSM2 and EFSM3 to Station Manager standards (using accident investigations as an example). It can be demonstrated that the current RDS Sub Officers role already undertakes these tasks.

I would also like to offer evidence which shows that planning is not restricted to station ground/work area and that the breadth and depth of this area has not been correctly understood.

For example, it is not unusual during major developing incident for an RDS Sub Officer to be totally in charge during the most important initial stages. This role will involve the management of any number of additional Retained Stations attending and liaising with the police, fire, those involved in the incident, property owners and members of the public.

In addition on a rural station a major incident may well face the additional demands such as sourcing water reserves or accessing hard to reach places.

It cannot be argued that the initial stages of a developing incident and actions taken are the most crucial; consequently it is my argument that an RDS Sub far exceeds the requirements of a Watch Manager B and the role is more accurately identified in EFSM2.

Ultimately it cannot be stressed highly enough that running a station is a 24x7 and at times stressful task. From managing an extremely diverse crew who all have very different character types and who are all balancing their own life/work balance. This is certainly harder than the WDS Sub who manages a crew of fire fighters who are on-duty. In addition I have to be able to manage and solve station maintenance problems, vehicular defects, reports, 24/7

cover of related responsibilities, logging/recording of events etc.

All of this is conducted whilst balancing our full time employment. Many Sub/O's can give examples of restricted carriers e.g. refusing promotion or accepting early retirement to be more available for HFRSA duties.

I am allocated a broad area of activity and have the discretion as to how the work should be organised, within agreed practice and guidelines. This is the truer statement as I am given the responsibility to run the station.

The areas of activity I am allocated are:

- Personnel management
- Planning of the training schedule assessments and delivery
- CFS planning and delivery
- Operational incident responsibility, which includes:
 - initial assessment
 - make-ups
 - risk assessments
 - planning to resolve incident
 - adjusting plan were necessary
 - getting specialist advice
 - working with other agencies and knowing what they can do
 - being responsible for their safety, and make sure relevant people are briefed during the incident.
 - Incident debriefs to identify strengths and weaknesses.
 - Fire investigation at smaller incidents,
- Equipment audits and readiness,
- Station cleanliness,
- Public representation of the service within local councils, public organisations such as schools and charity groups.
- I am the corporate figurehead for IRMP at station and local level.
- I have the discretion to run the station as meets local needs to meet the corporate aims within agreed practice and guidelines.

It should also be noted that a Retained Station has three distinct additional considerations which draw on my mental skills.

- **Geographical location:** Due to the lack of near resources, we are often at incidents on our own for protracted periods during its initial development. This creates the need for exemplary mental skills to use the limited resources I have to the absolute maximum to either resolve or hold the incident until further resources are made available.
- **Incident Resources:** Due to the location of many of our incidents resources may be either limited or non-existent. For example water reserves.
- **Managing multi teams:** Due to our location, on larger

incidents it may be quite plausible for me to be in command of an incident controlling up to four or five additional Retained Teams from local stations until a senior officer whose arrival may take some time.

The requirement for planning is vast:

Daily:

- Planning and monitoring cover for appliances 24/7.
- Monitoring and reporting sickness,
- Auditing station security,
- Monitor and organise follow up issues arising from incidents.

Weekly:

- Monitoring and planning training.
- Monitoring and planning standard tests,
- Monitoring and planning completion and supplies of RMS Sheets,
- Monitoring, planning and ordering station stores,
- Standard of Appliance and equipment,
- Complete TAPS administration.
- Monitor fire call attendance by personnel.

Monthly:

- Monitor personnel training attendance and audit training plans,
- Monitor standard tests,

Six Weekly:

- Plan and organise station management meeting.
- Audit and review station work activities and recommend and make improvement to current practises.

Quarterly:

- Plan and organise quarterly training program,
- Audit Tap's administration,
- Plan and organise H&S inspection,
- Plan and organise station 11D visits where information can be gathered and passed to the relevant department should hazards or defects be identified.

Annually:

- Review station risk assessments,
- Personnel levels,
- Training requirements,
- Plan and organise administration clear up for previous and following year.
- PDP's

PEOPLE MANAGEMENT

Having read the Station manager role map I can confirm that as an RDS Sub Officer I fulfil EFSM2 to the required level.

Managing a Retained Station has problems which are far more onerous than our wholetime colleagues. My core aim is to manage my station so that the pump is available 24x7. This involves dealing with a staff who crew the pump during their leisure time and who are trying to create a satisfactory life/work balance. I have no enforcement powers to make them available (as could be used by a whole time manager refusing days off) and no additional resources I can request from HFRS if my reserves fall. In addition my crewing levels can be extremely volatile and the task to keep the pump crewed is an extremely dynamic exercise requiring my availability 24x7.

It is my role to absorb and dissipate corporate information and ensure that my crew understands the corporate aims.

As mentioned in "Mental Skills" my "People Management" skills have to be extremely acute during the early stages of an incident where I am ensuring the best utilisation of my team and managing them in a very dynamic environment as well as gathering vital information which may affect the outcome of the incident or the safety of mine and other HFRS crews from others.

Since the vast majority of fire fighters are employed on $\frac{3}{4}$ cover and count at 0.75 units under the 12 units for a single pump station this equates to a station complement of 16/17. It is important to identify that EFSM10 identifies the role of planning and implementing activities to meet service delivery needs. The management of my crew clearly supports this.

People Management Requirements:

- The post holder is responsible for between 17 and 30 operational personnel with an allocation of 20 units across all the key responsibility codes.
- The post holder is also responsible for:
 - 1 cleaner,
 - Community wardens who use the station
 - Ambulance personnel who use the station total number approx 14 across key responsibility codes 1,4,5,7,8,9,10,12, for the cleaner and code 4, for the other people.
 - First Responders
 - Community Groups of a diverse range of age
 - The post holder is required to identify and encourage potential recruits,
 - Identify station needs and sit on the interview panel for new recruits. This I have been involved with for the last 10 years and have sat on the initial interviews for all the recruits at my station.

The Knowledge required by this post is:

- Health and safety,
- Service orders,
- Service policy,
- Recruitment,

- Development,
- Fairness and dignity,
- Employment Law. (Understanding of and the commitment to and ability to apply these in practice as well as advising and guiding others).

This knowledge is gained by job training and experience internal and external courses, and other courses and life skills.

Typical Problem: There are no typical problems as all problems are individual. Some examples of the problems a retained station manager is faced with:

- Identifying and dealing with fire fighters who have committed arson, reporting the findings and leading it through to a successful prosecution.
- Fire fighter responding to calls when off work sick from their main employment.
- Retained personnel having problems with their employers about responding. The retained station manager, with the help of the service, would bring all of these problems and many more, to a satisfactory conclusion.

PHYSICAL RESOURCE MANAGEMENT

It is clear from the local conventions that RDS Subs must be graded Station Managers where the convention for Station Manager B states "*....direct responsibility for a fire station....*" Once more we believe that the breadth and depth of this area has not been correctly understood.

As an RDS Sub Officer I feel that I meet and exceed EFSM12. It is my duty to ensure the pump is maintained to peak. I have to monitor and arrange for supplies to be efficiently managed and monitor my personnel to ensure resources are used effectively and not wasted.

In essence I am a Station Manager, managing all of the functions, requirements and resources needed to keep a station and its crew operational. With regards to physical resource management I have to:

- Determine solutions to hazards and risks identified through inspection, this could be:
 - Operationally at an incident
 - 11D visits
 - Post Incident Community Fire Safety visits
 - On the drill ground
 - Around the station due to equipment failure/hazard

Deployment and management of operational Equipment:

- The post holder has the responsibility to ensure that all operational equipment and resources are available 24/7. Including WRL, WRT and Co-responder. This includes

monitoring and auditing equipment and standard of equipment.

- Use of computer or manual information/financial systems:
- Use of computer systems to monitor training,
- TAPS' administration and information dissemination, etc.
- Manual systems,
- Service publications- fire facts, service orders etc,
- Financial systems- payment claim form authorisation, petty cash.

Management of station equipment:

- Monitor and operate IT suite
- Ensure facilities are all in a useful state

I have responsibility to ensure these are all maintained to the required standard also:

- Recommending development or procurement of systems or equipment:
From time to time conduct trials of equipment and present finding to recommend or reject.
- Ensuring adequate stocks and supplies levels:
Ensuring all station consumables are available by auditing and ordering stocks at appropriate time and chasing up undelivered items and knowing peoples entitlement to prevent ordering in a timely manner.
- Obtaining physical resources to meet job requirements:
Requesting equipment/arranging venues in order to conduct training and exercises. This can be just for my station or exercises for more than one station. This includes cross boarder liaison.
- Other: Obtain stocks from outside body to maintain co-responder availability and organising physical resources from the ambulance service to conduct appropriate training sessions.

FINANCIAL **MANAGEMENT**

Authorisation of financial claims for Turnout and attendances on FM/1/2/2/1 forms, Authorisation of claims for subsistence for courses, travelling expenses, etc: Authorising and reimbursing petty cash claims: Allocation of maintenance time to the station to be allocated to appropriate areas. This all requires knowledge of the petty cash system. The FM/1/2/2/1 claim forms and the subsistence claim forms.

This knowledge is gained from in job development.

Many RDS Sub Officers also manage station Sports and Social accounts and are Benevolent fund representatives.

QUALITY

Supporting my appeal that my rank is more accurately reflected within the requirements of a Station Officer, I offer that the quality of my work is reflected in EFSM10, EFSM16 and EFSM21. To consider each in order:

EFSM10

- 10.1 - it is my role to ensure that my crew are trained and up to speed with HFRS routine notices and service orders to ensure their effective and legal standings. It is my role to efficiently manage them to ensure this occurs.
- 10.3 - A good example of me performing this role is in the consideration of my management, monitoring and implementation of TAPS.
- 10.4 - Drill nights are the time when I cover this component of the EFSM10 unit. I have to absorb and disseminate information, manage my teams training based on operational and individual requirements and communicate my thoughts to my crew, line manager and members of the public.

EFSM16

It is of course essential for me to attend training and monitor my own performance to ensure that, for just 3 hours a week, I am capable of supplying exceptional information to my crew. During the rest of the week I also have to ensure that my performance, for example in administrative duties is as good as can be.

EFSM21

- 21.1 - My role to present corporate aims and routine notices and prevalent service orders is covered here.
- 21.2 - A major component of my job is the handling of data. From collating, accurately entering, storing and usage of reports I clearly achieve this component of the unit.
- 21.3 - At an incident it is my role to speedily analyse information to enable me to make accurate and correct decisions.
- 21.4 - This component is reflected in those above.

Ultimately, if I do not perform a level of work within acceptable quality it will fail both myself and my crew and would be quickly identified.

Considering the Station Managers role map, I feel that I undertake EFSM12, EFSM13, EFSM14, EFSM15 and EFSM21 to an acceptable standard.

The name of Hampshire Fire and Rescue service is synonymous with quality. When we are called by the member of the public to an operational incident, expectations are monumental and the quality of the service provided is perhaps one of the most important datum's used in analysing performance. At the front edge of that service is the RDS Sub Officer ensuring that their station is providing the service expected from the service both operationally and in other ways through the community.

To maintain this quality a number of facets are needed. Unwritten is ensuring the utmost professionalism and corporate values are maintained throughout the crew at all times. In addition there are a number of additional and more tangible functions which involve an extremely high quality of management. The post is responsible for auditing operational and administrative equipment and processes

kept on operational appliances and in the station. This may include:

- TAPS
- PPE log books
- FDR1 reports
- RDS management sheets
- Retained development programs
- Standard tests
- Property file

All of which are subject to audit at any time. The post is responsible for auditing the training program for compliance with TAPS planner, quality delivery of training. The post is responsible for auditing personnel performance in attendance, sickness, and operational performance. The post is responsible for auditing H&S of the workplace environment and cleanliness. The post is responsible for auditing the station inventory systems.

This requires knowledge of the audit system and quality assurance gained from training courses and job experience.

The quality of these audits can have both personnel and legal implications.

RISK

We believe that the convention wording is misleading biased and directs the panel's decisions. The breadth and depth of this area has not been correctly understood. We are still collecting evidence but a cursory look clearly identifies that an RDS station ground is as diverse and complex as those in larger conurbations and that the RDS Sub Officers role is more onerous and taxing. This is due to a number of reasons:

- On a major incident occurring on his station ground, he will have to work autonomously, managing his crew under extreme situations for up to 20 minutes.
- Challenges such as establishing a supply of water will be a lot more onerous
- Risks can change and vary widely seasonally

In addition to expected domestic and small business risks on individual station grounds can vary a lot more;

- Many have Old Age Peoples homes and other hospital types
- Many have community buildings
- Farms have their own inherent problems
- Large tracts of rural land have their own unique risks
- Thatches have unique risk
- Stately homes have unique risks
- Specialised industries are opening more and more in redundant farm building which carry their own risks
- There are many more active chimneys in rural fire grounds
- Roads tend to carry heavy and fast traffic thus resulting in more major types of RTC's

We are currently gathering more information on local station risks and will provide this when available.

EFSM21 is clearly undertaken by RDS Station Officers.

Differentiating risk between rural and urban conurbations is not a suitable argument because it is recognised that all stations and crews are available to be deployed anywhere within Hampshire. A RDS station could easily provide 4 or 5 hours cover at a wholetime station and so have to 'absorb' the inherent risks and be able to manage them. However it is recognised that the risk at RDS stations can be greater due the reasons mentioned in appendix 2 with regards to their location. An incident can have just one available RDS crew in attendance during its initial developing crucial phases and the decisions they make can have major repercussions.

Conversely to the local conventions we do feel that due to the facts above, RDS stations actually can generate a greater risk map. For example:

- High value Forestry plantations
- National parks (New forest)
- Oil refineries
- Thatched dwellings
- Farms units
- Farm industrial units
- Farm land which is particularly susceptible to fire in the summer
- Large industrial/agricultural machinery
- Motorway and major arterial roads
- Major rail lines in rural areas
- Faster and busier roads
- Local airfields
- Caravan parks
- Rural hotels
- Old age people homes and other medical establishments
- SSI
- Beachfronts
- Large Animal rescues

Also it should be identified that many station grounds are subject to summer influx which can double the population risk for many months.

In addition risk is identified in the workplace:

- Overall responsibility for H&S on station, includes:
 - HFRS Personnel,
 - Public,
 - Contractors,
 - Hampshire Ambulance Personnel,
 - Hampshire County Council Community Wardens, which requires implementation of policies and procedures and defect investigations and repair.

Operational incidents:

However this is regularly extended as make-ups to incidents can occur long before the arrival of a supervisory officer also, make-ups

can take some time to arrive, which requires a high degree of control of resources and higher level of risk assessment. Also would be responsible for sector H&S at incidents.

In the community:

- For community events the post is responsible for H&S of public,
- HFRS personnel,
- Other agencies (if HFRS organised event).
- If not HFRS organised, responsible for actions of HFRS personnel.

Corporate risk to HFRS:

Responsibility to maintain and implement service policy. As the Station Manager, I am regarded by the public as the Chief Fire Officer of the area and so have a high profile to maintain to keep the corporate image to a high standard. I am also required to maintain a good working relationship with the local press so the correct message is seen at all times.

Demographics:

The difficulties in terms of delivering Prevention, Protection & Response: Identifying vulnerable groups to benefit from CFS. Identifying areas of Arson activity, formulating a plan to counter this. Social issues. Access issues with elderly including deafness, blindness and trust.

What is the posts role in this: Organising effective CFS. Liaise with numerous other agencies such as police, community wardens, schools, organise 1to1 tutoring of at risk students. Building working partnerships with other agencies. Identifying at risk individuals and passing information forward to group manager for identification to social services.

INTERFACES

We would like to offer evidence that an RDS Sub Officers role is far reaching in the community and they interface with probably more different community groups than most other employees that we believe will describe how the breadth and depth of this area has not been correctly understood.

Example of interfaces within HFRS:

Interface with:	At	About	Regularity
Station Crew		Availability	Daily
Group Manager	58	All aspects of HFRS activity	2-3 times a week
CFS Dept	Redbridge & SHQ	All aspects of CFS	2-3 times per month
Training	Redbridge & SHQ	All aspects of training delivery	4 times per month
Supplies	Redbridge	All aspects of ops	2 times per week

		requirements	
Link Officer	CFS West	Passage of information	1 - 2 times per month
Control	SHQ	Post incident enquires	As required

Example of interfaces outside HFRS:

Interface with:	At	About	Regularity
Hants Ambulance	New Milton Station and Ambulance HQ	Managing Co-Responder scheme	2 - 4 times per week
Local Police	New Milton Police Station	Arson reduction/partnerships working/CFS	Regular
Community Wardens	New Milton Fire Station	Arson reduction/partnerships working/CFS	Regular
Local School	Fire Station	Arson reduction/partnerships working/CFS	Regular
Numerous local community groups	Fire Station	Arson reduction/partnerships working/CFS	As required
Local Council	Various	Numerous	Regular
Members of public	Homes	Post incident CFS	As required

**STRATEGIC
MANAGEMENT**

We are happy to advise that although we do provide feedback to enable strategic management, we recognise that this is a role for SMT and we have little active involvement.

Appeal Application Form / cont.....

Name: **Paul J. Ingoldsby**

FOR JOB EVALUATION PROJECT OFFICE USE ONLY

STAGE 1 (DOCUMENTATION REVIEW)

Action	Date	Initials
Received by JE Project Office		
Date for Documentation Review		
Case Papers circulated to Reviewers (Stage One)		
Outcome of Stage One (Upheld / Not Upheld) (circle)		
Letter(s) to employee(s) / TU rep(s) to advise of outcome		
HR Operations notified of payroll adjustments (if applicable)		
JE Project Office records updated		

STAGE 2 (FORMAL HEARING) (if applicable)

Action	Date	Initials
Date for Formal Hearing & Location		
Case Papers circulated to Reviewers (Stage Two)		
Letter(s) to employee(s) / TU rep(s) advising of hearing		
Confirmation of attendance by employee(s) / TU rep(s)		
Outcome of Stage Two (Upheld / Not upheld)		
Letter(s) to employee(s) / TU rep(s) to advise of outcome		
HR Operations notified of payroll adjustments (if applicable)		
JE Project Office records updated		



Evidence as submitted by Retained Sub Officers of Hampshire Fire & Rescue Service

Paul Michael	Long Sutton	14 January 2006
<p>Hi Rikki</p> <p>All my internal mail has disappeared this week due to the new system so I propose a list c.f.s dates and places for last year and risks on my station ground just to get the ball rolling.</p> <p>Long Sutton church fete 18th June static display Leap frogs fete 26th June static display Church fete 9th July static display Odiham fire show 6/7 August although this is a fund raising event for the FSNBF the main emphasis of the show is fire awareness and fire safety in the home and work place and all displays through out the weekend are fire and rescue related this is the largest show of its type in the country and attracts visitors from all over the country and not only is it good PR for Hampshire but also for fire and rescue as a whole.</p> <p>Odiham Christmas spectacular 25th November static display Hook Christmas spectacular 2nd December static display My principle risks are other than the normal rural risks of housing shopping and farm complexes we are first pump to approx 8 mile section both direction of the M3 motorway.</p> <p>approx 6 mile of waterloo main line railway we are on the flight path for airports local and national we have a RAF helicopter training base we have several on shore oil wells two very large hotel complexes both situated in rural areas we have a medium sized private hospital we have 5 residential homes for elderly persons and 1 for mentally handicapped adults</p> <p>Large residential collage</p> <p>Hope this helps Mick</p>		

Graham Tucker	Burley	20 January 2006
<p>Interaction with outside groups during 2005 for Fire Safety talks, Recruiting issues, Static Displays etc; this is very similar to the previous 20 years since I have been OIC here at Burley.</p> <p>14.03.05.....Burley Parish Council Annual Assembly....Target Audience 250 11.05.05.....Burley Cubs....T/A....21 12.06.05.....Burley School Fete....T/A....450 17.06.05.....Bransgore Jack & Jill Playgroup....T/A....40 02.07.05.....Avon Tyrrell Concert....T/A....500 10.07.05.....Bransgore School Fete....T/A....650 13.07.05.....Burley Little Deers....T/A....20 10.08.05.....Private Birthday Party....T/A....10</p> <p>I also have written verification from our local beat Police Officer confirming our monthly discussions on Fire Safety / Arson issues (hard copy available if required). I have aswell liaised with the Forestry Commission, Camp Site Wardens & local Agisters to discuss access & animal welfare matters. This is in addition to arranging station visits to our local Ambulance Station & Bournemouth International Airport.</p> <p>I would consider we have several unique risks on our station ground also, the most notable properties being: BURLEY LODGE, OLD HOUSE, BURLEY RAILS COTTAGE, TYRELLS FARMHOUSE, BEECH HOUSE, WOODS CORNER HOUSE, CAMPDEN HOUSE, KINGS GROUND, LANFRANCO HOUSE, MANOR FARM, TURF CROFT FARM. All of these are large country houses constituting serious problems with poor access along narrow gravel tracks & most of which have inadequate water supplies. In addition to these we have numerous smaller country houses / cottages, many of which having thatched roofs & all with very difficult access routes. There is also the unique risk of the station being flanked by 2 major trunk road systems, namely the A35 & A31-M27 motorway, these are notoriously hazardous sections of road.</p>		



Kevin Morrison	Ringwood	21 January 2006
Rik SENT ALL MY EVEDENCE DIRECT TO STEVE AND MIKE THROUGH GM		
REGARDS KEVIN		

Phil Gittings	Hythe	23 January 2006
Rikki, Sorry for any delay on my part, but I have been away in Japan working, with regard to the information you require, we annually attend school fetes and functions at the following schools: Wildground Infants and Juniors, Orchard Infants and Juniors, Hythe Primary, Marchwood Infants and Juniors, Langdown Infants and Juniors, we also attend Community Fire Safety events in our area arranged by New Forest District Council, and as Station Commander I have to co-ordinate the attendance at these events.		
The risks in our area are much the same as other stations apart from: Marchwood Military Port (Special Risk), US Army Base Hythe, Hythe Pier, Southampton Water Maritime Risks, Supply and Distribution Railway to and from Esso Refinery, Fawley.		
We also are 2nd Pump attendance to Esso Refinery, Fawley, and all the associated Chemical and Industrial Plants around the Refinery, and also Fawley Power Station.		
I hope this information will be of some use.		
Regards Phil Gittings OIC Hythe Fire Station		

Pete Boyd	Horndean	10 January 2006
Am in receipt of a mass of documents from Peter which I shall bring with me on Tuesday however here are some great unique notes:		
<ol style="list-style-type: none"> 1. Homdean has the deepest vertical shaft in Hampshire (93 Feet) that gives access to the service tunnel travelling under the A3M motorway. 2. 3 separate oil-pumping sites pumping crude oil from the second largest oil field in Hampshire (second only to Humbly Grove in Alton) 3. Horndean is home to the largest school/technology college in Hampshire with over 2000+ students and 200 staff on one site. 4. Largest Brewery site (GALES) in Hampshire 5. Double line Railway and station on the main Portsmouth to London Route. 6. A3 M motorway on the main Portsmouth to London Route. 7. Military establishment with TOP level category A security and secrecy. 8. Like most other retained station we have several large stately homes and mansions on our station ground. 		



Carl Brzakalik

Hayling

29 January 2006

Sorry i have not replied sooner, only i have been away on a coarse over the psat week.

Please find attach, a document collated by one of my JO's sent to our group manager (To DO Brown, doc), this was an area that i felt needed addressing in as much as we received a number of malicious calls to this area each year, since the CCTV system has been installed, we have had no further calls to this location, so indicating that we are acting in the best interests of the corporate aims of the service.

Also, part finance of this project was money was funds raised by 21 Hayling Island during Target 2000, Hayling Island raised well over £2500 for this, after smoke detectors were purchased, we had surplus funds left over and were held by HF&RS, after a lot of haggling and with the help of SDO Rayner i managed to get these funds released for this project.

I am at present dealing with another issue, of unwanted deliberate ignition of waste paper bins and clothing banks at one of our car parks on Hayling Island, this has caused my group manager to bring this to my attention and so action to reduce the number of these is required.

In the first instance i am in the process of writing to the local council, with the idea of bringing these bins to the center of this car park, so as to be in a well lit area and facing toward houses, by doing this, hopefully those igniting them will be put off by being in open view, so hopefully reducing, if not stopping these calls occurring.

I am at present awaiting a reply from Havant Borough council, as to my recommendations of reducing calls and saving cost of repairs to their waste storage bins due to fire damage in this area, again this i feel is in line with service policy of raising public awareness, preventing fires and promoting fire safety in our area.

Dear Sir

I recently sent you an email asking about the possibility of part funding for a community project involving CCTV on Hayling Island.

In an attempt to give the service a wider view of the situation and the organization I am involved with, I have enclosed a booklet called 'Working Together' A Community Strategy for Havant Borough 2005-08 which talks about Havant Community Partnership (HCP)

My direct involvement with this is as an elected resident. Community Board Member for Hayling Island as described on page 12 of the above mentioned booklet.

The community boards are responsible for public consultation and putting forward priorities for there community, for a slice of the livability 3.3 million pounds (major projects money). This is not just a case of putting forward ideas. At each stage of a project the council come back to the board for input on design layout and usability, right down to the placing of roadside furniture and colour schemes to be used.

To this end the highly motivated Hayling board have been the most successful in attracting funding for major projects around £750,000 for improvements to Hayling Seafront and the Langstone corridor and North Hayling.

As well as this major project money which is controlled by the council each board was given £50,000 to spend on smaller projects in the boards area, this could be used for anything.

Our board selected

- 1. Floodlighting - for Multi Use Games Area (MUGA) at Hayling Park*
- 2. Northney Community Centre - surface car park for ease of use for disabled and the elderly*
- 3. Green Gyms – Exercise stations for Hayling seafront.*



4. *School Fields - help fund lighting for the new sports pitches and complex being built by Hayling United, this will also include the first and only rugby pitch on the island. The Hayling Secondary School will also have full use of the facilities.*
5. *CCTV for Mengham park sports centre*
6. *Rights of Way - Upgrade of access furniture and signage to allow the less able in the community to access the beautiful rural areas of the island.*
7. *Skate board park – install a half pike to improve usability for the older youth*

Hopefully this has given you an overview of what we are trying to do for our community.

If you have any questions about Livability or wish to read our boards action notes this information can be found at <http://www.havant.gov.uk/havant-4100> there's far to much to include here.

Why involve the fire service?

As a member of the service I am well aware of its corporate aims also the new approach and proactive way it now conducts its self. To this end one of the projects is short of money and I feel that I can make a business case to attract some funding from the fire service.

Case for part funding CCTV at Mengham Park (sports Centre)

At a different location Hayling Park (sports centre). In 2003 and the early part of 2004 vandalism escalated to the point that in one month it cost £1000 for repairs to the centre coupled with this arson doubled, the setting light to the paper bank and toilets became common place. In October/November 2004 CCTV was installed at a cost of £10,000 to combat the problem and policing of the area was stepped up and in one case an ASBO was given to a ring leader of a group of youths. In the last six month arson has dropped by 60% compared to the previous 6 months. Calls dropping from 5 to 2 in that period and vandalism has stopped completely because the problem youths has now been dispersed to other areas, case in point Mengham Park (sports centre)

Mengham park is suffering much more vandalism to its building since the dispersing of youths from Hayling Park and things are now following the same patterns. Although fire calls to that area are relatively low its only a matter of time before the arson starts as it did at Hayling Park, another consideration is that Mengham Park has always had a younger age group using it because of the facilities their and would be easily miss led and set a bad example by the problem youths.

Going back to the fire service aims to cut arson and be proactive (before it starts) I believe that this would make a good case for funding.

Funding the project

- *Hayling Island Community board are contributing £5000*
- *HBC are contributing £2000*

The cost of this project is £12,000 so they are going to be around £5000 short.

As you are aware Hayling fire station raise money for Target 2000 and did not spend it all, Fire Service Head Quarters is still holding around £1500 raised by the Hayling crews and it is this money Hayling fire station feels could be put to good use. Any additional finding by the fire service would also be appreciated by Community Board and Havant Community Partnership (HCP)

In conclusion

We can see from the example of CCTV at Hayling Park, arson was reduced dramatically (HFRS Goal) and all vandalism has stopped in the area, which gives the local community a feeling of social wellbeing knowing there children can play in a now safe area again.

The dispersing effect has caused problems in other areas and the community board is working hard to improve youth facilities for the whole of Hayling Island including working with the HCP to install two youth shelters in other areas.

Havant Community Partnership is not funded by any level of government directly but relies on its partners to contribute, sometimes with hard cash and other times with the use of facilities or services.

SERVING FIREFIGHTERS



SERVING THE COMMUNITY
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Your comments on such funding would be greatly appreciated, obviously we are working to a time line so an early response would be also appreciated

Yours Sincerely

David Sheppard

*Hayling Community Board Member (projects coordinator and media contact)
Crew Manager Hayling Island
Crew Manager Southsea B/W*

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