

HAMPSHIRE COUNTY COUNCIL**Draft Report**

Committee:	River Hamble Harbour Board
Date:	16 July 2010
Title:	Proposed Harbour Office staffing structure
Reference:	1831
Report From:	Director of Culture, Communities and Rural Affairs

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1. Summary

1.1 This report deals with the future management structure of the River Hamble Harbour Office. The proposed structure seeks to clarify the senior leadership, strategic and operational roles within the Harbour office team and to maximise efficiency and effectiveness in relation to the utilisation of staff resources. The views of the River Hamble Management Committee were sought for consideration by the Harbour Board prior to a final decision on a new management structure.

2. Harbour Office management structure

2.1 A final structure and set of key roles has been set out in order to optimise the delivery of statutory responsibilities and core services. This report also takes into consideration the recommendations of the Select Committee. The Hamble Harbour Board requested an initial report concerning a proposed management structure on 26 March and wished to ensure that members of the Management Committee had the opportunity to comment prior to any final decision. Initial comments made by Board Members and subsequent comments from the Management Committee on 25 June 2010 have been accommodated in the role profiles attached to this report.

2.2 The report focuses upon strengthening and clarifying senior roles within the Harbour Office and identifies clear accountability and responsibility in terms of the team. To support this, the role profiles of the two new roles in the office, along with their working titles, are attached to this report, together with that of the re-titled Environment and Development Manager. In addition, the background to the overall staffing levels required to run the Harbour team effectively are set out.

2.3 There are two key drivers which determine the required number of staff for the Harbour Office;

- a. The requirement is to staff the Harbour Office for 364 days per year (it is closed on Christmas Day). Actual hours vary depending on the time of year and day of the week, as follows:

Summer (1 May - 30 September) 0700 – 2200 (frequently until 2359 on Fridays, Saturdays and Sundays)

Spring and Autumn (21 March – 30 April, 1 October – 21 October)
(exact dates depend on when the clocks change) 0700 – 1800.

Winter (22 October – 20 March) 0800 – 1800

Lone working rules require that two people should be on duty at any one time. Allowing for leave, Bank Holidays, training and sick leave, the schedule above requires about 7.6 FTEs, each working 37 hours per week, rising to 8.1 FTEs and three seasonal coxswains during the summer. The main reason that the difference between the winter requirement and summer requirement isn't larger is because many staff have to take their annual leave outside the main summer period.

- b. There is a considerable amount of work which has to be done on a day-to-day basis to fulfil the statutory obligations of the Harbour Authority and the management of the mid-stream moorings for The Crown Estate (the impact of the work undertaken for The Crown Estate was reported to a previous meeting of the Harbour Board.) This work requires experienced people with considerable technical skills or knowledge. It is almost all carried out by members of the Harbour Office staff, many of whom work a normal working day in order to match the other organisations with whom they have to liaise. The actual volume of work varies considerably, but experience has shown that there is usually work for 9 FTEs. However, a little consolidation, flexibility and the judicious use of overtime could reduce this as described below.

3. Existing establishment and proposed new staffing structure

3.1 The existing staffing establishment for the Harbour Office is as follows:

Marine Director – 1 FTE
Harbour Master – 1 FTE
Assistant Harbour Master (Environment) – 1 FTE
Assistant Harbour Master (Office Manager) – 1 FTE
Assistant Harbour Masters (Patrol/Moorings) – 4 FTEs
Admin Assistant – 1 FTE
Weekend Assistant – 0.6 FTE
4 Seasonal Coxswains (summer only)

Total = 9.6 FTEs plus 4 Seasonal Coxswains

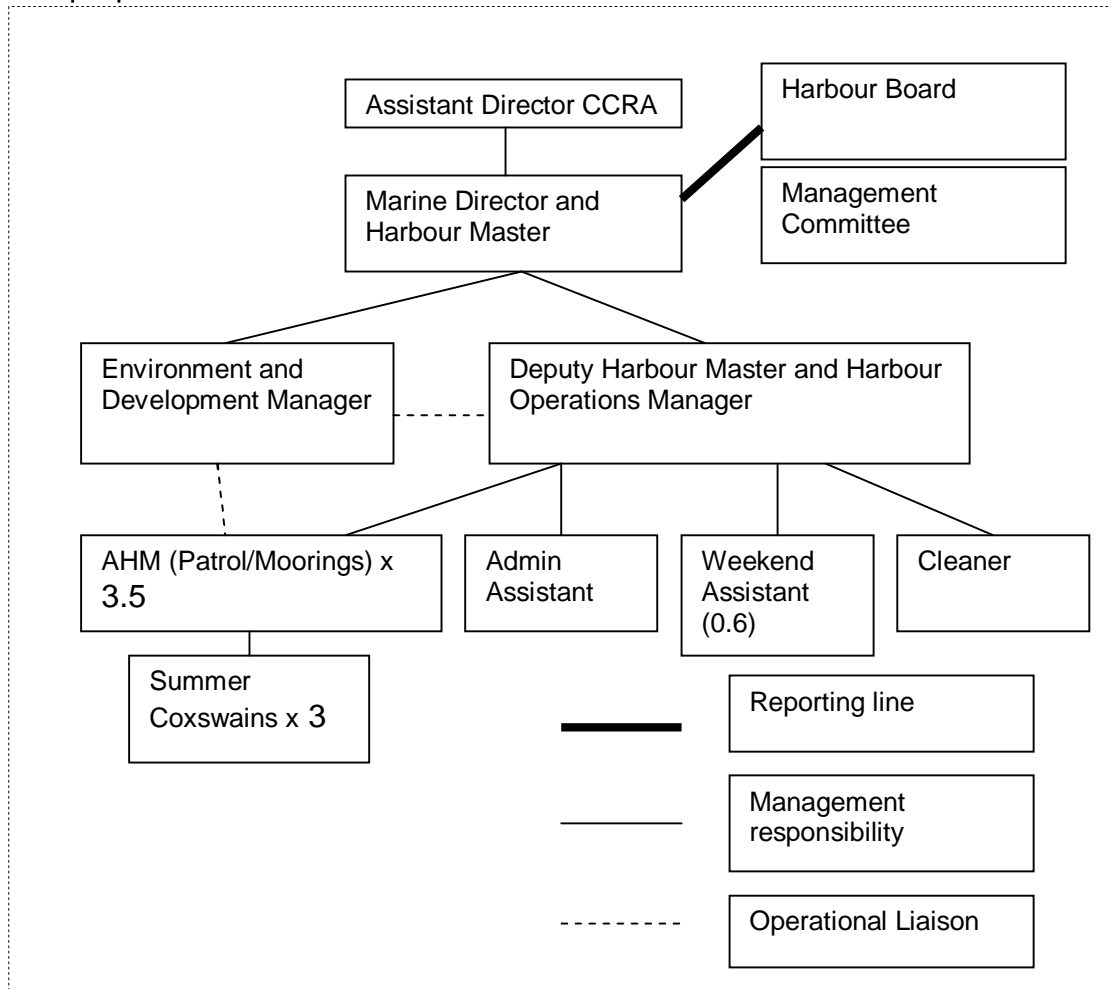
3.2 Interim Management arrangements taken to maintain operational effectiveness in the face of vacancies have been tight, with only 7.6 FTEs available to meet the operational needs during the winter months. Additional help, currently in the form of 3 Seasonal Coxswains, together with an additional patrol officer, is required during the busy summer months. Increased flexibility to meet periods of high workload can be provided by extending the working week of the Weekend Assistant on an 'as required' basis – i.e. increasing from 3 days per week to 4 days per week when required.

3.3 Having run with and tested this interim management structure it is felt the new structure proposed is capable of maintaining the necessary level of cover and work on the river. Consequently, the proposed staffing structure is as follows:

Marine Director and Harbour Master – 1 FTE
Deputy Harbour Master and Harbour Operations Manager – 1 FTE
Environment and Development Manager – 1 FTE
Assistant Harbour Master (Patrol/Moorings) – 3.5 FTE (including Patrol Officer employed over summer months only)
Admin Assistant – 1 FTE
Weekend Assistant – 0.6 FTE (Friday – Sunday)
Seasonal Coxswains – summer months only

Total = 8.1 FTEs plus 3 Seasonal Coxswains

3.4 The proposed new structure is as shown below:



4. Implications

4.1 Two posts require new role profiles - the Marine Director/Harbour Master and the Harbour Operations Manager/Deputy Harbour Master. The role profile for the Environment and Development Manager requires substantial revision. Other role profiles will require minor amendments to reflect changes in job titles and line management arrangements. Role profiles for the senior posts required assessment for grading purposes - attached as Appendices 1, 2 and 3. The role profiles seek to clearly define the leadership function within the Harbour Office team and to clarify the division of statutory, strategic and operational responsibilities. They also take account of, and are informed by, the content of other similar roles undertaken across other Harbour operations. This takes into account the prime need for clear lines of authority and responsibility so far as the statutory duties of the Harbour Authority and the leadership of the Harbour team.

4.2 Members of the Management Committee have been consulted on the proposed structure and at their last meeting requested that both the organisational chart and role profile text associated with the Marine Director

role profile be adjusted to clarify the position of the management committee. They also requested that the reporting lines were clarified in terms of the day to day line management of the Marine Director coupled with the post holders key reporting responsibility to the Harbour Board. These comments have been accommodated in the revised structure chart (as included) and the text of the Marine Director role profile (page 9 – Management)

- 4.3 This arrangement will permit considerable savings on the existing salary bill. The posts in the proposed new structure have been evaluated and, subject to any appeal process, the savings made will be approximately £40,000 lower than those budgeted in the 2010/11 budget plan. At the last meeting of the Board, members asked for information on the evaluation process adopted by the County Council. The tool used by the organisation for the evaluation of all roles is the Hay system which is employed by many organisations. The outline framework of that system is set out in Appendix 4 and it is applied by an evaluation panel that is independent of the department or operational unit within which the roles are placed.
- 4.4 A review should take place 6 – 9 months after implementation, to ensure that the new system is working as intended, that theory matches practice and that workloads are divided appropriately between staff.
- 4.5 Once approved, the new management arrangements will be implemented with the minimum disruption possible in order to secure the continued smooth running and effectiveness of the team. Initial staff consultation on the proposed arrangements is underway and will be fully considered prior to implementation. All possible steps will be taken to maintain an effective dialogue with the team and support them through this process.

5. Recommendation

5.1. That the River Hamble Harbour Board agrees:

- a. **That the proposed new management structure and roles for the River Hamble Harbour Office be agreed, together with the operational savings identified;**
- b. **That to secure and sustain operational effectiveness every effort should be made to implement the new structure in full by 1 August 2010 at the latest, and;**
- c. **That a review should be carried out 6 – 9 months after implementation.**

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	no
Corporate Business plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Business plan link number (if appropriate):	
Enhancing our quality of place:	no
Corporate Business plan link number (if appropriate):	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

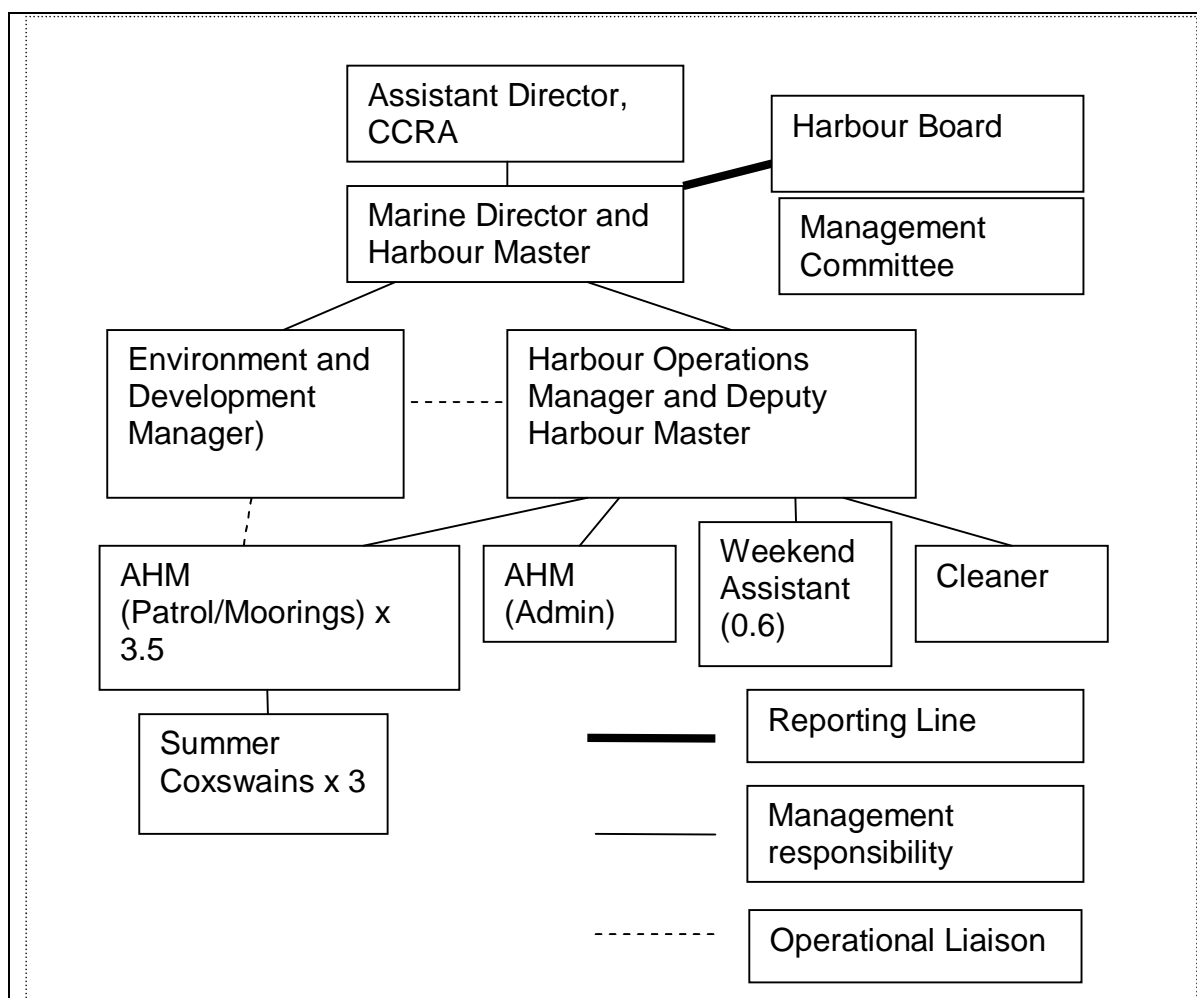
ROLE PROFILE FORM

Data Protection Act 1998. The information you provide on this form is to enable Hampshire County Council to evaluate the role. The information may also be used, in full or part, to support other processes such as performance development review, induction, recruitment and training and development. The information will be stored electronically and in hard copy format and made available to only to Hampshire County Council staff and trade union representatives involved in these processes. Any data required for statistical/research purposes will be depersonalised.

(See Guidance Notes)

	ROLE PROFILE FORM REF:	0002197
1	DEPARTMENT	Culture, Community & Rural Affairs
2	SECTION	River Hamble Harbour Authority
3	GROUP SPECIALISM	
4	ROLE TITLE IN FULL	Marine Director and Harbour Master
5	SAP ROLE TILE (No greater than 40 characters long)	
6	STATUS OF ROLE PROFILE (i.e. New; revision; generic; challenge; deleted)	Revision
6a	Date of change in status	
7	ROLE REPORTS TO (Supervisor/manager's role title)	Assistant Director CCRA
8	ROLE PURPOSE (Why the role exists)	To be the Marine Director and statutory Harbour Master of the River Hamble, to direct the activities of Harbour Authority staff as professional head of the organisation, and to manage the Harbour Authority business unit. To have overall responsibility for the implementation of the Harbour Board's adopted strategies and policies. To be a member (non-voting) of the Harbour Board.

9. ORGANISATION



10. Accountabilities

Accountability Heading(s):-	Accountability statement(s):-
Strategic	<p>To lead on strategic planning for the Harbour Authority, by completing and implementing annual and longer term delivery plans (for environmental and business planning) which result in the development and appropriate use of the river facilities, taking account of wildlife, habitats and the needs of river users, sailing users, commercial operators and residents along the river. This includes monitoring and evaluating the success of strategies, policies and practice.</p> <p>To develop policies, strategies and plans for the future management of the harbour, for consideration</p>

<p>Operational</p>	<p>by the Management Committee and the Harbour Board. To be lead officer at strategy meetings, policy reviews and management meetings as well as other formal and informal forums. Develop networks and work with interested parties to influence behaviour and thinking so as to support the achievement of these strategies in Hampshire.</p> <p>To be the statutory Harbour Master of the River Hamble Harbour. To have overall responsibility for the Port Marine Safety Code compliance and implementation of the Safety Management System. To liaise with the Designated Person on safety matters. To manage and develop the facilities of the harbour:</p> <ul style="list-style-type: none"> • enhancing the standard of provision resulting in satisfied users and visitors. • ensuring they are safe and secure and are regularly surveyed and patrolled. • encouraging the production of interpretation and safety information for users of the River. <p>To have overall responsibility for managing the Harbour Authority's works consent process. To identify and solve operational problems as they occur.</p>
<p>Management</p>	<p>To be a member (non-voting) of the River Hamble Harbour Board. To report to the River Hamble Harbour Board as the lead executive officer responsible for the operations of Harbour office staff. In support of this role to report to the River Hamble Harbour Management Committee within the context of its scrutiny and advisory functions. To support and manage the River Hamble governance arrangements, including management of the recruitment process for independent members of the Harbour Board. To ensure that appropriate training is provided for members of the Harbour Board and Management Committee.</p>
<p>Personnel</p>	<p>To promote the policies and achievements of the Harbour Authority and to draft correspondence and press releases for the Chairmen of the Harbour Board and Management Committee.</p>

<p>Environmental</p>	<p>Municipal Ports Working Group.</p> <p>To encourage visitors to the River Hamble and the development of yachting tourism in the area. To lead on environmental strategy issues so as to influence and interpret European, National and Regional policies to achieve the environmental and sustainability objectives of the Harbour Authority.</p>
<p>Corporate and statutory initiatives – equalities/health & safety/e-government/sustainability.</p>	<p>Maintains an awareness of Corporate and Departmental equalities and health and safety policies and procedures and applies them to the day-to-day job requirements.</p>

11. Key Decision Making Areas in the Role

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| <ul style="list-style-type: none"> • Make recommendations to members on issues with commercial and political impact on the harbour and its environs • Influence appropriate marine strategies for HCC and Crown Estate • Influence decision-making on development proposals which have wider implications for the harbour • Resource management decisions, relating to financial planning, expenditure and manpower • Managing and influencing decision-making on environmental protection, including water, wildlife and habitats • Daily decisions on issues related to effective management of the harbour, within statutory powers as Harbour Master • Issuing of Harbour Master directions in response to incidents • Reviewing incidents and implementing changes within the Port Marine Safety Code and Safety Management System. • Managing the administration of the River Hamble Harbour Authority |
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12. Role Dimensions – financial (e.g. budgets) and non-financial units (e.g. workload, customers/staff)

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| <ul style="list-style-type: none"> • Generating income of £700,000 a year, primarily from harbour dues and visitor fees. This is the basis of the budget with expenditure of about £650,000 • 11 boatyards and marinas, and 3 mooring contractors – all commercially operated • Management of 630 mid-stream moorings • 4 major Yacht Clubs have premises • Several major yachting regattas a year attracting additional boats and visitors (the Hamble is a base for Solent Regattas) • Number of visitors not measured (in thousands) • Managing contracts up to £500,000 • 8 permanent staff, plus 4 seasonal staff |
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13 Main Contacts – external/internal customer contacts and purpose

- Crown Estate – the river is leased from The Crown Estate by HCC. The Crown Estate also own the midstream moorings and HCC (Marine Director) is the agent for administration and management of these moorings.
- Yacht Clubs
- British Marine Federation/Royal Yacht Association
- Natural England (environmental aspects), English Heritage
- Environment Agency
- ABP (Associated British Ports) Southampton and other adjacent statutory Harbour Masters
- Local Members (representing constituents interests)
- DFT – Ports Division/DCLG/DEFRA
- Local Boroughs (planning proposals and tourism) and Parish Councils
- Port Health – overseas boats may have animals on board and the Harbour Master function works with this agency on quarantine issues
- Police and Marine Police – for enforcement of bye-laws, statutory requirements and public protection; also maritime and Coastguard Agency for search and rescue operations
- Mooring holders and other boat owners

14. Working Conditions – environmental and physical factors, physical effort or strain and frequency of occurrence.

- On call 24 hours a day 365 days a year via pager and mobile phone – called at least monthly.
- On the River – working on boats in all weathers, dealing with heavy objects and pollutants.
- Call out from home by police, Coastguard etc. to attend emergencies on the water day or night in all weathers – several times a year.
- Occasional abuse/aggressive behaviour from members of the public when enforcing the River Bye-laws
- Working alone afloat, adverse weather, challenging decision making, enforcement and dealing with 'difficult' customers.

15. Role requirements for operational effectiveness.

Extensive maritime experience and appropriate qualifications , ideally at degree level
At least 5 years experience in personnel and financial management
RYA Power Boat Level 2 or better
VHF Short Range Certificate
First Aid qualified
Ability to swim, physical fitness and ability to undertake outdoor work if required.

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(See Guidance Notes)

	ROLE PROFILE FORM REF:	
1	DEPARTMENT	Culture, Community & Rural Affairs
2	SECTION	River Hamble Harbour Authority
3	GROUP SPECIALISM	
4	ROLE TITLE IN FULL	Harbour Operations Manager and Deputy Harbour Master
5	SAP ROLE TILE (No greater than 40 characters long)	
6	STATUS OF ROLE PROFILE (i.e. New; revision; generic; challenge; deleted)	New
6a	Date of change in status	
7	ROLE REPORTS TO (Supervisor/manager's role title)	Marine Director/Harbour Master
8	ROLE PURPOSE (Why the role exists)	To safely and efficiently manage and control the day to day operation and administration of the whole area of jurisdiction of the Hamble Harbour in accordance with the guidance of the Marine Director/Harbour Master. To be Deputy Harbour Master and fulfil the statutory roles and responsibilities of the Harbour Master in his/her absence To represent the Marine Director/Harbour Master as required.

	<p>To have a regular presence on the water and to be readily available to harbour users.</p> <p>To take an active role in the provision of advice and information for harbour users.</p> <p>To oversee the supervision of vessels on mid-stream moorings, including monitoring of securing arrangements and fendering.</p> <p>To take the on-the-water lead for dealing with emergencies and accidents.</p> <p>To act as an additional Patrol Officer in order to provide cover when required.</p> <p>To lead on the implementation of plans for pile maintenance.</p>
<p>Staff Management</p>	<p>To form part of the senior management team of the Harbour Office.</p> <p>To be Line Manager for Patrol Officers, seasonal coxswains, admin staff and cleaners (to include induction, IPP, training, assisting with recruitment and selection etc).</p> <p>To produce equitable rosters for the above, taking individual requirements into account where possible.</p> <p>To monitor hours worked, leave taken, overtime and anti-social hours claims for the above, inputting to SAP as required.</p>
<p>Office Management</p>	<p>To manage the Harbour Office, to include day-to-day delivery of Health and Safety, fire safety, first aid, property maintenance and supervision of administrative procedures.</p> <p>To lead on moorings management, as required by the Crown Estate Management Agreement.</p>
<p>Financial</p>	<p>To manage a delegated budget for the operational and administrative aspects of the role.</p> <p>To prepare invoices for mooring licences and harbour dues, ensure collection and manage aged debt.</p> <p>To oversee the collection of, and accounting for, visitor fees and harbour dues (daily and annual dry-sailors etc)</p>
<p>Liaison</p>	<p>To be responsible for liaison with the following with regard to operational matters: Designated Person, Crown Estate, Marine Police, Police, PCSOs, ACSOs, moorings contractors, HMRCS, Home Office/Immigration Staff, Maritime and Coastguard Agency.</p>

<p>Planning</p>	<p>To plan the pile maintenance programme and arrangements for displaced boats, in conjunction with Crown Estate contractors. To provide advice on risk assessments and identification of new hazards and risks. To prepare draft incident summaries and risk assessment for presentation to the Management Committee and Harbour Board.</p>
<p>Corporate and statutory initiatives – equalities/health & safety/e-government/sustainability.</p>	<p>Maintains an awareness of Corporate and Departmental equalities and health and safety policies and procedures and applies them to the day-to-day job requirements.</p>

11. Key Decision Making Areas in the Role

Prepare risk assessments for safety management.
Supervision of contractors working in the River.
Safety and environmental decisions regarding incidents and emergencies, including leading on-the-water responses to oil spills.
Manage the safety of on-the-water events and advise organisers.
Provide advice on decisions relating to the effective management of the harbour.
Design and establish appropriate management processes and systems for the Harbour Office and Patrol staff.
Decide on required actions and advice when dealing with customers.
Decide on expenditure of allocated budget.
Make judgements about when to escalate complex problems to a higher level.
Provide advice on navigational safety implications of harbour works consent applications.

12. Role Dimensions – financial (e.g. budgets) and non-financial units (e.g. workload, customers/staff)

- Managing a delegated budget of about £100k, and handling income of £700k (plus about £400k on behalf of the Crown Estate)
- 11 boatyards and marinas, and 3 mooring contractors – all commercially operated
- 4 major yacht Clubs have premises
- Several major yachting regattas a year attracting additional boats and visitors (is a base for Solent Regattas)
- Number of visitors not measured (in thousands)
- Managing 6 permanent staff, plus 4 seasonal staff

13. Main Contacts – external/internal customer contacts and purpose

- Crown Estate – the river is leased from the Crown Estate by HCC. The Crown estate also own the midstream moorings and HCC (Marine Director) is the agent for administration and maintenance of these moorings. In addition the Crown Estate and HCC are partners in redevelopment of the river.
- Royal Yacht Association
- Port Health – regarding quarantine issues
- Police – for enforcement of bye-laws, statutory requirements and public protection; Maritime and Coastguard Agency for search and rescue operations
- Mooring holders and other boat owners
- Other interested parties
- CCRA Devolved Finance Unit

14. Working Conditions – environmental and physical factors, physical effort or strain and frequency of occurrence.

On the River

- Out in all weathers, danger of falling in the water when boarding vessels or securing vessels with moorings warps, dealing with objects in the River, handling emergency situations etc.
- Manual handling of pumps and generators - regularly
- Mooring vessels in all weathers - regularly
- Call out from home by police, Coastguard etc. to attend emergencies on the water day or night in all weathers – several times per year.
- In conjunction with the Marine Director/Harbour Master, to be available on call 24 hours a day via pager and mobile phone – call out about once per month
- Staffing the Harbour Office during normal working hours on approx 12 weekends (Saturday and Sunday) per annum and some Bank Holidays.
- Occasional abuse/aggressive behaviour from members of the public when enforcing the River Bye-laws.
- Working alone afloat, adverse weather, challenging decision making, enforcement and dealing with 'difficult' customers.

15. Role requirements for operational effectiveness.

- Appropriate marine qualification and experience and/or an appropriate degree level qualification and/or a nationally recognised Harbour Master's Diploma.
- At least 5 years experience of harbour management, with at least two years experience at a supervisory level.
- Computer literate, able to use Microsoft products, Word, Excel, Powerpoint, Access, Outlook for e-mail and familiar with the use of the internet to obtain information from websites.

- Good boat handling skills (RYA Powerboat Level 2 or better), VHF Short Range Certificate, First Aid qualified.
- Good at dispute resolution and dealing with difficult situations
- Cost control and management of budgets
- Experience of cash handling and responsibility for cash
- Experience of management of people, supervising staff and dealing with the public
- Innovative, experience of leading change
- Good understanding of Health and Safety at Work legislation
- Excellent inter-personal skills
- Outstanding customer service attitude
- Ability to swim, physical fitness and ability to undertake outdoor work if required.

ROLE PROFILE FORM

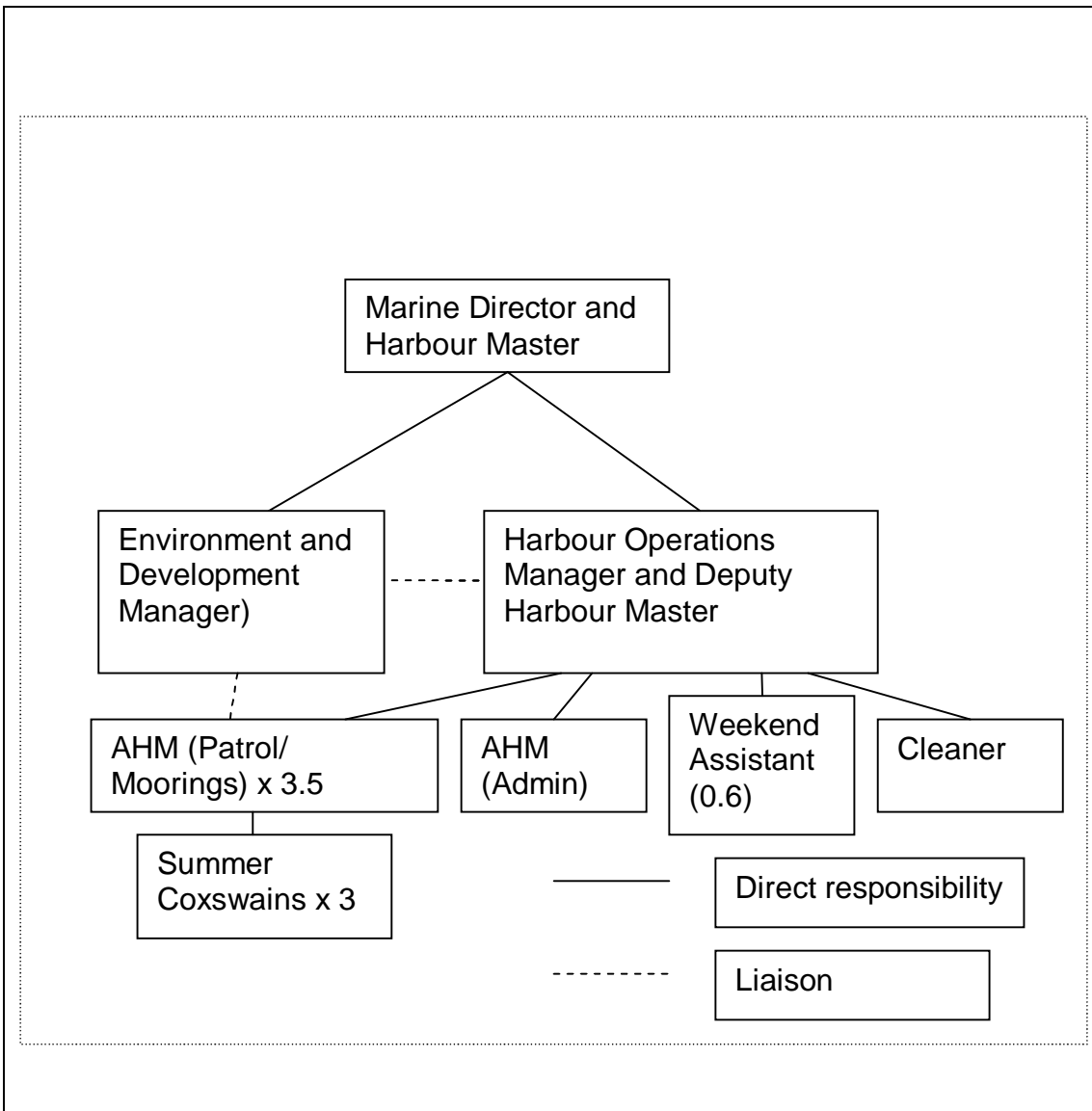
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(See Guidance Notes)

	ROLE PROFILE FORM Reference Number.	0000975
1	DEPARTMENT	Culture, Communities and Rural Affairs
2	SECTION	River Hamble Harbour Authority
3	GROUP SPECIALISM	
4	ROLE TITLE IN FULL	Environment and Development Manager
5	SAP ROLE TILE (No greater than 40 characters long)	
6	STATUS OF ROLE PROFILE (i.e. New; revision; generic; challenge; deleted)	revision
6a	Date of change in status / effective date	
7	ROLE REPORTS TO (Supervisor/manager's role title)	Marine Director/Harbour Master

8	ROLE PURPOSE (Why the role exists)
<p>To be responsible to the Marine Director/Harbour Master and Harbour Board for the sustainable environmental management of the River Hamble, working with statutory agencies, developers and river users to enforce relevant environmental legislation, to manage, maintain and conserve the river and its environs.</p> <p>To manage the Harbour Works Consents process and advise on/determine where delegated development proposals on and adjacent to the River.</p> <p>To deputise for and represent the Marine Director on environmental and development issues as required</p>	

9. ORGANISATION STRUCTURE



10. Accountabilities

• Environmental Management

Provide the environmental technical expertise relating to the Harbour to enable the Marine Director/Harbour Master, Senior Council Officers and Members to meet their statutory environmental responsibilities.

To remain abreast of all relevant environmental legislation and to ensure that the Harbour Authority complies in full, recommending appropriate courses of action when required to ensure compliance.

To employ a proactive approach to emerging environmental legislation, strategies, plans and policies, through liaison with senior officers (internal and external), drafting and submitting consultation responses to represent the interests of the Harbour Authority.

To represent the Harbour Authority on the Solent European Marine Sites (SEMS) Management Group, and ensure the Harbour Authority adheres to its duties as a Relevant and Competent Authority in relation to the European Habitats Directive.

To develop, deliver and review all statutory and non-statutory environmental management plans and programmes, and undertake associated consultation with statutory authorities and river users.

To manage the engagement of appropriate contractors and consultants to meet environmental objectives.

To ensure all Harbour Authority facilities and associated contracts are managed and maintained in line with environmental legislation.

To implement and regularly review pollution response plans and to manage and undertake appropriate actions when responding to a pollution incident or any other scheduled or unscheduled event or incident in accordance with those plans, and ensure all staff are trained to the appropriate level.

To encourage and promote safe, sound and sustainable environmental practices by all who use the River Hamble, and to undertake enforcement action as appropriate.

To respond to all queries on the environmental management of the River.

To run the Hamble Estuary Partnership, managing member expectations, undertake all Officer duties, review and facilitate delivery of its plans and projects, and represent the HEP at the National Coastal Partnerships Annual Forum.

To contribute specialist advice to groups and individuals within HCC e.g. through participation in Key Area Working Groups, Sustainability Group, Bunny Meadows inspections etc.

- **Development**

To manage the Harbour Authority's works consent process for development and dredging applications, determine the environmental impact, undertake statutory and non-statutory consultation, provide recommendations and report to the Harbour Board.

To be Chair of the Streamlined Consents Group.

To act as lead as appropriate for Harbour Authority responses to statutory and non-statutory consultations from government departments, other agencies, local planning authorities, developers and consultants for strategies, Local Plans, development applications and projects within or likely to affect the River catchment area.

Contribute to and influence strategic development plans and policies.

To undertake environmental assessments and audits as appropriate.

To ensure that any maintenance or improvement works are undertaken to a high standard, within agreed specification and having regard for any environmental legislation, restrictions or impacts.

- **Supervision**

To form part of the senior management team of the Harbour Office.

To line manage temporary staff as allocated and to supervise any full time, part time or seasonal staff when allocated to environmental tasks or duties.

To train staff and Members in environmental responsibilities of the Harbour Authority and develop staff knowledge of environmental duties and response to environmental incidents.

- **Finance**

To propose and manage the delegated Environment budget.

To manage the financial resources of the Hamble Estuary Partnership.

To manage the Student Research Fund or any project budgets on behalf of the Hamble Estuary Partnership

- **Communication**

To provide a principal point of contact for all environmental enquiries.

Promote and build effective working relationships with regulatory partners and other interested parties.

To maintain and manage comprehensive records, up-to-date website pages and a library of relevant publications and plans.

To produce newsletters and briefing papers for river users.

To run educational visits to the Harbour Office and provide appropriate briefing and material.

- **River Management**

Ensure that environmental incidents are fully investigated and reported to the Marine Director/Harbour Master together with full, correct and prompt information on matters of concern.

Propose and develop initiatives to contribute to efficiencies and business improvements.

To carry out delegated Health & Safety and environmental maintenance tasks, as specified in the Safety Management System for the harbour.

Take all reasonable precautions to prevent injury or damage to persons and property.

To provide guidance, advice and assistance to duty staff on environmental matters, responding if appropriate to emergency call out at night and at weekends.

To develop an intimate knowledge of the River Hamble and establish good relations with river users and other interested parties, providing advice and information when required.

To ensure the safe and orderly conduct of all persons using the river through enforcement of bye-laws, including issuing cautions, collecting evidence and appearing in Court if required.

To liaise with, support and assist Environment Agency, Maritime & Coastguard Agency, Police and other emergency services as required or in an emergency.

When undertaking patrols by launch, to be responsible for its safe and seamanlike operation.

To operate VHF radio, closed circuit television, computer equipment and any other equipment installed by the Harbour Authority.

- **Corporate & statutory initiatives**

Maintain an awareness of Corporate and Departmental equalities and Health and Safety policies and procedures and apply them to the day-to-day job requirements.

11. Key Decision Making Areas in the Role

Inform and influence management decisions as part of the Harbour Office senior management team.

Contribute to development of long term strategic and corporate proposals for the River through means of the River Hamble Strategic Plan and other strategic and business plans.

To manage the Harbour Authority's consent process for development and dredging applications, determine the environmental impact, undertake statutory and non-statutory consultation, provide recommendations and report to the Harbour Board.

To take the planning lead for oil spill response.

Propose and manage the budget for environmental projects/work on behalf of the Marine Director/Harbour Master, ensuring that spending falls within approved limits.

Make day-to-day environmental management decisions coupled with making recommendations to Members to inform their decision making on environmental and development management policy.

12. Role Dimensions – financial (e.g. annual revenue budgets) and non-financial units (e.g. workload, customers/staff)

- Managing a delegated budget of about £15k.
- Managing temporary and seasonal staff as required.
- Managing responsibilities associated with the variety of nature conservation designations including 1 site of international importance, 2 European sites, 3 national sites and 9 local sites.
- Manage a very wide variety of environmental duties and tasks.
- There are over 6000 vessels moored in and around the harbour which fuel significant development demands including those associated with the 13 marinas and 4 yacht clubs on the river.
- The Hamble Estuary Partnership has 36 member organisations.
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13. Main Contacts – external/internal customer contacts and purpose- Frequency & level of contact may also be relevant.

• Internal

- Other sections of HCC – routine exchange of information – weekly
- County Councillors – exchange of information – monthly
- Harbour Board and Management Committee - bi-monthly

• External

- Natural England, Environment Agency, Wildlife Trust, English Heritage, Trust for Maritime Archaeology - daily
- Department for Transport, Department for Environment, Food & Rural Affairs, and other Government bodies – weekly.
- MCA (Coastguard) – incidents and day-to-day operational matters
- Crown Estate (owns River and mid-stream moorings) - the County Council acts as agent for administration and maintenance - monthly
- Solent Forum – bi-monthly
- Members (representing constituents interests) and the Chairman of the Management Committee and Harbour Board – monthly.
- Commercial operators from boatyards and marinas – weekly
- Yacht Clubs & Royal Yachting Association – monthly
- Applicants and consultants requesting consents – weekly
- All 36 member organisations of the Hamble Estuary Partnership – monthly
- Commercial Fishermen of the River Hamble - monthly

14. Working Conditions

- Out in all weather, danger of falling in the water when boarding vessels or securing vessels with mooring warps, dealing with objects in the River, handling emergency situations etc - regularly.
- Manual handling of pumps and generators - occasionally
- Mooring vessels in all weathers - occasionally
- Occasional abuse/aggressive behaviour from members of the public when enforcing the River Bye-laws - occasionally
- Working alone afloat, adverse weather, challenging decision making, enforcement and dealing with 'difficult' customers.

15. Role requirements for operational effectiveness.

Essential:

Education to at least degree level (e.g. Environmental Science or similar).

At least 5 years experience of diverse environmental management with at least 2 years at a supervisory level.

Good understanding of a variety of environmental legislation, and the objectives and policies of external environmental authorities.

Experience in determining applications for planning or other environmental consents, preferably within a coastal concept.

Experience in formulating, writing and delivering management plans.

Excellent verbal, written communication and IT skills with the ability to communicate at all levels with tact and diplomacy.

Ability to manage numerous tasks simultaneously.

Ability to work unsupervised, along with a strong team work ethic.

Excellent interpersonal skills.

Ability to swim, physical fitness and ability to undertake outdoor work if required.

Desirable:

Experience of partnership working and interested party liaison.

Strong practical skills in river/estuary survey and restoration work, and analysis of related environmental data.

VHF short range radio licence.

RYA Level II powerboat (or equivalent).

16. Context/Additional Information

- The River Hamble Harbour Authority complies with all legal requirements and aims to meet the national requirements of the Port Marine Safety Code and to follow the guidance in the Guide to Good Practice on Port Marine Operations.
- The Harbour Authority is committed to the safety of those who use and work in the harbour, preserving the environment and maintaining pollution and nature conservation measures, providing and maintaining harbour facilities, and regulating the activities of users and enforcing the applicable laws where appropriate.

HAY EVALUATION FRAMEWORK

Job Evaluation

Job Evaluation is a systematic process for ranking jobs logically and fairly by comparing job against job or against a pre-determined scale to determine the relative value of jobs to an organisation.

Enables a rank order or hierarchy of jobs to be determined.

Provides a consistent basis on which to structure a pay framework.

Guiding principle for Evaluation Criteria:

- The know-how required to solve the problem and achieve results for which the job is accountable.
- Physical and environmental factors have an impact on some jobs

Hay Methodology

Hay methodology measures:

- Know-how – knowledge and skills, developed by experience and training, needed to do the job in a fully acceptable way.
- Problem solving – level of complexity of thinking involved when know how is applied to get the job done.
- Accountability – impact of the job and the constraints on taking independent action.
- Physical effort/strain and working environment.

The Hay method provides a framework for judgements against each of these four elements to give the total job size.

Know-how: Technical Know-how

- Requirement for technical skills, experience, expertise
- Measures depth and breadth, e.g. technical expertise in very narrow field (deep & narrow) > general manager of people/resources (broad and general).
- However acquired – how acquired not relevant. Formal qualifications only relevant where they are needed for the job.
- Hierarchical e.g. perform simple tasks > mastery of concepts, principles.

Problem solving

The thinking required by the job for analysing, evaluating, creating, reasoning, arriving at and drawing conclusions.

- Thinking environment – the level of thinking in the normal course of working.
- Thinking challenge – the degree of creativity or original thought required to deliver accountabilities. The extent to which original thinking must be applied to solve the complexity of the problem.

Accountability

- The answerability for action and for the consequences of that action.
- The measured effect of the job on the end results.
- It has three dimensions in the following order of importance:
 - Freedom to Act – how much discretion in taking action.
 - Nature of Input – what sort of service does the job provide or what part of the “organisation” does this job impact upon and how does this job impact, e.g. does it have a direct controlling impact or advisory impact.
 - Area of Impact – general size of the area most clearly affected by the job.

Work Elements

- Physical Effort and/or Strain
 - Includes activities such as lifting, bending, stretching, repeated execution of movements and working in awkward or uncomfortable positions.
- Working Environment
 - The extent to which the job is exposed to objectionable, uncomfortable or noxious conditions.

Not all roles will contain these elements – only scored if more than would normally be required/experienced in day-to-day office environment on basis of frequency, duration and intensity.

Elements of Job Size

