OPERATIONAL RATIONALE

HER MAJESTY'S COASTGUARD
MARITIME OPERATIONS - SEASONAL ZONE GROUPING

Author: Julie Anne Wood

Owner: Julie Anne Wood

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Document Location

- The source of this document will be found on the Future Coastguard Programme shared network volume in Spring Place, Southampton.
- The approved master copy of this document, with appropriate signatures, will be found within the relevant registered file for the Programme.

Revision History

- Date of this revision: 15.07.2019

Revision Date	Summary of Changes
1st April 2015	First Draft
20th August 2015	Addition of IHAC numbers based on % workload to tables
2nd September 2015	Alteration of IHAC table headings and numbers
9th September 2015	Alteration of IHAC tables for Low Season to three at CGOCs per day.
2nd October 2015	Addition of IHAC Network Staff Numbers to tables, explanation of how numbers are derived.
9th November 2015	Revision of Dover numbers up by 1 to reflect CNIS requirements
27th November 2015	Revision of Holyhead, Belfast and Dover, NMOC zones
27th February 2017	Minor text changes
15th July 2019	Updates to reflect changes agreed with the TUS

Approvals

Name	Title	Signature
Name	Deputy Director	

Distribution

Name	Title
MarOps Commander	
MarOps Controller	
MarOps HQ Staff	
Head of Training	

Head of Standards	

Contents

The Project Brief covers the following topics:

1. Document Purpose

The purpose of this document is to provide a description of how HM Coastguard will manage its work through the seasonal grouping of Operational Zones to form Areas of Responsibility. This document does not describe how the network will be flexed to meet unexpected sudden demand, such as a major incident or severe weather event, but rather explains how the zones are to be grouped under normal conditions.

2. IHAC Tactical Deployment Tool

The IHAC Tactical Deployment Tool (TDT) is used to guide which zones can be grouped together to form Areas of Responsibility, based on the relative busyness of the zones by day or night, day of the week, and seasonality of incident demand.

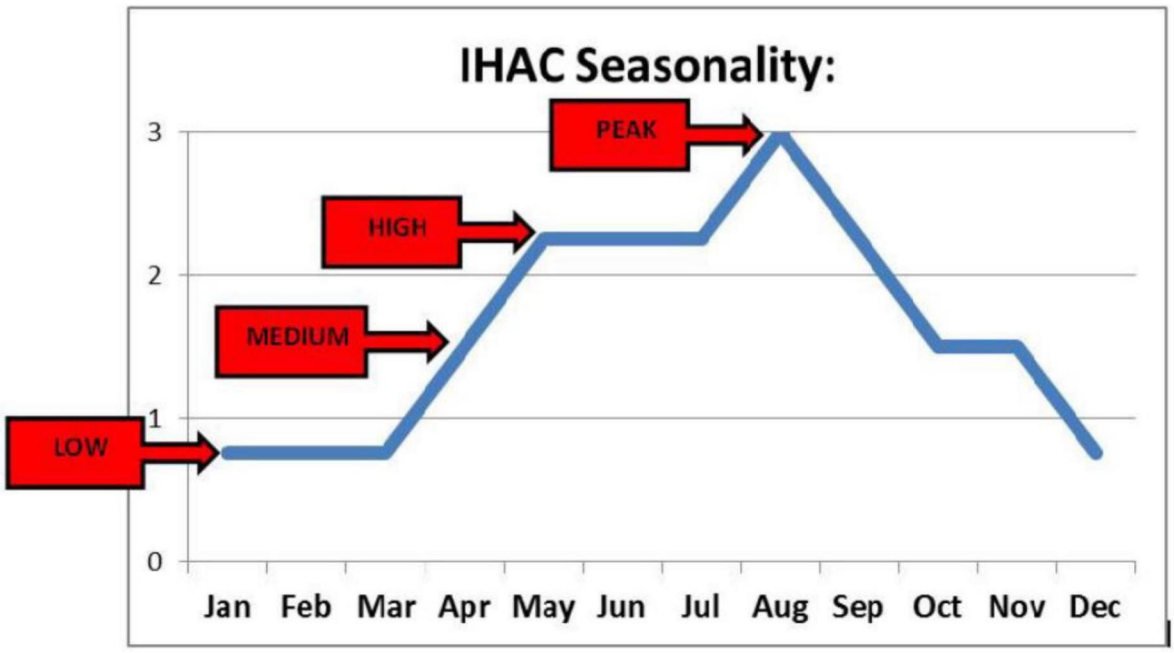
Data used for the TDT has been obtained through statistical analysis of past incident data to produce a simulation model of incident workload to forecast the likely number of incidents that will occur within each zone for any given time period. Details on the working of the model can be found in the MarOps SOP document.

3. Seasonality of Demand

The following table shows the Profile of Busyness (Seasons) identified within the year:

Begin (Mon)	End (Fri)	Approx Duration (wks)	Starting Week	Designation
01-Jan	24-Mar	12	0	Low
25-Mar	21-Apr	4	12	Medium
22-Apr	21-Jul	13	16	High
22-Jul	01-Sep	6	29	Peak
02-Sep	22-Sep	3	35	High
23-Sep	24-Nov	9	38	Medium
25-Nov	31-Dec	5	47	Low

The graph below shows this data in terms of relative busyness:



The difference in operational busyness between Low and Medium seasons is relatively small, in comparison to High and Peak season busyness. Therefore, for the purposes of Area of Responsibility planning, Low and Medium seasons are combined. This reduces the number of changes to Areas of Responsibilities to 4 per year, from the 6 that would otherwise occur if Low season was treated separately.

4. Low and Medium Season Areas of Responsibility

			IHAC Suggested Seasonal Manning Numbers			
Station	Zone Group	% of Work	Low Weekday Day / Night	Low Weekend Day / Night	Medium Weekday Day / Night	Medium Weekend Day / Night
Fareham	16-22	20	7 / 6	7 / 6	7 / 6	9 / 6
Falmouth	23-26	8	3 / 3	3 / 3	3 / 3	3 / 3
Milford	27-29	7	3 / 3	3 / 3	3 / 3	3 / 3
Holyhead	30-32	8	3 / 3	3 / 3	3 / 3	3 / 3
Belfast	33-34	8	3 / 3	3 / 3	3 / 3	3 / 3
Stornoway	35-36	3	3 / 3	3 / 3	3 / 3	3 / 3

			IHAC Suggested Seasonal Manning Numbers			
Shetland	1-2	10	3 / 3	3 / 3	3 / 3	3 / 3
Aberdeen	3-6	10	3 / 3	3 / 3	3 / 3	3 / 3
Humber	7-10	7	3 / 3	3 / 3	3 / 3	3 / 3
London	12	9	1 / 1			
Dover*	11 and 13-15	8	3/3	3/3	3/3	3/3
Network	**1-36**	**100**	**31 / 21**	**34 / 25**	**34 / 22**	**37 / 29**

Low / Medium Areas of Operations and % of Work
*SAR work only for Dover, VTS is additional

Note that total % does not equal 100 due to rounding in the calculation, and equates to a +/- 0.2% error in the SAR % of Work column figures

Suggested IHAC numbers for CGOC's are worked out on 71% of the remaining workload (after NMOC and London) shared equally between the nine stations.

If the suggested staffing levels cannot be reached, the Network Staffing Management Team must be consulted to ensure cover can be provided elsewhere in the Network to maintain Network RSL numbers.

5. High and Peak Season Areas of Responsibility

			IHAC Suggested Seasonal Manning Numbers			
Station	Zone Group	% of Work	High Weekday Day / Night	High Weekend Day / Night	Peak Weekday Day / Night	Peak Weekend Day / Night
Fareham	16-22	21	8 / 6	11 / 7	10 / 6	12 / 7
Falmouth	23-26	9	3 / 3	4 / 3	4 / 3	4 / 3
Milford	27-29	8	3 / 3	4 / 3	4 / 3	4 / 3
Holyhead	30-32	8	3 / 3	4 / 3	4 / 3	4 / 3
Belfast	33-34	8	3 / 3	4 / 3	4 / 3	4 / 3
Stornoway	35-36	3	3 / 3	4 / 3	4 / 3	4/ 3
Shetland	1-2	7	3 / 3	4 / 3	4 / 3	4 / 3
Aberdeen	3-6	8	3 / 3	4 / 3	4 / 3	4 / 3
Humber	7-10	9	3 / 3	4 / 3	4 / 3	4 / 3
London	12	7	1 / 1			
Dover	11,13-15	10	3 / 3	4 / 3	4 / 3	4 / 3
Network	**1-36**	**100**	**36 / 25**	**48 / 31**	**47 / 27**	**49 / 32**

High/Peak Areas of Operations and % of Work
*SAR work only for Dover, VTS is additional

Note that total % does not equal 100 due to rounding in the calculation, and equates to a +/- 0.2% error in the SAR % of Work column figures

Suggested IHAC numbers for CGOC's are worked out on 72% of the remaining workload (after NMOC and London) shared equally between the nine stations.

If the suggested staffing level cannot be reached, the Network Staffing Management Team must be consulted to ensure cover can be provided elsewhere in the Network to maintain Network RSL numbers.

6. Explanation of IHAC Numbers

During 2018 a review of the watch patterns for the network was undertaken with Working Time Solutions and in consultation with the TUS. The outcome was that the CGOCs would move to a four-team solution which increased team number size but eliminated surge. The NMOC would remain on a five-team modified solution.

This was put forward to the TUS and accepted and approved by DMO. This process was overseen by MCA HR.

This resulted in the CGOCs having four teams of five, the NMOC retaining the five teams but only having surge in peak season.

A formal process will be introduced to the network whereby a risk assessed approach is taken with regard to the staffing of watches to meet busy periods. This may include the use of the MOS and Controller to supplement team numbers, the use of shift swaps from nights to day or day to nights to augment team numbers. This will be completed as a "look ahead" and actions recorded by management to enable a risk assessed approach when the numbers vary from the suggested, and mitigation can be recorded.

In the event of a major incident any staff who are on duty but not operational will be requested to support the incident, in addition to officers who are undertaking training with the training centre. There is also provision to call-in staff to support in the event of a major incident through the offer of overtime.