

Station based establishment and skills requirements

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1 Introduction

- 1.1 The London Fire Brigade operates a range of services which need to be supported by station based staff with a range of skill sets. These services, and supporting requirements, have resulted in a significant level of station skill variations across all fire stations and the river station.
- 1.2 The Deputy Commissioner, Operations is clear that all staff should have an understanding of the skills requirements as currently defined and that there should be arrangements in place to ensure that those requirements are met. The Deputy Commissioner, Operations will ensure that the requirements are regularly reviewed and updated as necessary. The Deputy Commissioner will also be monitoring the extent to which the current requirements are being met, including the use of standbys.
- 1.3 For individual Station requirements, please refer to the StARS Station Requirement Template (see StARS/Reports/Operational Readiness/Station Requirement Template).

2 Maintenance of establishment and skills at stations

- 2.1 From time to time, there will be skills deficits in what is available locally. It may be possible to resolve that situation through local action, such as balancing skill levels across watches or boroughs; in other cases it will be necessary to secure training to remedy the problem. The key roles and teams involved in identifying problems and ensuring that they are addressed will include station commanders; borough commanders; the establishment and performance team, the People Services, and Training and Professional Development departments.

Role of the station commander

- 2.2 It is the role of the station commander in conjunction with the respective sub/stn officers to continually review the establishment and skill levels of staff at their station and report the outcome to the borough commander. This review should include an assessment and record of anticipated retirements, periods of extended absence, detachments, and requests for a transfer or any other likely changes that might have an effect on the establishment and skills on any watch or station.
- 2.3 The station commanders will need to address any identified shortfalls with cross watch/station transfers to balance skills first if there is an excess on another watch (unless it is more advantageous to the Brigade for this to be addressed by a short course). The decisions taken should be recorded in an action plan within the borough planning process. Where there are no volunteers, Appendices 2/3 of Policy number 651 - transfer policy will need to be applied. If the shortfalls cannot be addressed from the same station, then transfers within the borough will need to be considered using the same process. If there are no personnel to transfer, then the station commander should contact the establishment and performance team (EPT) to discuss a strategic plan to rectify the shortfall either from the transfer list or nominating individuals for training. Email: establishment&performanceteam@london-fire.gov.uk.

Role of the borough commander

- 2.4 It is the responsibility of the borough commander to ensure that station commanders continually review skill levels, action plans and that identified shortfalls are addressed.
- 2.5 Where issues cannot be addressed locally then borough commanders should consider balancing the skill levels across the borough, in conjunction with EPT, who will know whether borough based action is preferable to other possible solutions.

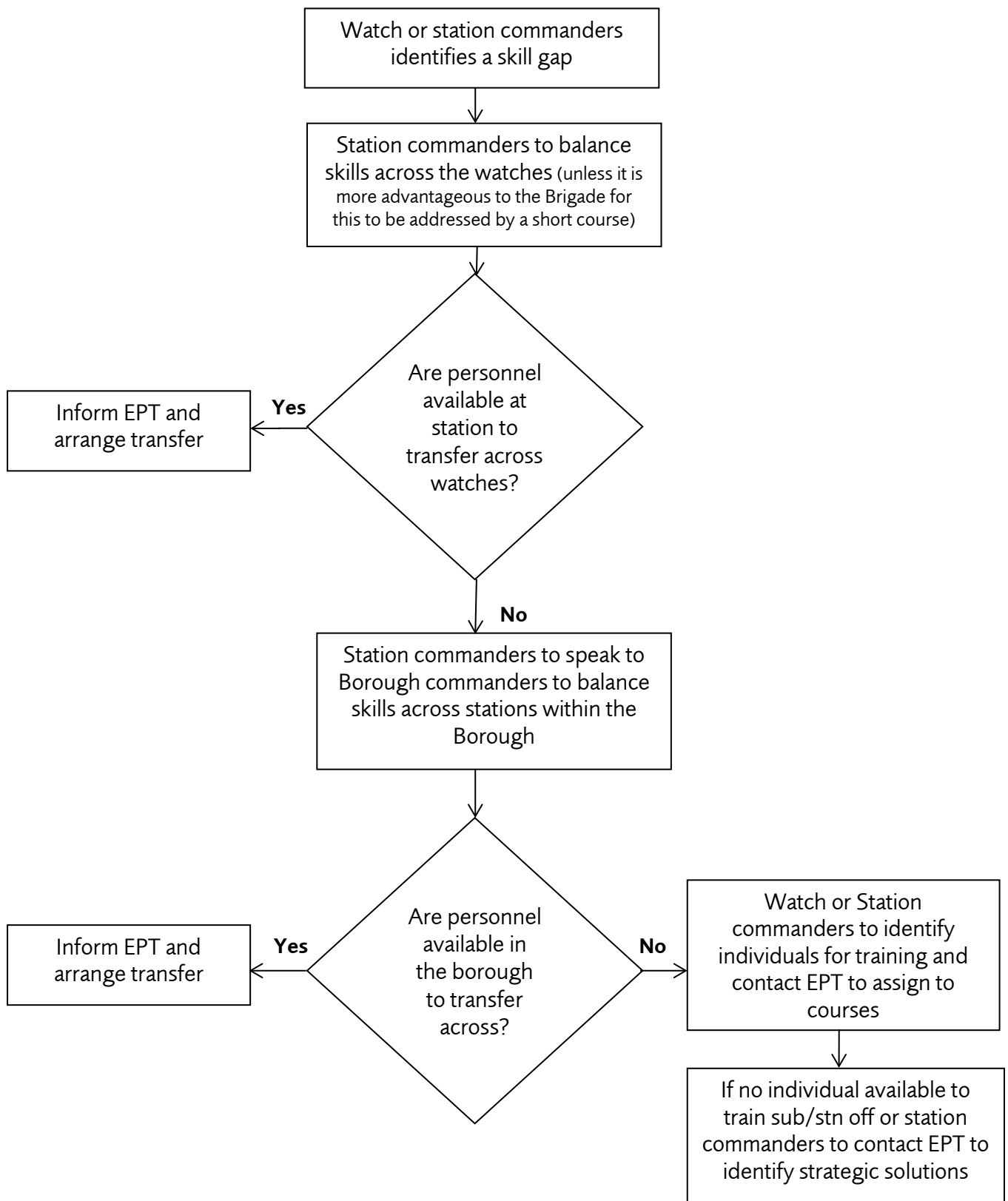
Role of the Establishment and Performance Team (EPT)

- 2.6 EPT will take a strategic overview of skill levels across the Brigade. EPT will assist local managers in resolving issues that cannot be resolved within the borough.
- 2.7 EPT will liaise with training and professional development to identify course priority and assist in the development of a Brigade wide training plan.
- 2.8 The Assistant Commissioner Fire Stations will maintain an overview of this process. In addition, this process will enable key departments including Peoples Services Department to periodically review the ongoing position of establishment and skills.
- 2.9 For guidance, managers need to maintain the desired optimum levels as defined by the StARS station requirements template. Appendix 1 lays out the processes to be followed in a flow chart format.
- 2.10 The skills attributes within StARS will be managed by EPT. Skills that are no longer relevant to a role or deemed no longer necessary by EPT will be suspended once the individual is either promoted or transferred. Certain skills are to be maintained to provide strategic cover and EPT will be able to provide information on these skills. Station commanders are to ensure training plans are put in place to ensure maintenance of competency.

3 Role of the Information Management Team (IMT)

- 3.1 EPT will liaise with IMT regarding the number and type of skills shown on StARS prior to any agreed changes.
- 3.2 IMT will process any agreed changes and implement them within the StARS system.
- 3.3 The Assistant Director, Strategy and Risk will maintain an overview of any changes ensuring they reflect organisational requirements.

Appendix 1 - Skills and establishment flowchart



Document history

Assessments

An equality, sustainability or health, safety and welfare impact assessment and/or a risk assessment was last completed on:

EIA	28/08/08	SDIA	L - 15/09/11	HSWIA		RA	
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Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date
Throughout	Changes to reflect the change of organisational governance (abolition of the London Fire and Emergency Planning Authority).	03/12/2018
Throughout	Role to rank changes made to content.	15/10/2019
Throughout	Reviewed as current with no changes needed at this time.	28/05/2021
Throughout	Reviewed as current with no changes needed at this time	08/08/2025

Subject list

You can find this policy under the following subjects.

Professional development	Stations
Training	Skills

Freedom of Information Act exemptions

This policy/procedure has been securely marked due to:

Considered by: (responsible work team)	FOIA exemption	Security marking classification