



HUMBERSIDE FIRE AND RESCUE SERVICE

# Service Delivery

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## Management of On-Call Duty System

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<b>Date Written</b>	<b>July 2018</b>
<b>Date of Last Review</b>	<b>July 2018</b>
<b>Date of next review</b>	<b>July 2021</b>

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## **1. INTRODUCTION**

Local management is critical to the efficient performance of the On Call duty system as each Station has differing circumstances; however it is important that common principles of recording, reporting and monitoring are applied. This will also ensure a consistent approach to managing appliance availability and individual contractual performance across all areas of the Service.

This policy applies to:

- All employees conditioned to the On Call duty system
- All Managers responsible for the effective management of the On Call Duty System;
- Employees undertaking dual WDS/On Call roles.

## **2. EQUALITY AND INCLUSION**

HFRS aims to continuously improve the standards of service we provide to the community we serve. We recognise the importance of, and are committed to promoting equality and inclusion in the provision of our services and to our employees. We are committed to encouraging equality and diversity amongst our workforce and to eliminating unlawful discrimination. We aim for our workforce to be truly representative of the community we serve and for each of our employees to feel respected and to be able to give their best.

## **3. MANAGERIAL RESPONSIBILITY**

All On Call staff (including those staff on dual WDS/On Call Contracts) are responsible for ensuring that they comply with the declared availability and emergency response requirements of the On-Call Modernisation Programme Review Agreement between Service Management and relevant Representative Bodies, May 2014 ([here](#)).

The Watch Manager (WM) is responsible for the local management of appliance availability and response including:

- Ensuring as far as possible adequate crewing levels are maintained to ensure maximum community protection;
- Ensuring appropriate systems are in place to monitor individual declared availability;
- Ensuring appropriate systems are in place to monitor individual performance with regard to responding to emergencies when declared available;
- Inform the relevant Fire Station Manager (FSM) of anticipated crewing difficulties;
- Identifying local recruitment needs and informing the OLO (On-Call Liaison Officer)/FSM as appropriate;

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- Dealing with individual poor performance, including where appropriate action under the Service's Conduct and Performance Procedure;
- Reporting episodes of poor performance as appropriate to their FSM.

On Call Watch/Crew Managers will be supported in the application of this policy by their Fire Station Manager, OLO and Emergency Response Group Manager.

### 4. CONTRACTUAL ARRANGEMENTS

Contracts of Employment shall consist of the basic rights of employment. Details of availability band and specified hours shall be recorded separately on an Availability Profile (PER07) and appended to the main Contract of Employment. Therefore when changes to Availability Profile occur, only the PER07 is reviewed and re-issued.

The following core hours bands are available:

- 100 core hours band with 70 hours specified
- 85 core hours band with 60 hours specified
- 70 core hours band with 50 hours specified

Availability Profiles below the 70 core hours band will only be offered in exceptional circumstances where the provision would suit station/community needs. Profiles offered below the 70 core hours band would have 100% of those hours specified.

Management of appliance availability at station level shall be the responsibility of the Watch Manager; however, all personnel have a part to play in ensuring that appliances are available as often as possible to protect the communities we serve, by applying a sensible and responsible approach to their availability.

The Availability Profile will outline the core hour's band and the spread of specified hours. All Availability Profiles will be constructed using the following methodology.

#### **Specified Hours Availability Profile Construction**

When a new or revised profile (including Dual Contracts) is required, three stages of profile construction must be followed.

#### **Stage 1: Select the Profile Band**

There are 3 Availability Profile core hour's bands available; all Availability Profiles should fall within one of the 3 core hours bands.

The bands are:

1. 100 hour
2. 85 hour
3. 70 hour

All Profiles (including Dual Contracts) MUST be a minimum 70 core hour's band.

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Reduced Contracts must only be granted in justified cases and MUST be on the PER7a, endorsed by the WM and OLO/FSM on the PER7a outlining the justification for the Reduced Profiles. Such profiles will be deemed temporary and reviewed at least 6 monthly.

Reduced Profiles are 50 hours and 35 hours – 100% of contracted hours are specified with the following limitations in permissible hours in P2:

- 50 hour – Maximum 12 hours which equates to 76% efficiency
- 35 hours – Maximum 4 hours which equates to 88% efficiency

**Stage 2: Select the Specified Hours Profile Element**

For each of the three core hours bands selected there should be a corresponding specified hour's requirement within each core hour's band.

No variation of the total specified hours should be permitted within each band.

The baseline is a 50-hour specified hours profile with an increase of a 10-hour period each jump of profile band, up to the maximum of 80 specified hours.

1. 100 hour = 70 Specified Hours
2. 85 hour = 60 Specified Hours
3. 70 hour = 50 Specified Hours

**Stage 3: Select the Split of the Specified Hours**

This stage designs the specified hours against the Station's needs and discussed between the individual and the WM in the first instance.

The split of the specified hours is to spread the level of cover, which an individual can offer throughout the week.

The selection of how many hours are split across the four fixed periods (Profile Elements) is for the WM and individual to agree upon in line with the above.

The working week is split over the following Profile Elements:

- P1 WEEKDAYS from 0600 to 1800 Monday to Friday giving 60 available hours.
- P2 NIGHTS – 1800 TO 0600 SUNDAY to THURSDAY (finishing 0600 Friday morning) giving 60 available hours.
- P3 WEEKEND NIGHTS - 1800 hours FRIDAY to 0600 hours SATURDAY & 1800 SATURDAY to 0600 SUNDAY giving 24 available hours.
- P4 WEEKEND DAYS 0600 hours SATURDAY to 1800 SATURDAY & 0600 SUNDAY to 1800 SUNDAY giving 24 available hours.

**TOTAL 168 Hrs/week**

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An individual availability profile must be constructed using agreed periods from one or a combination of the four profile Elements. However the primary needs of the station must be the focus of the specified hours. The remainder of the profile (excluding Reduced Profiles) can include periods from the remaining profile Elements, but not necessarily explicitly linked to Station needs.

**Examples of Availability Profiles constructed using the 3 Stage approach**

- a. A fire station that requires day cover (P1) and struggles for weekend night cover (P3) a 70 hour core hours profile with 50 hour specific; the specific hours could be as follows, equating to a 70P profile (100% efficiency):
- P1 – WEEKDAYS 60 available hours available 30 hours specified within Profile.
  - P2 – WEEKNIGHTS 60 available hours no hours specified within Profile.
  - P3 – WEEKEND NIGHTS 24 available hours available 15 hours specified within Profile.
  - P4 - WEEKEND DAYS 24 available hours available 5 hours specified within Profile.
- b. A fire station that requires weekend cover (P3 & P4) a 100+ core hours profile with 70 hour specific; the specific hours could be as follows, equating to a 100B profile (85.71% efficiency):
- P1 – WEEKDAYS 60 available hours available 20 hours specified within Profile.
  - P2 – WEEKNIGHTS 60 available hours available 10 hours specified within Profile.
  - P3 - WEEKEND NIGHTS 24 available hours available 20 hours specified within Profile.
  - P4 - WEEKEND DAYS 24 available hours available 20 hours specified within Profile.
- c. A fire station that requires general cover all (P1, P3 & P4 periods) a 85 core hours profile with 60 hour specific; the specific hours could be as follows, equating to a 85C profile (91.67% efficiency):
- P1 – WEEKDAYS 60 available hours available 20 hours specified within Profile.
  - P2 – WEEKNIGHTS 60 available hours available 5 hours specified within Profile.
  - P3 - WEEKEND NIGHTS 24 available hours available 15 hours specified within Profile.
  - P4 - WEEKEND DAYS 24 available hours available 20 hours specified within Profile.

**Revision to Contracts**

The SSC (Service Support Centre) will issue relevant Contracts of Employments. The OLO/FSM will approve all Availability Profiles once endorsed by relevant On-Call Watch Managers and amend the On-Call Availability System and Station Availability Profile database to reflect these changes. The SSC will issue approved Availability Profiles and update relevant PRFs and inform Payroll of changes to pay arrangements.

**Applications to Change Contract**

Staff seeking to change their existing Availability Profile must do so in writing to the OLO/FSM using PER07a, which includes the comments and endorsement of their Watch Manager. In addition for instances where individuals are seeking to reduce core hours band or specified hours that individual must also outline how the reduction of core hours/specified hours will change his/her previous cover patterns.

It will not be permissible to increase availability band by simply increasing the hours within P2 (weekday nights) of a profile, e.g. if an individual was on a 70B profile then any agreed change would only be granted if the revised profile was at least for example, 85B or 100B, at the same or better efficiency level, unless exceptional circumstances prevailed.

A reduction in availability will only be considered as a result of a change to an individual's primary employment and/or an acute change in personal circumstances, e.g. sole carer duties.

Requests to reduce availability would have the same restrictions in that any reduction in the hours would have to be within P2 period, unless exceptional circumstances prevailed.

Each application shall be considered, initially by the WM in discussion with the individual, using the following criteria:

- The personal reasons associated with the request.
- The crewing needs of the Station.
- Any additional benefits the individual provides to the organisation other than the provision of fire cover.

In all instances the OLO/FSM will seek to sanction requests, but in doing so there must be a clear demonstrable benefit to the organisation.

For applications to reduce cover the Watch Manager shall interview the requester to ascertain the periods of cover that individual would be happy to maintain having regard to there being a mutual benefit to both the individual and the organisation.

A failure to agree any mutual benefit may result in the request being refused. In situations where requests are refused, the individual shall remain on his/her original Availability Profile.



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**Responding to Emergencies**

An individual is contractually obliged to respond to all emergency calls when declared available. Furthermore, when responding to alerts to emergency calls, staff must do so expediently and in a safe manner. Recruitment material specifies an expected response to station time of 5 minutes and this response period is used to monitor an individual's response performance to alerts.

**Late Attendance When Responding to Emergencies**

Persistent late attendance without valid reason should be viewed as under performance.

- Where an individual attends within 5 – 8 minutes or in excess of 8 minutes then they should be questioned as to the reason for their delay either valid or non-valid - this should be recorded to determine the pattern of reasons for late attendance?
- Where an individual attends within 5 - 8 minutes for a 3rd time within a 12 week period and their reasons for non-attendance are non-valid, they should be interviewed and the discussion recorded using ROIM clearly outlining the area of under-performance and expected level of improvement.
- Where an individual attends in excess of 8 minutes and their reason for non-attendance is non-valid, they should be interviewed and the discussion recorded using ROIM clearly outlining the area of under-performance and expected level of improvement.
- If the reasons given are non-valid for between 5-8 or over 8 minutes then they should not be entered onto the pay sheet and the should be recorded as a non-attendance on the On-Call Administration Module and left red.

Whilst local station management have a degree of discretion as to how they manage late attendance to emergency calls, there is a need for consistency across the Service and as a result FSM will monitor how this is managed and applied.

**Not responding when declared available**

When an individual is declared available and does not respond, the circumstances surrounding the 'none attendance' will be investigated. The investigation will establish the reason for an individual not responding. If no valid reason (e.g. alerter failure) for not responding is given then the conduct and performance procedure (see below) may apply in these circumstances.

If the reason given for 'non-attendance' is due to alerter failure the alerter will be sent immediately to the Operational Communications Section for testing.

Default action in all cases of a non-response will be to reduce that individual's accrued availability retrospectively. For consistency the period of deduction will be from the time of call to the time when the appliance(s) close home station from that incident. In the case of redirection whilst en-route to home Station following the incident the

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deduction period will be from time of call to the time of redirection. A minimum sanction period of 30 minutes will apply, with subsequent periods of 30 minutes thereafter.

The following procedure will be applied for suspected non-valid reason for none attendance.

**First Occurrence**

Informal interview with the Watch Manager to ascertain the reason for under performance. If the reason is confirmed as non-valid, the outcome shall be recorded using form ROIM and forwarded to the Human Resources team for inclusion on the individuals FireWatch PRF.

**Second Occurrence**

If within a calendar year of the first occurrence a further informal interview will be carried out by the Watch Manager to ascertain the reason for this under performance. If the reason is confirmed as non-valid, the outcome shall be recorded using form ROIM and forwarded to the Human Resources team for inclusion on the individuals FireWatch PRF.

**Third Occurrence**

If within a calendar year of the first occurrence a Formal Stage 1 interview will be carried out by the relevant Fire Station Manager to ascertain the continuing under performance.

Continued under performance may result in further action under the Service's Conduct & Performance Procedure.

**Responding when not declared available**

To assist in the management of a station's availability, staff who attend their station when declared 'not available' will as a default not receive payment for the response (except in exceptional circumstances and approved by the WM subject to the exigencies of the Service).

**Maintaining Appliance Availability**

The primary method of maintaining appliance availability shall be through the effective local management of availability. It is recognised, however that situations do occur, which make it impossible to maintain appliance availability by this method only.

The use of surplus On Call staff from other stations may be utilised for instances when availability forecasts identify periods when the Station would be unavailable due to a lack of individual declared availability.

In such instances the local Manager must notify the relevant FSM of the anticipated crewing shortfall. The FSM, if satisfied that all efforts to meet the shortfall locally have

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been exhausted, may authorise available personnel to be utilised from other On Call Stations locally.

Local Managers must only utilise this option following authorisation to do so has been received from the relevant FSM.

**Additional Work Activity Payments (AWAP)**

This procedure is restricted to keeping that Station on the run with a minimum crewing threshold of 4.

Off call staff **MUST NOT** be used for crewing shortfalls on their own Station under this procedure.

- Use of staff for this procedure shall be done on an equitable basis.
- Records shall be kept at Station & Service HQ of the occasions when this procedure has been used.
- Volunteers to address crewing shortfalls should be first sought from those staff who are already showing as available at their Home Station over the period when the cover is required.
- Volunteers should be sought in the first instance from stations within their surrounding area. Where this is not successful, permission should be sought from the appropriate Emergency Response Group Manager to approach staff from stations within a neighbouring locality.
- Staff shall not be considered for AWAPs if their Station is showing as being off the run during the periods to be covered by AWAPs at another Station. Unless, subject to Emergency Response Group Manager's approval by a combination of station staff it could make an appliance available.

Staff will provide cover for a specified period and payment and will commence once the individual arrives at his/her Home Station to collect their firefighting uniform and ends when the individual has returned to their Home Station.

- Where crewing at the HOME Station of the individual(s) who are providing cover at another Station suddenly falls below 4 (or 8 for a two pump station), those individual(s) must be requested to return to their HOME Station.
- For audit purposes an individual providing cover at another Station must book on and off duty with Service Control at either end of the specified period of cover.
- Travel expenses will be paid if the individual uses his/her own transport.
- Staff undertaking cover at another Station will be required to remain on that Station or within the immediate locality if utilised to undertake off station duties. A spare station alerter will be provided to facilitate off station activity.
- Staff attending fire calls during periods of cover at another Station will receive payment at standard NJC hourly rate.

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- Where the duration of fire calls extend beyond the period of agreed cover, staff will receive standard rate payment until he/she returns to their Home Station.
- Where an individual undertakes cover at another station whilst he/she is already declared available at their Home Station, the hours accrued WILL contribute to their contractual hours of availability by utilising the 'P' Code on the availability system.
- Where an individual undertakes cover at another Station whilst he/she is NOT already declared available at their Home Station, the hours accrued WILL NOT contribute to their contractual hours of availability by utilising the E Code on the availability system.

### **Availability Profile Monitoring**

The monitoring of both availability profile elements shall be undertaken in two ways:

- By local Managers on a dynamic rolling 56 day (8 weeks) basis for changing availability on the Availability System for overall core hour and specified hours compliance. Staff will not be permitted to affect appliance availability should they be 'out of profile' on either specified hours or core hours compliance unless in exceptional circumstances.
- Where appliance availability is affected as a result of a failure to achieve their stated number of hours either core or specified in their Availability Profile, at the time of the rolling 8-week (-56 day) audit (undertaken at the time when the appliance availability is affected) in one of the P1 to P4 monitoring periods (i.e. if pump off the run in P1 period, then Firefighters can only be asked to return to duty, if out of Availability Profile for that period) they will be deemed out of their Availability Profile.

Where this occurs for a third time within any rolling 8-week (-56 day) audit, this will trigger a review of the Availability Profile by the OLO with recommendations to the FSM.

On a fixed calendar monthly basis using the principle that where an individual has not met the requirements of their availability core hours profile for three consecutive pay periods investigation will be undertaken by the OLO/FSM in liaison with the relevant On-Call WM.

Where an individual has not met their availability specified hours profile element for three consecutive pay periods which results in an average reduction of the efficiency profile (B to A for example) across this period, this may also trigger an immediate a review of the Availability Profile by the OLO/FSM/On-Call WM & reduction of pay level.

The On Call WM should ensure all personnel are achieving their contracted availability and are responsible for the monitoring and review and management of this.

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**Individual Availability Forecasts**

All staff must, as a minimum, input their availability weekly to provide a MINIMUM forecast of 7 days and a maximum of 56 days to facilitate pre-planning of crewing levels.

Flexibility remains for staff wishing to change their forecasted availability once inputted, however before doing so staff must have regard for any changes that would affect appliance availability. Where changes would result in taking crewing levels below minimum crewing thresholds, staff should follow the process detailed below:

- Seek to resolve the crewing shortfall by contacting other members of the crew who are signed unavailable during the affected period (except those showing on the Availability System as H, M, S, K, L, V and Z codes).
- If no-one is able to return to duty notify the WM that they wish to take an appliance 'off the run'. This must be by telephone not text.
- If they are unable to contact the WM or he/she is unable to take their call. Staff wishing to take a pump of the run should try the CMs.
- If they are unable to contact a CM then personnel must call an FDS Station Manager (through Service Control).
- Once permission has been given, staff must inform Service Control of the length of downtime.
- Staff should then complete the Appliance Off the Run Log with the details of all of the calls they have made. Failure to complete the log may result in action under the Service's Conduct & Performance Procedure.

**Appliance 'Off the Run' Log**

Name of person seeking to take crewing below minimum threshold	Unavailability for		Local Manager Contacted	Control Informed (date & time) and name of Control Operator
	Date	Times		

**NOTE – Only record the details of those persons contacted**

Name of person contacted	Service Number	Code on Availability System	Returned to Duty Y/N

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Performance against Availability profiles will be monitored over a rolling 56 day period and staff are expected to manage their core and specified hours across the full duration of this rolling period. This includes periods where individuals have entered H, W and T codes. The principle of the management of individual Availability Profiles is that core and specified hours are taken as an average over the whole period, irrespective of the use of the above mentioned codes.

In situations where an individual who has not achieved his/her minimum availability profile hours over a rolling 56 day reference period, requests to deviate from their availability forecast may be refused in situations where the local Manager considers the reason to be inappropriate. In these instances the reference period will be the 56 day period from the date of the forecasted duty that is the subject of the request to change.

To support the above process 'Availability Blocking' has been automated within the On Call Availability System. The System has been configured to automatically block availability changes that would mean reducing crewing to and below minimum thresholds resulting in appliances going off the run. Minimum thresholds are:

- Two Pump Stations – Minimum threshold – 8 personnel, including Managers x2; Drivers x2;
- One Pump Stations – Minimum threshold – 4 personnel, including Managers x1; Drivers x1;

**Note**

- Designated appliance Officer in Charges cannot also assume the dual role of appliance driver.
- Automated Blocking will also continue below the above thresholds.

**Recording of Courses and other FRS duties**

The accurate recording of courses and other FRS duties on the Availability System is vital to maximising staff capacity to crew appliances.

When on an approved training course (internal or external) each day of the course shall constitute a full 24 hour period. Consequently the time taken as part of an individual's attendance on a training course or approved FRS duties during periods of availability will count for the purposes of calculating actual availability as follows:

- 100core Hours profiles      24 hours per day.
- 85 core hours profiles      14.5 hours per day
- 70 core hours profiles      12 hours per day.

*Reduced Hours Profiles*

- 50 core hours profiles      7 hours per day

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- 35 core hours profiles      5 hours per day

The C Code is used to record this time on the Availability System.

For staff on 100, 85, 70, 50, 35 core hours profiles the E Code should be used to complete each 24 hour period.

For one day internal courses, individual's wishing to come back on call after completion of the course and within the 24 hour period, may do so in exceptional circumstances and subject to the approval of the relevant FSM.

The C Code must only be used for approved training courses and not for other Fire & Rescue Service activities except in situations deemed appropriate and approved by the FSM. In general terms where staff are unavailable due to other approved Fire & Rescue Service related activities then the F Code should be used.

The OLO shall audit the Availability System to ensure the correct application of system codes are being used to record training courses/other duties and where necessary retrospectively change entered codes. A full list of On-Call availability codes and their expected application are detailed below.

Code	Accrued Availability	Descriptor
P	Full , i.e. 1 hour = 1 hour accrued availability	Individual undertaking AWAPs at another Station, having already being booked available on HOME station
C	Full , i.e. 1 hour = 1 hour accrued availability	Internal or External Course
H	Relative to contract band	Holiday Leave
K	Relative to contract band	Sickness Absence
E	None	Not Available
M	Relative to contract band	Used as a mechanism to return individual's back to work following a prolonged period (over 21 days) on sickness absence ( <b>not for fitness failures</b> ). A PDP should be in place to assist return to work.
L	Relative to contract band	Used to identify and monitor individuals who are not available due to fitness test failure and are currently on a PDP to return to duty.
S	Relative to contract band	Leave other than holidays or sickness, e.g. compassionate leave or extraneous duties

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W	None	Not Available due to primary employment
O	Full , i.e. 1 hour = 1 hour accrued availability	On-Call Medical First Response Duties
T	Full, i.e. 1 hour = 1 hour accrued availability	Physical Training – 3 hours/week only (see <a href="#">Appendix H</a> )
F	Full , i.e. 1 hour = 1 hour accrued availability	Other approved FRS activities (e.g. collection of equipment, meetings, CFS, Open Days etc.) – not to be used when undertaking duties of an Instructor, e.g. Trauma Care.
V	Relative to contract band	Used to identify leave taken in lieu of attending an emergency call on a designated Public Holiday
Z	Full , i.e. 1 hour = 1 hour accrued availability	Used by Dual Contract personnel to show compliance with the Working Time Directive showing periods of Compensatory Rest (see PGN2_12 <a href="#">here</a> )

**Physical Training**

Physical Training should be undertaken at the individual's home station or other approved Service premises (where this can be evidenced).

All standard (i.e. not WDS/On-Call Dual Contract) On-Call personnel who wish to undertake Physical Training will be offered up to 3 hours per week of accrued availability.

WDS/On-Call personnel are expected to undertake P/T on their WDS stations whilst on duty, although when these personnel are on their 12/20 days leave periods they may take up the provision of the 3 hours per week allocation as per the provision for standard On-Call personnel.

When a person undertakes P/T and does not wish to be available during this period they will enter a T code on their personal availability screen and will not be available for emergency calls as per present policy, if they wish to remain available then time will not be credited to them.

The T code will not take any availability off the individual; rather it will credit the individual with availability as per the present C, F and P codes.

The entering of the code T will not be permitted if this has a detrimental effect on the station availability i.e. takes an appliance off the run and personnel should arrange their P/T time when the station crewing permits.



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P/T allocation time of 3 hours will not be accumulated beyond the period of a week and cannot be 'banked' if not taken during that week.

The T code must not be used for any other activity but P/T. If the local On Call manager has sufficient evidence of persons abusing the system, the local manager may retrospectively clear the 'T' code and then enter the appropriate code as per the present policy. If the individual does not wish to undertake P/T, there is no obligation to do so; if this is the case the 3 hours will not be credited to that individual (i.e. no reduction or increase in percentage in cover will occur).

### **Recruitment**

All On-Call Recruitment shall be based upon identified periods of low appliance availability and the assessed Station risk profile. The WM and OLO will advise relevant FSM of recruitment needs based upon the Station Availability Profile.

To support this approach only applicants who can fulfil the appliance availability needs of the Station will be considered. The specified periods of cover needs shall also be communicated to the SSC via OLO for inclusion in the new starters Availability Profile.

Recruitment of On Call Firefighters is in line with the National Firefighter Recruitment Tests (see PGN2\_21D).

### **On-Call Recruitment Process**

#### **1. Identify need for recruitment**

- Watch Manager requests recruitment to SSC
- SSC verify recruitment need based on Station establishment parameters

#### **2. Initiate Recruitment**

SSC Contact Corporate Assurance to advertise on Website/Social media

- All EOI forms are sent to SSC
- SSC send completed EOI to WM to arrange informal meeting with candidate
- WMs instruct SSC to send out Application Forms (or WM hand out candidate application form)
- Completed Application Forms are sent to SSC
- SSC quality assure applications from using the shortlisting sheet
- Successful candidates are informed by SSC and are invited to interview
- Unsuccessful candidates are informed by SSC
- SSC to update WM

### **3. On-Call interview**

- SSC inform WM/SM/HR to arrange interview
- SSC to be informed of outcome.
- Successful candidates are invited to attend a fitness test only at occupational health.
- Unsuccessful candidates are informed

### **4. On-Call fitness test only**

- SSC send letter/email to candidate asking them to make an appointment with Occupational health to have a fitness test.
- SSC to contact Occupational Health notifying them of potential candidate with their information.
- Occupational Health to notify SSC the outcome of fitness test (fitness test valid for 1 year)

### **5. Online Written NFST**

- SSC contact HR to issue online account and carry out Online NFST test
- HR to notify candidate & SSC of result

### **6. Invite to Practical NFST**

- Central training to provide SSC with date of NFST
- SSC to invite candidate to attend NFST
- Central training inform SSC of NSFT results
- Successful candidates are invited to medical
- Unsuccessful candidates are informed by SSC
- SSC to update WM

### **7. Invite to Medical**

- SSC liaise with Occupational Health to arrange Medicals
- SSC send letters/PAR-Q form
- SSC/HR/Occupational Health liaise together on the day of the medical to complete DBS/NFST online verification and results of medical.
- If Successful candidate is appointed
- If unsuccessful candidate is informed
- SSC to update WM

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**SSC create new appointment packs for each candidate**

**On-Call Establishment Parameters**

The following methodology will be used to Control the Establishment number across On-Call fire stations. The methodology uses a % Establishment Threshold linked to the Availability Profiles across a particular station.

An Establishment maximum number of staff/per station has also been determined which provides a clear upper limit parameter for managing the On-Call establishment.

The establishment parameters to be followed when considering recruitment needs are:

- 1 Pump Stations – Establishment Threshold 1000% or 15 staff whichever is reached first.
- 2 Pump Stations – Establishment Thresholds 2000% or 28 staff whichever is reached first.
- 1 TRV Station – Establishment Thresholds 700% or 10 staff whichever is reached first.

In exceptional circumstances the establishment parameters maybe increased at the discretion of the Emergency Response Director (this will be recorded on a decision record).

Each Availability Profile types will attract a % value, which collectively will make up the total station establishment threshold % value which cannot exceed the figures shown above.

The specific Availability Profile values in relation to the Establishment Threshold are:

100 Prime	100%
100 C	97%
100 B	93%
100 A	89%
85 Prime	85%
85 C	82%
85 B	78%
85 A	74%
70 Prime	70%
70 C	65%
70 B	60%
70 A	55%
50	50%
35	35%

The OLO/SSC will maintain a dynamic record of Station Availability Profiles, which will include the level of % Establishment Threshold and baseline Availability Profiles costs of a particular station.

## **Acting Up**

### **Crew Manager to Watch Manager**

To ensure managerial continuity in the absence of the Watch Manager, a Crew Manager shall be authorised to act-up in the following circumstances:

Watch Manager absent due to:

- Annual Leave (minimum 24 hour period).
- Sickness (minimum 24 hour period).
- Fire & Rescue Service Training Course (minimum 1 day duration).
- Other absences as authorised by the relevant Emergency Response Group Manager (minimum 24 hour period).

Acting-up shall only be authorised for absences of a MINIMUM period of 24 hours (except courses where the minimum course duration must be at least 1 day).

Acting-up shall be for both Station management and operational response purposes to provide parity with the WDS approach. Therefore the acting-up payment for EACH 24 hour period will be based upon the differential in pay between the Crew Manager and Watch Manager roles:

(Competent Watch Manager B annual retainer fee - Competent Crew Manager annual retainer fee)/365.

Any duties performed by the designated acting Watch Manager during a period of acting-up shall be paid at Watch Manager B rate.

### **Firefighter to Crew Manager**

Firefighters acting up to Crew Manager for an operational incident payment shall be for:

- the full duration of that attendance; and
- the full duration of any further attendances (whether or not the employee is required to undertake the duties of a higher role), up to the expiry of the period of continuous cover being provided, subject to that period not exceeding 24 hours from the commencement of the attendance referred to in (a) above."

On occasions it may be necessary for surplus on duty WDS staff to act-up on On-Call appliances where a station has both WDS and On Call crewed appliances. Should this occur the following guidance applies.

- Acting up pay will only be triggered by an emergency response turn out.
- Should an individual turn out in an 'acting up' capacity he/she will receive 'the appropriate acting up payment applicable to their WDS shift period.

## SERVICE DELIVERY SUPPORT MANAGEMENT OF ON CALL DUTY SYSTEM

- Payment should be claimed using [Form PER09](#), clearly stating acting up pay for On Call turn out quoting the incident number of the first incident responded to in an 'acting – up' capacity during the WDS shift.

### 5. WORKFORCE RATIOS

The varying types of Availability Profiles available to On Call staff influence the strength of establishment at each fire station. For example a station where staff are predominantly profiled to 100/high efficiency profiles, the establishment will be relatively low compared to a station where most staff are on the lower level/low efficiency Availability Profiles.

To ensure an appropriate level of supervision a Firefighter/Crew Manager ratio of a minimum 5:1 should be maintained if possible. Where stations exceed this ratio an appropriate number of Firefighters shall be temporarily promoted to Crew Manager to maintain the ratio. A temporary appointment would only be authorised for supervision of a minimum of five Firefighters.

#### **Examples**

- A two pump fire station has 19 Firefighters – the number of Crew Managers would remain at three substantive Crew Manager. This would provide a ratio of  $19/5 = 3.8$ .
- A one pump fire station has 16 Firefighters – though exceeding Establishment parameters the principle would remain with the number of Crew Managers being – two substantive plus 1 temporary Crew Managers. This would provide a ratio of  $15/5$  (Firefighter establishment reduced by 1 due to one temporary promotion) = 5:1.
- A two pump fire station has 28 Firefighters – the number of Crew Managers would be – three substantive plus 2 temporary Crew Managers. This would provide a ratio of  $25/5$  (Firefighter establishment reduced by 3 due to three temporary promotions) = 5:1.

#### **Competence**

- Mandatory Course Attendance
- To be completed including TNA

#### **Competency Recording**

- To be completed

#### **Development Sessions**

- Three hour drill night for discussion

**SERVICE DELIVERY SUPPORT  
MANAGEMENT OF ON CALL DUTY SYSTEM**

This procedure applies to all instances where time is accrued by an individual with regard to a failure to attend programmed Development Sessions. Permitted absence from Development Session with pay includes:

- Periods of sickness;
- Annual leave up to 4 Development Sessions in any one calendar year for personnel with less than four years' service. For personnel with 5 or more years' service this rises to 5 Development Sessions;
- Internal or external fire and rescue service courses of 3 or more day's duration falling across a Development Session.

All other absences would be unpaid unless the time was made up through the Secondary Development Session (formerly Pre-arranged) process. Notwithstanding this all On Call personnel have a contractual obligation to attend a 2 hour Development Session each week to maintain competence; therefore simply missing a Development Session without pay on a regular basis is not an option. To provide personnel the necessary flexibility to maintain their obligations and competences the following Secondary Development session procedure is provided:

All Secondary Development Sessions must be requested within a period of 24 hours before the programmed development period starts, on the Secondary Development Session request form PER 45, or in exceptional circumstances by telephone, failure to do so will result in being marked absent.

Secondary Development Sessions will normally only be approved for work or exceptional circumstances at discretion of the Watch Manager. Leave should be taken for other circumstances.

All outstanding Secondary Development sessions must be completed within 28 days; failure to observe may result in a submission as absent with loss of payment.

Secondary Development Sessions will be limited to 13 periods per year (25% of development sessions) and should not exceed more than three in any calendar month. Personnel seeking additional sessions must do so in writing to the relevant Emergency Response Manager, outlining their circumstances.

Each Station will facilitate a Secondary Development Session as and when required which will be timed to accommodate as many personnel as possible and must be supervised by a Crew Manager or Watch Manager.

If personnel are unable to repay their time owed within their own station's system the option is available to attend at another station on that station's Development Session or Secondary Development Session. This must only be used as a last resort as it is obviously preferable to train at an individual's own station.

If attending a Development Session at another station, personnel must contact the Watch Manager of that station in advance to ensure that the planned evening will be beneficial to the individual's maintenance of competence needs.

When using the option of a Secondary Development Session at another station, personnel must attend at the other station for the full 2 hours and must complete PDRPro at the time of training. Excess travelling expenses will be paid, but travelling time will not.

## SERVICE DELIVERY SUPPORT MANAGEMENT OF ON CALL DUTY SYSTEM

All personnel must have regard that Secondary Development Sessions are to increase flexibility for individuals to maintain competence. They must not be seen as the primary means of development session attendance. Development Session attendance is a critical element of skills maintenance; consequently, where individual's fall four or more Development Sessions in arrears (not including those missed legitimately for payment) they shall be set a target for improvement by their Watch Manager to remedy the shortfall.

It is the responsibility of Watch Managers to monitor Development Session attendance. In addition Watch Managers shall inform FSM on repeated instances of poor attendance and actions to remedy.

### **Primary Employment as LGV Drivers**

[The European Union Regulation 561/2006](#) governs the rest periods that must be taken by those who are employed as mobile workers with Large Goods Vehicles (LGV).

The Regulation sets out requirements in relation to individuals who have primary employment as LGV drivers (an in scope driver) of 'in scope' vehicles. The Regulation also provides guidance on the secondary employment of full time or part time employees as divers of 'in scope' vehicles.

In essence the Regulation restricts the amount of time that a mobile worker can work by laying down that such workers must have 11 hours rest in every 24 and a clear 48 hours weekly. Mobile workers are those defined as those who drive goods vehicles over 3.5 tonnes or passenger vehicles for more than 9 persons including the driver.

Responsibility for compliance with the Regulation lies with the individual and the Primary employer.

An in scope driver, driving fixed hours and who works the full permitted hours per week for their Primary employer is most unlikely to be able to provide sufficient cover as an On-call employee other than in exceptional circumstances.

Employees of the Service (On Call and WDS) who wish to be, or are already, engaged in outside employment that involves driving (whether or not they are in scope of the EU Driving Time Regulation) must inform the Service using form PER 27 Notification of Outside Employment in Off Duty Periods ([here](#)).

Other than in exceptional circumstances, the Service will not employ anyone whose other employment is full-time or close to full-time and within scope of the Driving Regulations.

Existing employees on the On-Call must fulfil the following minimum criteria in order to continue to work for the Service whilst also carrying out external driving duties:

- Be in compliance with the Driving Time Regulations in taking suitable rest periods.
- Discuss your situation with your FSM to ensure you meet the needs of the Service.

**If you require any further guidance in relation to this Policy,  
please contact Human Resources**