



# ON CALL REPORT

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<b>Project/Programme Name</b>	On-Call Project
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<b>Start Date</b>	February 2020

## INTRODUCTION

Throughout the UK it is clear that use of On-Call Fire fighters is invaluable in protecting communities efficiently, they are dedicated men and women who give above and beyond their normal work day to protect their local community.

This is true within Surrey where the effective combination of our Whole time and On-Call staff ensures that the public of Surrey are protected when emergencies occur.

It is nationally recognised that recruitment of On-Call staff and the running of efficient and effective On-Call Units is a complex subject. The HMICFRS in their report state of Fire and Rescue 2019 specifically identified On-Call recruitment as a national issue.

Surrey Fire and Rescue Service (SFRS) have engaged with several partners to gather best practice and views from critical friends to address this complexity and has specifically considered the national recommendations within the HMICFRS The State of Fire & Rescue Report and the Sir Ken Knight Report (Facing the Future -2013).

SFRS wants to see a thriving On-Call team that are ambassadors for the service in their local communities working alongside our Community Prevention and Protection teams as well as providing a response to emergencies.

To do this we know that we need to do things differently and therefore the purpose of this report is to outline both how we intend to change the way that we recruit and retain On-Call Firefighters, what we are already changing and the support we will require to be able to do this effectively.

## NATIONAL RECOMMENDATIONS, ASSURANCE AND BEST PRACTICE

The following recommendations, assurance and best practice have been brought together to inform the work that has been taken forward:



Surrey Fire and Rescue Service engaged with several partners to gather best practice and views from critical friends. The service has specifically taken into account the national recommendations within the HMICFRS The State of Fire & Rescue Report and the Sir Ken Knight Report (Facing the Future -2013).

The Service invited Sir Ken Knight CBE, QFSM, DL, Ex-Commissioner of the London Fire Brigade and Commissioner for the London Fire and Emergency Planning Authority and Tristan Ashby, Chief Executive Officer of the Fire and Rescue Services Association (FRSA) to act as 'critical friends' and review our work and share their recommendations. We have also worked closely with the NFCC On-Call Strategic forum and the On-Call Working group.

We engaged with other fire services directly, through NFCC On-Call working group and via NFCC On-Call Workplace forum, where best practice is shared. Via that forum we have been able to benefit from an MBA dissertation that is a case study on the retention of On-Call Fire Fighters. It looks at why On-call Fire Firefighters might leave, why they might stay and what practices could be adopted by services in the future. Although it was focused on Devon & Somerset Fire and Rescue the results were reviewed by the Surrey On-Call Support Officers and those relevant to our service have been adopted into the project.

The service had been fortunate to benefit from the best practice of other Fire services and have been actively engaging with them to learn from their experience and adapting their success to our specific circumstances in Surrey.

## ON-CALL STRATEGY

The On-Call project was started to address specific issues that our service was facing. While we are making good progress on these areas, we have learnt from our research and the national recommendations that change within On-Call requires longer-term strategic activity as well as the practical changes we are putting in to place. We have also learnt that changing culture, ways of working and the systems around On-Call will take time with most changes averaging between 3-5 years to reach a place of 'success'. Therefore, we have updated our key deliverables to reflect these strategic changes.

We believe that in order to make long-term and long-lasting changes we need to take the following strategic direction for our service:

- Establish On-Call as a countywide resource.
- Remove the internal divisions and ensure On-Call is seen as a clear route of entry into any area of the Service and we will guarantee equitable recruitment processes and training opportunities.
- Capitalise on existing skills and community benefits

### **Countywide resource**

- Create and recruit On-Call Community Resilience roles and use the border of Surrey as the catchment area with the option to ride an appliance as the service needs.
- Target diverse community groups.
- Target established businesses within the local area, i.e. supermarkets, car dealerships, etc. to promote business benefits of having a firefighter as a member of staff.
- Adapt On-Call Fire Stations to enable to staff to have facilities to stay overnight or work out of an On-Call Unit - subject to compliance with Working Time Regulations.
- Improve facilities to allow day working in primary role from Fire Stations

### **Remove the divisions**

- Remove the terms On-Call and Wholetime from the Service and refer to all as a Firefighters.
- Implement the same recruitment process for On-Call
- Review processes, systems and policies for impact to On-Call
- Ensure On-Call equitable training opportunities given they will have primary employment.
  - Review L&D provision.
  - Improve use of technology.
- Ensure that On-Call aren't just used as standby but also get included in priority calls.

### **Utilise existing skills and community benefits**

- Ensure we capture existing skills on entry and retain information for future recruitment.
- Discuss with firefighters how their skills can help the Service (Link to career pathways).

- Locating a Frontline/Special Appliance at a primary workplace. Works with a big employer who have a significant number of staff on site.
- Utilise Cadets to promote locally but also to invite parents to apply to be On- Call.

## REQUEST TO MINISTERS/POLITICAL PARTNERS

There are many changes within our service that have been identified and changes are being implemented. However, there are areas outside our service that we need the support and influence of our minister and political partners to enable change.

### Employers

To incentivise employers for having and retaining On-Call members of Staff. To provide the means of being able to make it beneficial for the business, so this is not out of the Fire and Rescue Service (FRS) budget.

For example:

- After the COVID-19 pandemic, could there be a benefit for employers that retain staff that are On-Call firefighters (Periodic payments directly to businesses).
- Reduction in insurance premiums for employer, recognising skills of On-Call firefighters.
- Reduction in business rates.
- Subsidised annual leave for On-Call firefighters, enabling initial and ongoing training to take place.
- Subsidised vehicle purchases, maintenance/service vouchers, etc. where used by On-Call firefighters.

### On-Call Firefighters

Incentivise individuals to become On-Call firefighters, again not via FRS budgets. For example, via:

- Tax benefits.
- Reduction in insurance premiums.
- Subsidised private vehicle purchases, maintenance/service vouchers, etc.
- Subsidised fuel.

### Changes to Legislation and Guidance

- Enable FRSs to provide blue light response capabilities on individual's private vehicles, to improve response times into Fire Stations.
- Review the National Terms and Conditions of firefighters (The 'Grey Book'), to enable pro-rata payments of availability, irrespective of predetermined availability levels, i.e.  $\frac{3}{4}$  or full unit availability only.

## **Scholarship and Apprenticeship**

Funding and support to create scholarships to join the FRS with activities in Services contributing to college/university credits. Benefits are broader than On-Call duty system and could enable direct entry at differing levels of a given Service, including fast track processes.

## NATIONAL RECOMMENDATIONS

The following recommendations have been made:

<b>Sir Ken Knight Report Recommendations</b>	On-call staff to crew the second pump in two-pump stations, providing the weight of attack and resilience for subsequent calls
	Review response times and the distance of an on call firefighter from a station
	Using electronic rostering and availability systems which provide easy monitoring/ Selective alerting
	Support for on call staff: Introduce Retained Station Support Officers, wholtime Watch Managers who are available to On-Call staff and champion their roles.
	A blended approach to training to a common competency standard, and the development of web-based e-learning packages.
<b>In Conversation with Sir Ken Knight Recommendations</b>	Facilitate On-Call Fire Fighters's periodically doing a paid shift at a Wholtime Fire Station
	Comprehensive exit interview for people leaving the On-Call.
	Utilise On-Call Fire Fighter's where the turn-in times are an obstacle, to resource a relief crew whose mobilisation time could be 1-2 hours.
	Offer On-Call opportunities which involve a lesser commitment than the current 54/90 ¾ Unit- this will attract a wider more diverse group of candidates.
	On-call as co-responders or undertaking other tasks for the community.
	Staff consultation - key to staff being committed to it in the future.
	Optimise community engagement, Fire Stations used as libraries, crèche, food bank, hate crime reporting centre, etc.
	A regional bringing together a larger cohort of recruits for their basic training
<b>In Conversation with Tristan Ashby FRSA Recommendations</b>	Focus was treating On-Call firefighters the same as Whole Time – too much stick never worked...
	Retained impact assessment for every policy
<b>State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019</b>	More innovative ways to develop and maintain the skills of these firefighters – so that there is no difference between the On-Call & Whole Time
	Put in place mechanisms to better manage, support and develop staff.
	Services need to be innovative at reaching out to the widest possible pool, to make sure they have enough staff to keep this model viable.



	On-Call units to carry out Safe & well visits
	Providing greater flexibility in working arrangements and considering other incentives, such as financial.
<b>HMICFRS Surrey Inspection</b>	More needs to be done in relation to on-call recruitment, and to attract and recruit a more representative workforce.
<b>HMICFRS Surrey Inspection Revisit Letter</b>	Greater priority has been given to the recruitment of wholetime firefighters. We did not find the same leadership drive and determination in relation to increasing the recruitment of on-call firefighters”
<b>Devon and Somerset Fire and Rescue Service – MBA Dissertation: Factors impacting the retention of On-call Firefighters By Joe Hassell September 2019</b>	Explore feasibility of increasing access to increase financial reward such as prevention & protection work which may also assist with recruitment and increase community awareness of the role of an On-call Fire Fighter.
	New family engagement practices such as social and recognition events should be devised and implemented to increase family links.
	An opportunity to work closer, interchange roles with, and if feasible transfers into Whole Time posts.
	Opportunities for personal and professional development such as instructor qualifications that gives parity with WT equivalents
	Gratitude from managers for how much of their lives they committed to the organisation. A simple ‘thank you’ is both easy and free to implement.
	Increasing realistic, challenging, practical training and revising the exercise strategy to make it more realistic.
	Designing and implementing consistent, service-wide realistic job previews for new joiners to prepare them for the challenges of work/life balance

## GOOD PRACTICE & LESSONS LEARNT

The majority of evidence was gained from the following services, some of which were considered by the HMICFRS as high performing with regards their On-Call models; Shropshire, Devon and Somerset, Essex, Cambridgeshire, Lancashire, West Sussex, Hertfordshire and Kent Fire & Rescue Services.

MBA case study: Devon and Somerset Fire and Rescue Service

### MBA case study: Devon and Somerset Fire and Rescue Service



#### Factors impacting the retention of On-call Firefighters

- Despite the depth and breadth of theory, there is universal agreement that there are no definitive models or practical 'off the shelf' solutions readily available to solve turnover issues.
- There is limited, published research on the FRS retention as a whole, and even less, if any on the UK OCF model

#### The primary factors that influenced participants to remain:

- the enjoyment of responding to emergency incidents, helping the community, teamwork, practical training, the social environment at the station, the supportive leadership style of their line managers.
- Other factors that were also important to participants was the sense of status and pride they received from their families, friends and the community.



### Factors that influence Firefighters intention to quit

No singular reason for quitting, however there were key factors that participants believed would influence them to quit.

The primary factor was negative work/life balance, in particular

- a lack of flexibility of hours,
- the pressure to be available

Other factors that would be influential in turnover decisions are:

- the lack of reward, either through uncompetitive pay or lack of recognition,
- the lack of influence and engagement over work tasks,
- unengaging, unrewarding and repetitive training
- decline in emergency incidents.



### Shropshire Fire and Rescue Services

- Majority Rural with mainly On-call Stations
- One of the highest performing Services providing On Call Fire cover, averaging 98.6% Fire cover availability via On-Call units.
- They offer 75% (3/4 unit) for 80 hours and 100% (whole unit) for 120 hours and are actively investigating new contracting options.
- They have a large team of fulltime contract- (not whole time) on call support officers who also cover a large development/ training element.

#### **Key learnings for Surrey**

- A cultural change that gives their managers much more autonomy to manage their units and personnel & their units to run their own shift system to try to give the most effective levels of availability.
- Flexible drill nights with additional hours for development.
- High level awareness of the On-Call model through organization
- Their support team have a direct link with their Fire control to ensure levels of Fire Cover are maintained at the start of each day.

### Devon and Somerset Fire & Rescue Service

- Predominately rural with mainly On-Call Stations
- Trialed flexible contract (30 hours to 120 hours per week) at 7 stations for a year with positive results in morale & efficiency & investigating selective alerting
- Offer three types of crewing,
  - Pay for Availability Crewing (paid for the actual hours of availability per week) used where the Service requires the asset to be available to meet the Service requirements
  - Special Additional Crewing used at stations where low priority Special Appliances are located.
  - Normal Additional Crewing is where a Service asset is not required based on risk, but staff have made themselves available.

**Key learning for Surrey:** A change in culture towards more autonomy will take time to embed.

## Essex Fire & Rescue Service

- Predominantly Urban with mainly On-Call Stations
- Dedicated Project team (6) trying to change and implement a new contract for over 4 years.
- Main blocker has been with breakdown in communications with the FBU and anything outside of Grey Book is not being supported.
- They offer banded contracts
  - 75% retainer for 80 hours
  - 100% retainer for 120 hours.
- This is affecting retention and recruitment due to its lack of flexibility and attraction.
- Several flexible models are in consideration and have instructed an external company to give in depth analysis and modelling on the preferred contract options – this has been at a significant cost to the Service.

## Cambridgeshire Fire & Rescue Service

- Predominantly rural with mainly On-Call Stations
- They offer:
  - 100 core hours band with 70 hours specified by unit manager - 100% retainer
  - 85 core hours band with 60 hours specified by unit manager- 75% retainer
  - 70 core hours band with 50 hours specified by unit manager- 75% retainer
- Increased their efficiency by a restructure of the On-Call support team to include a Group Commander, Station Manager A's, Flexi Station Manager B, 2 x Watch Commanders & 2 x Crew Commanders.
- Honorariums are awarded for undertaking and completing driver qualifications and supervisory Officer qualifications – this has had a very big impact in units availability levels. They have included Wholetime with the honorariums.

### Key Learnings for Surrey

- Change in culture to ensure that the unit managers feel empowered to manage their respective units taking into account the units' unique requirements.
- They stated that an increase in autonomy has been beneficial to all personnel and a staff survey has shown that their employees are much happier with the culture shift and Honorariums for additional skills.

## Lancashire Fire & Rescue Service

Predominantly Rural.

- Contract ranges from 42 to 120 hours with the typical being a 75% retainer fee for over 80 hours per week – They offer a below 75% retainer (non-grey book) contract, down to the 42 hours
- Typical reasons why On-Call Fire availability is reduced is; Lack of Supervisory officers, Lack of Personnel, Lack of BA wearers &/or drivers.
- They have an On-Call support team that assists with management, development and they provide fire cover where required to assist in covering identified shortfalls.

## West Sussex Fire & Rescue Service

Predominately rural with mainly On-Call Stations

- Dedicated Crewing Optimisation Group (COG) and Retained support team of 15 that cover Crewing shortages and offer support and development to units.

They offer

- 36-hour for Day Staff with a reduced retainer (50% retainer),
- 50-hour band (75% retainer) mainly for dual contract personnel, with local arrangements agreed where it suits employees.
- 80-hour band (75% retainer)
- 120-hour band (100%) retainer.
- Allow entire establishment to 'Turn in' for Fire calls and allows up to 6 to ride – this does cause frustration and a potential retention issue
- Retention is an issue with a high percentage leaving within the first 6 months due to time it takes to get trained. New recruits train to a basic level for two weeks then given 'Ticket to ride'. It can then take over a year to get them fully trained (BA, RTC etc).
- The contract has limited flexibility.
- Good migration policy into Whole-time which attracts On-Call who often remain On-Call following their Whole-time appointment.

### Selective Alerting

## Hertfordshire Fire & Rescue Service

"Flexible Mobilising" introduced as policy as part of IRMP in September 2018

- Used across the service at times of high resource demand. Paired stations with not enough crew to be on the run - at times of need, mobilised to their paired station in order to make-up the crew for an appliance to become available
- Manual process in Control in order to instigate but understood not to be too onerous.
- Utilised on 35 occasions in 2019 but not only used to paired stations – on more than one occasion 3 stations crews were combined.
- 19 out of 20 On Call Stations, when asked in a survey, thought that Flexible Mobilisation was a "good" system
- Control instigate Flexible Mobilisation manually (using Vision) and have to interrogate Rappel manually to explore its potential use. Further interrogation into how onerous this manual process is for Hertfordshire explored.

### Key learnings for Surrey

Due to similarities in systems used (both use Rappel as crewing software and both Controls use Vision), a similar proposal for Surrey was explored.

Flexible Mobilising leading to an evidenced uplift in On Call availability and said to have increased morale across the On-Call units

## Kent Fire & Rescue Service

### “Romney Marsh project – Cluster Resilience”

- Aimed to solve issues with On Call crewing specifically within the Romney Marsh area which included 4 On Call stations
- Plan was to “stand-up” crews of otherwise off the run appliances during high resource demand in the area and on occasion to have On Call personnel from other stations stay on other stations to make up the crew (not just at times of high demand)
- Crewing software - Storm
- Use Police based mobilising system – Kronos – but unfortunately it couldn’t be configured to enable Control to utilise it easily. Pilot abandoned at this point.

**Key learning for Surrey:** Highlighting of how pivotal crewing and mobilising system was to the success (or failure) of the project.

## PROJECT BACKGROUND

### Context of On-Call in Surrey

Within Surrey there had historically been a gap in the On-Call Support role until the appointment of the Head of On-Call in 2018 and subsequently 1 On-Call support officer. This has been further supplemented by the appointment of a further 3 On-Call support officers, but on a temporary basis. The funding for these posts is currently being met by existing vacancies. A business case is progressing through the service governance structure to substantiate these posts with dedicated funding identified.

Due to the demographics within Surrey it has been difficult to recruit to establishment within On-Call. Surrey Fire and Rescue (SFRS) is committed to improving recruitment, retention and availability by tackling the root causes which include the following:

- Limited recruitment pool due to turn in time, limiting candidate pool
- Remuneration/high time commitment
- Contract restrictions and working practices
- Lack of supportive primary employers (for 3 of 10 Units the 24/7 stations)
- Utilisation of current IT

The HMICFRS inspection of Surrey specifically identified the need for Surrey to focus on retention and recruitment of On-Call and emphasized its importance in their revisit letter.

While this project is supportive of the aims in the Making Surrey Safer Plan (MSSP), the improvement of on call availability is not a critical success factor in the completion of the plan. Current On-Call availability levels will still allow the MSSP to be delivered effectively.

The outcomes of the On-Call project should help alleviate these difficulties through focusing on the following areas:

- Infrastructure
- Contracts & Working practices
- IT & Mobilising
- Recruitment & Retention

## PROJECT AIMS:

Increase and maintain a steady recruitment, retention and availability of On-Call Firefighters.

- Improve cover specific to station requirements.
- Ensuring cover is predictable and meets service needs
- Improve ease and success of recruitment
- Review of the recruitment/induction process for potential improvement
- Review contracts and working practices
- Develop Infrastructure -review IT provisions as needed, stations fit for purpose, equipment & vehicles, team coordination.
- Optimisation of processes and utilisation of pagers, to enhance their use including review of the rostering system and mobilising.

## BUSINESS OBJECTIVES

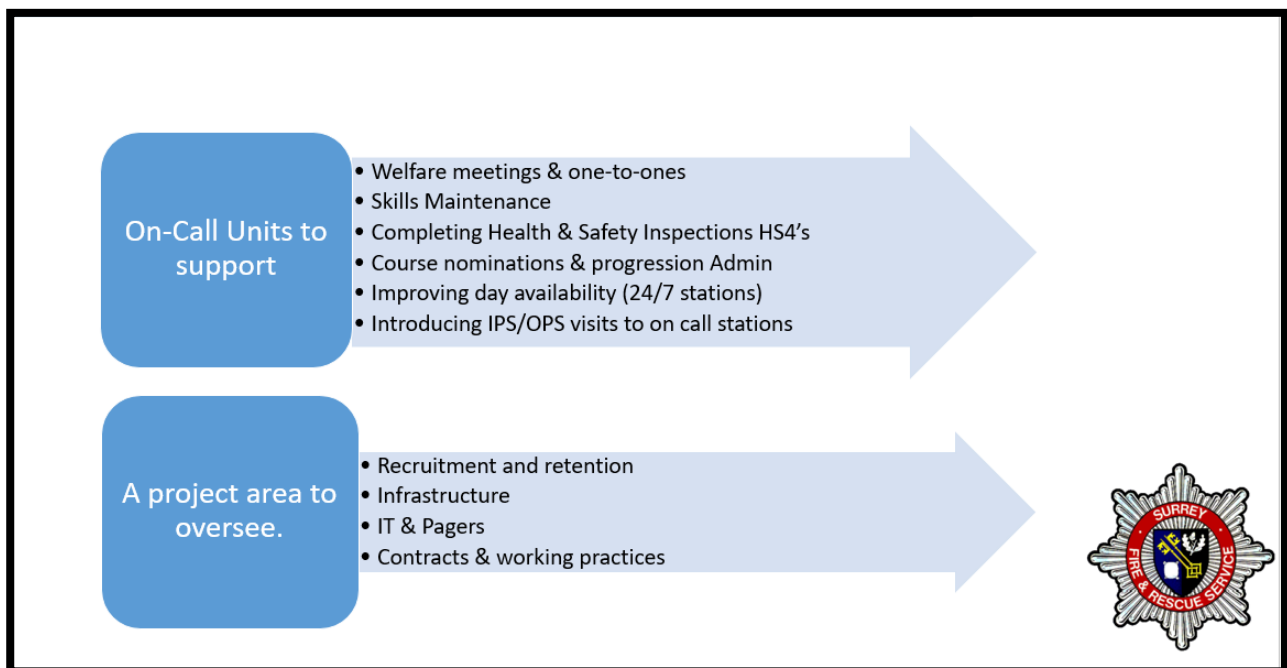
- Stable and predictable On-Call cover
- Increasing and developing staff to ensure the correct mix of available skills and improved establishment levels
- Substantiating On-Call support within the service providing additional middle management capacity on an ongoing basis.
- Improve coordination between Wholetime and On-Call resources



## OUR APPROACH

The On-Call personnel require specific support for their role for them to feel valued and remain in post. The appointment of the On-Call Support officers and the relationships they have built up with the On-Call Units has helped to move forward a huge amount of progress. Even despite the delays of the Covid-19 pandemic we have been able to make progress and meet our key deliverables for August 2020.

Each of the 4 On-Call support officers had their roles were split into:



## IMPACT OF COVID

Like many others the lockdown restrictions and redeployment of staff has delayed project activity. However due to lockdown restrictions we saw an overall increase in availability as more firefighters were available during the day.

- On-Call Project put on hold
- On-Call Support Officers redeployed for 2 weeks
- Project manager redeployed to PPE cell for 7 weeks
- Delays to project deliverables such as training, infrastructure work and local recruitment.
- Delays in dependent projects
- New recruit training pushed back to August start
- General improvement in Availability



## PROGRESS AGAINST RECOMENDATIONS

Recommendation	Progress
HMICFRS Inspection & revisit letter regarding recruitment	<ul style="list-style-type: none"> <li>✓ Dedicated Project stream &amp; On-Call officer dedicated to this area</li> <li>✓ Recruitment Comms plan in place and work starting in conjunction with Wholetime</li> <li>✓ Community recruitment campaign on target for when lockdown is eased</li> <li>✓ Condensed course in place for August</li> <li>✓ Successful recruitment campaign for September 2020 course</li> <li>✓ New contract options generating interest amongst potential new recruits.</li> </ul>
<p>Increasing access to increase financial reward such as prevention &amp; protection work</p> <p>On-Call units to carry out Safe &amp; well visits</p>	<ul style="list-style-type: none"> <li>✓ During Covid- 19 On-call units where trained up to do checks on vulnerable residents</li> <li>↑ <b>Next activities:</b> Investigate the application of this learning into safe &amp; well visits</li> <li>↑ Investigate viability of Operational Community resilience staff based out of an On-call Station to improve availability and increase links between On-Call and prevention activities.</li> </ul>
Staff consultation - key to staff being committed to it in the future.	<ul style="list-style-type: none"> <li>✓ Improved communications through appointment of On-call staff</li> <li>✓ Extensive consultation to identify project priorities</li> <li>✓ SharePoint site set up to improve easy of consultation and sharing information</li> <li>✓ Ongoing consultation by a variety of methods: - online surveys, face to face meetings, online web meetings and phone calls &amp; attending drill nights to support and to ask &amp; answer questions <ul style="list-style-type: none"> <li>○ 15 Q&amp;A meetings (face to face &amp; online) with all units (some revisits),</li> <li>○ Over 40% response to the online survey (directly &amp; by email)</li> </ul> </li> </ul>
Development of web-based e-learning packages.	<ul style="list-style-type: none"> <li>✓ E-learning package offered via SCC</li> <li>✓ Induction package in development for all staff</li> </ul>
Optimise community engagement, Stations used as libraries, crèche etc.	<ul style="list-style-type: none"> <li>✓ Progress is being made, area for future investigation</li> </ul>
On-call as co-responders or undertaking other tasks for the community.	<ul style="list-style-type: none"> <li>✓ Investigations into this have begun but is now on hold as a National issue</li> </ul>

<p>Support for on call staff: Introduce Retained Station Support Officers</p> <p>Put in place mechanisms to better manage, support and develop staff.</p>	<ul style="list-style-type: none"> <li>✓ Positive relationships built with On Call Support Officers</li> <li>✓ Providing a Junior Office role and Unit Manager role for under established Units.</li> <li>✓ Welfare Meetings, One to Ones and Mentoring Unit managers.</li> <li>✓ Triage for manual implementation of selective alerting</li> <li>✓ Supporting Skills Maintenance, Supporting Skills Maintenance</li> <li>✓ All HS4's completed for the units Crewing of appliances - Improved operational availability</li> <li>✓ Introducing IPS/OPS visits to on call stations</li> <li>✓ <b>Next activities</b> to confirm substantive On-Call posts and investigate increasing the breadth of the Support teams to include firefighters to promote Whole time &amp; On-Call mixing</li> </ul>
Using electronic rostering and availability systems which provide easy monitoring/ Selective alerting	<ul style="list-style-type: none"> <li>✓ Project stream &amp; On Call Officer dedicated to this area,</li> <li>✓ New Mobile Data Terminal (MDT) Training for all On-Call personnel and reconfiguration of new pagers allowing differentiation between Fire &amp; Stand-by to all On-Call stations complete</li> </ul>
Crew the second pump in two-pump stations.	<ul style="list-style-type: none"> <li>✓ In place</li> </ul>
Facilitate On-Call FF's periodically doing a paid shift at a Wholetime Fire Station	<ul style="list-style-type: none"> <li>✓ In place</li> </ul>
Resource a relief crew whose mobilisation time could be 1-2 hours.	<ul style="list-style-type: none"> <li>✓ In place</li> </ul>
An opportunity to work closer Whole Time posts.	<ul style="list-style-type: none"> <li>✓ In place</li> </ul>
Reaching out to the widest possible pool.	<ul style="list-style-type: none"> <li>✓ Turn in times extended for 3 stations to increase recruitment scope</li> <li>✓ Mobilising control aware of turn in changes and working to establish impact.</li> </ul>
Comprehensive exit interview for people leaving the On-Call.	<ul style="list-style-type: none"> <li>✓ In place, reviewed quarterly</li> <li>↑ <b>Next Activities</b> Work with People &amp; OD to capitalise on this information</li> </ul>
Offer a lesser commitment than the current 54/90 ¾ Unit- Providing greater flexibility in working arrangements and considering other incentives, such as financial.	<ul style="list-style-type: none"> <li>✓ Project stream dedicated to this areas, proposed contract options to provide greater flexibility in working arrangements with Workforce Working group for feedback, next activities to pilot agreed options.</li> <li>✓ Pursuing other considering other incentives, such as honorariums.</li> <li>✓ We have begun conversations with Surrey County councils Finance teams to identify the process and mechanisms for change for council tax.</li> </ul>
Focus was treating the same as whole time	

	<ul style="list-style-type: none"> <li>✓ Working with P&amp;OD to review recruitment &amp; induction processes to bring them into parity with Wholetime</li> <li>✓</li> </ul>
Opportunities for personal and professional development with parity to WT equivalents	<ul style="list-style-type: none"> <li>✓ In place</li> <li>↑ <b>Next Activities</b> – create more opportunities by using evenings and weekend</li> </ul>
On-Call impact assessment for every policy	<ul style="list-style-type: none"> <li>✓ In discussion with Operational Policy and Assurance Working Group</li> <li>✓ Supported Equality &amp; Diversity Lead</li> <li>✓</li> </ul>
Develop and maintain skills– so is no difference between the Job previews On-Call & Whole Time	<ul style="list-style-type: none"> <li>✓ Skills development and requirement are the same between On-Call &amp; Wholetime</li> </ul>
New family engagement practices such as social and recognition events	<ul style="list-style-type: none"> <li>✓ Delayed due to Covid</li> <li>↑ <b>Next activities:</b> Canvas On-Call units to identify which activities would be appreciated and appropriate</li> </ul>
Gratitude from managers. A simple ‘thank you’ is both easy and free to implement.	<ul style="list-style-type: none"> <li>✓ Inclusion in official coms on social media etc is part of the internal comms review</li> <li>↑ <b>Next activities:</b> A planned rota of SLT to visits to On-Call Units is in discussion</li> </ul>
Increasing realistic, challenging, practical training and revising the exercise strategy to make it more realistic.	<ul style="list-style-type: none"> <li>✓ Smaller 2/3/4 pump exercises organised locally between stations are being planned, which promotes enjoyment/achievement and confidence in operational abilities. Also improving morale and relationships between different stations.</li> </ul>
Designing and implementing consistent, service-wide realistic job previews for new joiners to prepare them for the challenges of work/life balance	<ul style="list-style-type: none"> <li>✓ Job previews are part of the recruitment comms plan to help support and encourage suitable applications</li> </ul>

## KEY DELIVERABLES AUGUST 2020

- ↑ Confirmation of substantive On Call Support Officers
- ✓ Pilot Contract with Workforce Working group
- ✓ New pager configuration, allowing differentiation between Fire & Stand-by calls completed
- ✓ New Mobile Data Terminal (MDT) Training for all On-Call personnel
- ✓ August course running with 6 - modified approach
- ✓ Recruitment campaign for January 2021 course in place (Impacted by Covid)
- ✓ Facilities work plan in place, with SCC for action
- ✓ Turn in times reviewed

## KEY DELIVERABLES APRIL 2021

### Strategic Deliverables

- On-Call to Wholetime Migration Pathway established
- On-Call has the same recruitment, standards and process as other firefighters
- Training opportunities reviewed and specific guidance given to support On-Call.
- Complete a skills audit on existing staff and ensure details are routinely captured and updated

### Project Deliverables

- On-Call Availability showing consistent improvement
- Improved recruitment and retention rate for On-Call
- Revised and improved recruitment process
- Complete negotiations & approval following the Pilot contract
- Linking working practices to the new On-Call contract
- Flexible Mobilisation of special appliances at home and other stations utilising selective alerting.
- IT and infrastructure fully consider requirements of On-Call

### Strategic Deliverables

- On-Call Career Pathway established as clear route of entry into any area of the Service
- On-Call have equitable training opportunities to their Wholetime counterparts
- Complete a skills audit on existing staff and ensure details are routinely captured and updated
- On-Call roles in community Resilience's and as a countywide resource in place.

### Project Deliverables

- Full Flexible Mobilisation –match and mobilise stations for standby & relief purposes, utilizing selective alerting.
- New On-Call contract/s in place, meeting Service needs & requirements
- Flexible and adaptable On-Call service to meet future and changing needs
- Fully cohesive and unified workforce (On Call and Wholetime)
- Unit demographic that is reflective of its community

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