

## Type 1

### “Reasonable endeavours” cover

Relevant staff members, such as student services managers or service directors, are asked to be available to take a call or respond out-of-hours on an informal basis.

There is no expectation that these staff members will be ‘work-ready’ at all times (for example, they are not required to remain near to campus, refrain from drinking alcohol, ensure they have strong mobile coverage, etc.). Often, the calls are made to staff members’ own work or personal mobile numbers.

Type 1 arrangements may be compensated through paid overtime (standard or enhanced rate) or through time off in lieu, or may simply be seen as an expected part of working an annualised hours contract.



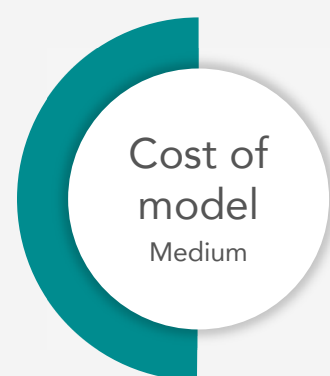
## Type 2

### “Rostered on-call” cover

Relevant staff members, such as student services managers or service directors, are placed on a roster for out-of-hour cover.

With type 2 arrangements, it is more likely that there will be expectations set relating to ‘work-readiness’ (for example, remaining near to campus, refraining from drinking alcohol, maintaining strong mobile coverage, etc.) when a staff member is on-call. It is also more likely that a shared on-call mobile phone or number will be used, which gets rotated or redirected to the person who is on-call.

Type 2 arrangements are often compensated through an additional annual pay supplement or honorarium added to salary.



## Type 3

### “Scheduled shift” cover

Relevant staff members are scheduled to work out of hours – not just on an on-call basis, but as part of their normal pattern and often on-site.

May be more likely to operate at student-facing (practitioner/supervisor) level – for example, with security team leaders or student services practitioners working nights or covering out-of-hours drop-in.

Type 3 arrangements requires a shift model to be funded and set up, with large enough pools of staff for consistent cover. (Those working on a type 3 basis may also need the ability to seek advice from a more senior member of staff, when needed, via a type 1 or 2 arrangement.)



## Type 1

### “Reasonable endeavours” cover

#### Potential advantages:

- Often the most cost-effective model
- Can be a good choice when the on-call requirement is very rare (for example, once a fortnight)

#### Potential disadvantages:

- May not give you cover when you need it, given that staff are not required to be available or be work-ready
- Relies significantly on goodwill and will be harder to implement in teams where goodwill is sparse
- Can leave people feeling reluctant to contact those on-call, even when they should, as they know they’re interrupting someone outside their working hours
- May lead to resentment, especially if calls are frequent
- Staff may find it hard to take back the time, especially at peak times of year, and those who do not reclaim their time, or do not feel able to do so, may find their working week stretched and shapeless;
- May make it hard for staff to switch off
- May be particularly tricky at shared or popular holiday times (e.g. Christmas Day, Boxing Day) if the people you have on call are likely to be drinking or socialising

## Type 2

### “Rostered on-call” cover

#### Potential advantages:

- Can provide greater clarity and reliability of cover (compared with type 1 arrangements), as other teams, such as Security, can use just one consistent on-call number and know that it will be redirected
- May give people greater confidence in contacting the on-call service, as they know that the on-call cover is rostered and compensated
- Can be a good choice when the on-call requirement is more frequent (for example, three or four calls a week)

#### Potential disadvantages:

- Likely to be more expensive, in many cases, than type 1 arrangements
- Requires a large enough pool of staff to be trained and able to handle calls, to avoid encroaching on the lives of individual staff members too much
- Often needs to be reflected in contracts, terms and conditions of employment, and job descriptions
- May make certain roles less attractive to those people who cannot work out of hours or are less attracted to doing so

## Type 3

### “Scheduled shift” cover

#### Potential advantages:

- Can offer a high level of reliability, assuming night shifts are always covered
- The working patterns/shift patterns may suit some people who prefer to work nights on a regular basis
- May offer ways to make good use of people’s time during quieter periods for focused desk work

#### Potential disadvantages:

- Is often the most complex and expensive option
- Requires arrangements for covering people who are off sick or absent at short notice (which can require a much larger pool of night-time staff than first imagined)
- Can easily distort people’s roles and blur role boundaries – for example, if clinicians are working on this basis with students out of hours, this can distort student expectations about the nature of clinical support and work against student self-reliance
- Can lead to other teams feeling less inclined to manage issues themselves or develop their own team’s capacity
- Can mushroom, leading to other teams or students expecting ever more out-of-hours support