



ISLE OF WIGHT FIRE AUTHORITY
INTEGRATED RISK MANAGEMENT
2005/2006 ACTION PLAN
FOR CONSULTATION

**ISLE OF WIGHT FIRE & RESCUE SERVICE
ANNUAL COMMUNITY SAFETY ACTION PLAN**

TITLE: Process and Methodologies

Reference Identification	Heading	Reference Area Overview	Achieved during 2003/2004	Proposed Action during current year 2004/2005	Projected Action for 2005/2006	Cost Implications/Savings	Performance Measure	Risk if Reference Area not achieved	Expected Outcome year end 2005/2006
A. ICT Strategy									
1A(a)	Reaffirm Strategy for FAIRMaP	To ensure that the existing approved Strategic Plan accommodates the requirements of the FAIRMaP.	Re-affirmed at Select Committee on 16 September 2003.	Review	Review	The costs of the ICT provision is itemised according to individual initiatives.	See individual initiatives	Decisions based on uncoordinated management information could be considered to be unsafe. Risk rating of 6 Medium	If funding becomes available an integral ICT system will be installed within all areas of the Fire and Rescue Service.
1A(b)	MIS – Communication interconnections	To enable fast efficient communication of non-mobilising information to and from fire stations. To ensure that operational and management information is transmitted to and from fire stations as quickly as possible for current data recording and analysis and to standardise communications across the Service.	Stations connected for email, intranet and internet via telephone network. All stations provided with new computers, printers and relevant software. All station commanders and junior officers trained in use of Outlook.	Review – including analysis of costs v. enhanced performance.		The cost of providing telephone links was £20,000. Revenue costs for telephone line usage are being incurred. Computers, printers and software totalling £11,000 we installed into each retained station office.	Increased efficiency in communication s. No. of paper based systems no longer required (?)	N/A	Reduction in paper-based systems. Improved communications.
1A(c)	MIS Data Collection Systems	It is critical that the Fire and Rescue Service is able to obtain accurate, timely and reliable data and information in order to satisfy the need for evidence based risk management.. Embedded systems will enable information interrogation and analysis.	None due to lack of funds	Delayed — carried forward to next year if funding available..	Develop, implement, review. (subject to funding)	Costs: £30k (based on 2003/04 prices) capital plus revenue costs year on year. Savings: Efficiency, time – mistakes due to human-error.	No. of managers able (physically and skilled) to access data electronically: Yr 1 10 Yr 2 20 (after installation of system)	Decisions based on uncoordinated management information could be considered to be unsafe. Risk rating: 6 Medium	Not known due to lack of funding.

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1A(d)	MIS Data Analysis System	Strategic and accurate analysis of all data is vital for sound decision making currently and in the future. Systems should be electronic based and available to all managers in the quickest, most efficient way. Managers need to acquire skills in data interpretation and analysis.	None due to lack of funds.	Delayed – carried forward to next year if funding available.	Develop, implement, review (subject to funding)	Part of the above expenditure. (No separate budgetary requests for this system)	No. of managers skilled in, and using analysis and interpretation of electronically delivered data: Yr 1 10 Yr 2 20 (after installation of system)	Inability to correctly analyse data for forecasting and assessing risks could lead to unsafe decision making. Risk rating 6 Medium	Not known due to lack of funding.
1A(e)	MIS – Reporting Systems	To have reliable, accurate and robust systems for the reporting, monitoring and evaluating of all aspects of the service delivery.	None due to lack of funds.	Delayed – carried forward to next year if funding available.	Develop, implement, review (subject to funding)	Indicative costs for system to include collection, analysis and reporting is £30k plus revenue on-costs.	No. of managers able to receive electronically produced and delivered reports. Yr 1 10 Yr 2 20 (after installation of system)	Managers will not be adequately informed to be able to assess the effectiveness/results of their decision making. Risk Rating: 4 Low	Not known due to lack of funding.
1A(g)	An Operational Management System incorporating Geographical Information (GIS)	An operational information system that communicates fast and accurate information to the appliance at the time it is needed, information that contains hazards/risks can be stored on the system, map reference areas – tools to control the incident.	.	Delayed – carried forward to next year if funding available	Collect, analyse, develop and implement (subject to funding)	Indicative costs for a robust GIS would be in the region of £80k. The savings are from increased efficiency and the provision of information to lower the risks associated with incident command.	No. of front line appliances/vehicles able to receive dynamic operational information: Yr 1 10 Yr 2 18 (all fleet)	The risks that already exist related to incidents will be lowered by access to dynamic information and could result in the saving of lives. Reputation could suffer due to inability to keep up with technology in line with other UK Fire and Rescue Services.	Cannot be forecast until funding situation has been clarified.

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B. Integrating Strategies									
1B (b)	Procurement Best Value Review	To comply with Article 5 of Statutory Instrument 1999/3251. Fire Service Circular 9/1999 and 2/2001. Meet the needs of Integrated Risk Management Planning		Shift to CFS work. Implementation of call handling times.	Continue to improve stores management system. Work with partners in regional procurement. Implement total care	£80,000 A year for total care	Successful completion of improvement plan initiatives to improve procurement	6 (Medium) Risk of not having an efficient procurement system	Fully integrated stores system. Implementation of total care. Full member of Regional Management Board.
1B (c)	Community Safety Best Value Review	We will broaden the role of retained personnel to be more engaged with their community. Programme of education to all IoW Fire and Rescue personnel.		Review of Community Safety targets. Ensure Public Service Agreement (PSA) targets are achieved. Target high-risk areas for Home Fire Safety checks.	Continue to carry out home fire safety checks by targeting high risk areas. Continue with schools education	£15,000 to 20,000	Reduction in injuries and 0 fire deaths. Reduction in fires BV 142 i, ii, & iii BV 143 i & ii BV 143 b, c & d BV 146 LBV F&R OP 1 LBV F&R OP 2	9 (Medium) Failure of FAIRMaP causing risk of more fire deaths, injuries and fires occurring	Increase referrals to high risk areas. Action to give inspections and fitting of smoke detectors.

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A. Community Safety									
2A(a)	Level of Commitment to Community Safety	<u>Risk Control Strategy</u> Increase staff on prevention duties		Move 4 of the 8 FF to prevention duties by 31 March 05	Increase movement of staff to prevention duties	Cost neutral	Meet PI target for reduction in dwelling fires	4 Low Risk	8 FF on prevention duties by 31 December 05
2A (c)	Arson	In line with the Government's White Paper "Our Fire and Rescue Service" (2003) to reduce arson by 10%. Reduce the risk of harm to persons and property. Also reducing the cost of intervention to the Council and Community		Continue with Arson Strategies. Continue with meetings on 3-monthly and 6-monthly basis with: Hampshire Arson Reduction Task Group Schools Arson Reduction Team	To continue to work with other interested partners in reducing arson. Attendance at arson meetings. More sharing of data. Continue schools health checks		Reduction in arson: BV142 i & ii BV 143 i & ii A reduction in calls to fires where cause is not known	9 (Medium) Risk of more arson fires. Risk of deaths and injuries	Improved use of arson data. Move closer to crime and disorder needs. More incidents will be classified and recorded and sent to Police.
2A (d)	Education and Awareness	To promote and enhance Fire Safety and contribute to the lifelong learning of members of the Community. Achieve Government Community Fire Safety and Health Targets. Carry out education to all ages of the community.		Implement Education Polices in line with Community Fire Safety Strategy. Educate and inform young people through school visits and talks by CFS department	Schools health checks to be completed. Continue school visits. Revitalise junior citizens programme	½ post full time equivalent for full time post for educationalist - £11,344.50	Reduction in fires, 0 death and reduction in injuries: BV142 i, ii, iii BV 143 i & ii BV 146 LBV F&R OP 1 & 2	9 (Medium) Risk of fire deaths, more injuries and more fires	Completion of schools health check programme. Further links with schools education programme and junior citizens

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2A (e)	Domestic Sprinklers	The instalment of residential sprinklers should be regarded as part of the overall community safety package. Residential sprinklers can offer a broad package of fire protection for householders, which protect not only lives but has the added advantage of reducing property and content damage. Sprinklers can help reduce the overall expenditure on fire by minimising the cost of 'after care'. The IWF&RS support the installation of such systems in appropriate premises and would advocate Education, Housing, Building Control and Licensing authorities to consider the use of sprinklers in certain cases		Awaited data and funding of fire research into benefits of domestic sprinklers. Run sprinkler seminar.	Develop initiative to educate the public and agencies over benefits and costs of domestic sprinklers. Housing association links to produce more sprinklers fitted at new build stage.		Successful partnerships with housing association and developers. Reduction in spread of fires, injuries and deaths BVPI 143 i & ii BVPI 144 b, c & d LBV F&R OP1 & 2	3 (Low) Risk of loss of reputation and standing if information not passed to community	Spreading of information on benefits of domestic sprinklers at further seminars held on Island
2A (h)	Road Safety	To work with other partners in the education and commitment as a rescue service to reduce accident/incidents on the Islands roads		Attendance at strategic road safety reduction partnership	Implement any educational outcomes from IOW Road Safety campaign and from strategic road reduction partnerships		Contribution to reduction in road traffic accidents and injuries. Use of national Police targets	3 (Low) Risk of loss of reputation and standing if education not passed to community	Production of targets for Island to reduce accidents. Presentation of road traffic risks. Continue to play our part in Partnership meetings

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2A (i)	Co-Responder	To ensure a fast to the community for life saving resuscitation, supported by ambulance personnel		Discussions with ambulance management on their requirements. Consultation with fire and rescue personnel	Produce policy and protocol with ambulance. Train staff and implement	Potential cost to wage bill for turnouts of retained and training costs. £40,000 + Training costs	Meets needs of community. Reduction in deaths of the public in areas which ambulance cannot cover. Meet ambulance service response standards	3 (Low) Risk of lost of reputation and standing in community if initiative not implemented	Policy completion and training to staff. Protocol with ambulance

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B. Statutory Fire Safety									
2B(b)	Performance – Risk Assessment/Audit	<p>In considering a risk assessment based audit programme it is necessary to determine the levels of risk presented by the building(s). The risk to individual occupiers will be of concern to those involved in the audit of buildings, however, it will be the potential for a significant loss of life, or serious injury, that will have a major impact on the level of risk that is determined for the purposes of an audit programme. Whilst it is the life risk to occupiers that is the principal influence, it must be borne in mind that an assessment of the risk can be made for a number of purposes, such as:</p> <ul style="list-style-type: none"> • Property/business loss • Loss of heritage • Environmental damage and • Firefighting operations <p>The outcome of the risk assessment, and the subsequent determination as to the position of any particular building within an audit programme, may therefore be influenced not only by life safety considerations but also the potential loss or risk to the community, at a local or national level.</p>	<p>Collaboration with RRO Policy Development Working Group and Enforcement Sub Group.</p> <p>Receiving and analysing policy guidance/directives from Working Group, Sub Groups and ODPM.</p> <p>Ongoing assimilation of information regarding the RA/Audit process, in conjunction with building the recently procured fire safety management information system, which will be at the hub of future performance under the RRO.</p>	<p>Develop risk based 'Fire Safety Inspection Programme', in line with proposed IRMP Guidance Note 4.</p> <p>A part first draft will be agendered at the BMT Evaluation Day on 24 May 2004.</p> <p>Training of existing staff.</p>	<p>The 'Fire Safety Inspection Programme' will continue to be developed. The policy will be fully compliant with IRMP Guidance Note 4.</p> <p>Implement Initiative.</p>	<p>Staffing levels need to increase by a workload equivalent of 3 No. Inspecting Officers.</p>	<p>Annual 30% sample of high risk premises; 10% sample of medium risk premises and 6% sample of low risk premises.</p> <p>In addition an annual 20% audit of premises requiring initial risk rating (5 year programme).</p>	<p align="center">9 Medium</p> <p>The implementation of a Fire Safety Inspection Programme is a requirement under the RRO. The consequence of not reducing the fire risk in the community through this initiative, will risk failing to comply with a statutory duty.</p>	<p>The 'Fire Safety Inspection Programme' will be approved policy and in full operation.</p>

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2B(c)	Protocols - Licensing	<p>To set out the working arrangements between the Isle of Wight Fire & Rescue Service and the Isle of Wight Licensing Authority.</p> <p>Protocol to be linked to the risk assessment principles contained with the Workplace Regulations and ultimately the RRO.</p>	<p>Collaboration with RRO Policy Development Working Group, the Isle of Wight Licensing Section and Hampshire and Isle of Wight Licensing Forum.</p> <p>Receiving and analysing draft licensing policies and protocols.</p> <p>Ongoing collection of information concerning procedures. First draft of local protocol being produced. Awaiting formal consultation as stakeholder in the local Licensing Forum, to be proacted by Licensing Section.</p>	<p>Develop draft local protocol already produced, with Licensing Section. Awaiting formal consultation as stakeholder in the local Licensing Forum, to be proacted by Licensing Section.</p> <p>Draft protocol forwarded to Licensing Section for comment. A first pass draft has been circulated to BMT.</p>	<p>Awaiting comment from Licensing Section, as well as formal consultation as stakeholder agency, in local Licensing Forum, as pre-requisite to the introduction of the new Licensing Act.</p> <p>Implement initiative.</p>	<p>Current work within existing budget. However, successful operation of this initiative will be dependant on the identified staffing levels in Initiative 2B(b).</p>	<p>To be developed.</p> <p>Scrutiny of protocol by Select Committee.</p>	<p align="center">6 Medium</p> <p>The implementation of local protocols is a requirement under the RRO.</p>	<p>The Licensing Protocol will be approved policy and in operation.</p>

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2B(d)	Protocols - Housing	<p>To set out the working arrangements between the Isle of Wight Fire and Rescue Service and the Housing Authority.</p> <p>Protocol to be linked to the risk assessment principles contained with the Workplace Regulations and ultimately the RRO.</p> <p>Protocol will deal with high risk HMO's.</p> <p>RRO will deal with common areas of HMO's.</p> <p>Fire Service to enforce fire safety provisions via the RRO.</p> <p>Housing Authority to consult with Fire Authority prior to issue of HMO Licence.</p>	<p>Collaboration with Housing Authority, although very little information has to date been received.</p> <p>Delays being experienced with the progression of the Housing Bill.</p>	Produce draft protocol, in collaboration with Housing Authority.	<p>The effect of the forthcoming introduction of the new Housing Act, will need to be considered within the protocol.</p> <p>Implement initiative.</p>	Current work within existing budget. However, successful operation of this initiative will be dependent on the identified staffing levels in Initiative 2B(b).	<p>To be developed.</p> <p>Scrutiny of protocol by Select Committee.</p>	<p align="center">6 Medium</p> <p>The implementation of local protocols is a requirement under the RRO.</p>	Subject to slippage with the introduction of the Housing Act, the Housing Protocol will be approved policy and in operation.
2B(e)	Protocols - Care Standards	<p>To set out the working arrangements between the Isle of Wight Fire and Rescue Service and OFSTED regarding childminding and day care for children under 8 years of age.</p> <p>Protocol to be linked to the risk assessment principles contained with the Workplace Regulations and ultimately the RRO.</p>	<p>Collaboration with OFSTED and CACFOA.</p> <p>Receiving and analysing draft guidance and protocols.</p> <p>Ongoing collection of information to form basis of local protocol.</p>	Produce draft protocol from guidance received from OFSTED and CACFOA..	Implement initiative in collaboration with the Care Standards Agency.	Current work within existing budget. However, successful operation of this initiative will be dependent on the identified staffing levels in Initiative 2B(b).	<p>To be developed.</p> <p>Scrutiny of protocol by Select Committee.</p>	<p align="center">6 Medium</p> <p>The implementation of local protocols is a requirement under the RRO.</p>	The Care Standards Protocol will be approved policy and in operation.

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A Support Services									
5A(a)	Information	It is critical that we are able to obtain, collect, record and access reliable information from all areas to satisfy the need for evidence based risk management, safe and efficient operations and strategic decision making. Accurate information must be promulgated to staff, councillors, partnerships and the community. Legislation eg Data Protection Act, Freedom of Information Act must also be complied with.	Research into Information Management Systems – e-Government funding received. Business Case prepared – Project Board initiated.	Specification to be produced for supplier quotations. Internal procedures to be evaluated and re-engineered. Intranet/web site integration to be included in specification. Project completion scheduled for November 2004.	Review	It is anticipated to achieve a robust Information Management System within existing funding of £50,000. There will be year-on-year revenue costs to be taken into account. Savings will be in officer time, storage space and efficiencies.	Reduction in paper files by 80%. Reduce time taken to respond to requests for information under Freedom of Information and Data Protection Acts from 1 month to 2 weeks.	Non-compliance with Data Protection Act. Risk rating: 6 Medium	Improved access of information to the public. Electronic filing, retrieval and document management. Access to information by all Fire and Rescue Service sites/personnel (including working from home).
5A(b)	Integrated Personal Development System (IPDS) – Development and Training (Support Staff)	IPDS to be introduced throughout the FRS including Support Staff. The continuous development of Support Staff is vital in order to keep up to date with changes in technology, legislation and skill base required to support the operational requirements of the Service.	Awaiting information from Fire Service College. Meanwhile, support staff development continued as at present.	Collect, Analyse, Develop and Implement. Up to date PDP's. Development of Training Needs Analysis that meets the requirements of IPDS.		To embed this system within Support Services will mean higher training costs to take into account the development aspect of training for future positions. Gains to be made in recruitment – larger skill base available from prospective internal candidates for higher positions.	To be devised as part of the development process.	Staff retention. Insufficient skill base. Failure to meet change requirements. Risk Rating: 4 Low	Staff feel valued, learn new skills and are confident in their current position. Staff aspire to improvement and work toward promotional opportunities. Higher focus from staff in on achieving organisational objectives.

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5A(c) 5A(e)	Customer Service/Quality Service	As part of Modernising Agenda we have to provide 'Responsive Public Services – to the needs of the citizens'. Charter Mark awarded in 2002. Next assessment due in 2005. Integrated Risk Management Plans include enhanced customer service. Better quality information and services that match the need of the community.	Complete Action plan from assessment report.	Review progress. Produce Annual Report.	Carry out self-assessment and re-apply for Charter Mark Award.	The costs are minimal – mainly process based. If this is not achieved costs will include reprinting of all stationery, leaflets etc.	To retain Charter Mark in 2005.	Loss of reputation. Adverse publicity Risk Rating: 4 Low	Retention of Chartermark.
5A(d)	Internal Communications	Good communication is critical to any support service. It should be fast, accurate, concise and relevant.	Staff survey undertaken.	Staff Focus Groups in place. Policy proposal and policy definition presented to BMT. Strategy produced	Review	At this stage no extra costs are envisaged.	Regular staff surveys.	Non-compliance with Audit Commission Verification Action Plan. Risk Rating: 4 Low	Communications improved and information readily accessible to all personnel.
5A(f)	Publications	During the process of FAIRMaP and beyond it is important that the public are informed about the service that is provided and what they should expect from the Fire and Rescue Service.	Review of existing publications. Redesign of website	Produce Annual Report. Update publications during the FAIRMaP process to reflect changes in service.	Review	Current budgets allow for updated information printing.	Customer survey and feedback from publications.	Risk Rating: 2 Low	Well-informed community. Information on safety advice and how to access services.
5A(g)	Administration	All aspects of the FRS require administration – mostly undertaken by support services staff. FAIRMaP could change the emphasis and quantity of administration. All Administrative systems must be current, relevant, efficient and well organised.		Planned review of administrative systems and procedures in current year. Change to electronic information and document management.		Information Management System to be funded from e-government grant. Full costs of any reorganisation that could be required are not known until the review is carried out.	Retention of Charter Mark Measure of complaints Telephone call Time analysis IEG Statement	Risk Rating: 2 Low	Seamless back-office systems providing support to frontline services.

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5A(i)	Procurement	Review of procedures for stores administration.		Collect information and analyse. (Deferred for 1 year)	Develop and Implement	Not known until analysis has been completed.	Not known at this stage	Remote risk	An efficient, cost effective system for ordering, storing and distributing of consumables.
C. Human Resources									
5C(c) i	Integrated personal development system strategy	IPDS embraces the full range of fire service activity and will enable the IWF&RS staff to attain and subsequently maintain the levels of competence required to fully meet the demands of their roles as specified in the National Occupational Standards (NOS)	Collation of information via FSC, attendance at CACFOA meetings and the IPDS hub (Fire Service College)	Analysis of information collected, inclusion of IPDS into 3 yearly TNA developing and lodging budget bids for courses at the Fire Service College (only partly successful)	Implementation of IPDS in line with national guidance, working in collaboration with the S E Regional Management Board	Subject to funding bids 2005/2006	Through the use of Personal Development Records (PDRs) yet to be developed and Personal Development Plans (PDPs) for all staff a motivated, suitably trained and diverse workforce will take the fire and rescue service forward	9 (Medium/High) IPDS is inclusive of all members to the fire and rescue staff and therefore to fail to implement would have a major effect on the organisation as a whole	Ongoing implementation of IPDS to include PDP's and PDR's for all staff both uniformed and support.
5C (c) iii	Recruitment	The cornerstone of IPDS will be a national point of entry selection criteria, encompassing both wholetime and part-time firefighters, that will better reflect the changing role of the firefighter within our society	Collation of information via FSC and attendances at CACFOA meetings	Nationally the point of entry tests being trailed and refined within fire services, with a projected implementation date of 2005	Expected implementation mid 2005, will affect both wholetime and part-time recruitment	Unknown at present, estimated at £10,000 for expenditure to go to regional recruitment and selection centres	All posts filled with the appropriate candidate.	6 (Medium/High) Without establishment levels of both W/T and retained personnel, service unable to meet statutory requirements in both prevention and intervention	The recruitment of individuals with the skills and qualifications to fulfil all the various roles within the modern fire and rescue service and to develop a truly diverse workforce that reflects the community

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5C (c) iv	Retention	The IWF&RS having selected, trained and developed its personnel aim for both economic and practical reasons to retain those personnel and skills within the service	Collation of information via FSC and guidance from the ODPM	Data and guidance analysed with a view to the development of policies on areas such as flexible working, family friendly	Implementation of retention strategies in line with national guidance	Potential for expenditure in areas such as job sharing, different working patterns for wholetime and part time firefighters and support staff	To retain 100% of all staff that join the IWF&RS Performance measure for different categories of staff (timeserved) support/Wholetime and Retained	6 (Medium/High) As recruitment above	Maintenance of personnel levels to maintain service delivery
5C (c) vi	Assessment Centres	With the finish of the current statutory examinations in 2005, and the implementation of IPDS there is a requirement for the IWF&RS to use Assessment and Development Centres (ADCs) when developing and assessing future managers	Collation of information via FSC and guidance from the ODPM	Analysis of information, attendance at CACFOA & Regional meetings, exploratory talks with HF&RS regarding the utilisation of their ADC, awaiting definitive guidance from ODPM on ADCs	Collaboration with HF&RS and the use of their ADC initially for crew and watch managers	Unknown at present cost dependent on numbers of IWF&RS personnel using HF&RS ADC, and any development issues identified, through the use of ADCs estimated at £5,000	Sufficient candidates to fulfil all roles	9(Medium/High) Legislative requirement to use ADCs now that statutory exams no longer in being	Initial implementation of Supervisory Manager ADC's

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D. Resources									
5D (a)	Fire Link	<p>To ensure that the National 'Firelink' radio project is incorporated into the brigade in accordance with the requirements of the brigade.</p> <p>To ensure continued availability and maintainability of the legacy radio system until such times as it is replaced under Firelink project.</p> <p>To ensure compliance with the interim enhanced interoperability requirements</p>		Ongoing work with regional and national project	Possible implementation of new radio scheme towards end of 2006	<p>Most costs met by ODPM.</p> <p>Some other transitional costs yet to be finalised.</p>	The Firelink National radio replacement solution that satisfies the user requirement for this brigade will be installed, commissioned and in operational service before end 2007. The legacy radio system will have continued to provide reliable and effective radio communications up until replacement by the Firelink system. All brigades 'wide are' (AM) vehicle radios will be capable of communicating with any other (AM) brigade	<p>9 (Medium)</p> <p>Risk of radio failure if radio scheme not replaced ASAP</p>	Implementation of radio scheme (dependant on national roll out plans)
5D (d)	Premises	Ensure that the Premises Asset Management Plans and premises strategies meet the needs of the IRMP requirements.	Premises Asset Plans implement needs of Asset Management Plan.	Modernise Cowes Fire Station. Feasibility study on replacement to Ventnor Fire Station	Carry out needs from feasibility on Stn 8 Ventnor		Buildings maintained to a good standard and fit for purpose	<p>6 (Medium)</p> <p>Without investment in our buildings, standards of efficiency, reputation and profile will suffer</p>	Carry out outcomes from feasibility study. (depending on funding from authority)
5D(g)	Duty Systems	Day Duty System		Discuss proposal by HR Function Manager to amend Training Instructor Allowance and duty allocation	Develop proposals for all day duty staff to maximise available line	Efficiency savings in time	Implementation of new system maximising time	<p>2</p> <p>Low Risk</p>	Implemented July 06