

FIRE

STATES OF JERSEY FIRE & RESCUE SERVICE



**INTEGRATED RISK MANAGEMENT
ACTION PLAN 2008**





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Making a Safer Community

Foreword from the Minister for Home Affairs

Charged with the task of protecting our community, environment and infrastructure from fires and other emergencies, the States of Jersey Fire and Rescue Service continues to focus its efforts using an Integrated Risk Management methodology.

Our prevention activity, where we seek to work in partnership with others in order to engage with and educate people about the dangers of fire and other hazards, as well as how to avoid their devastating consequences, is becoming an increasingly important aspect of our work. The transfer of resources from other areas of the Service to the Community Safety function for 2008 demonstrates our belief in the adage, '*prevention is better than cure*'.

Protection work, which sees our specialist Fire Safety team working closely with fellow States departments, developers and architects as well as with owners and occupiers of properties where large numbers of people reside or where potentially high risk activities are carried out, is also key to our mission of saving life. In 2008 we will continue to actively engage in discussion on the exciting plans for the development of our Waterfront in order to protect the people who will live in and visit the area, as well as the significant economic investment being made in order to secure a prosperous future for Jersey.

Despite the dedication of our staff in striving to achieve their prevention and protection goals, we also understand that risk cannot be eliminated. To that end we will continue to invest in an effective Emergency Response capability so that, when dangerous situations do arise, we are able to swiftly and competently come to the aid of those in need. Improvements to our response times, reallocation of resources to where they are of most benefit and procurement of safety critical equipment feature among myriad other initiatives for 2008 intended to protect Jersey.

Whilst a price cannot be put on saving even one life, we remain attentive to our corporate responsibilities to the States of Jersey and to ensuring that the Services we provide represent value for money. These are challenging times for the Home Affairs Department generally as we strive to deliver critical front line services against a backdrop of constrained financial resources. Nevertheless, the Fire and Rescue Service is committed to protecting our community, security, environment and economic prosperity.

Senator Wendy Kinnard
Minister for Home Affairs



Introduction from the Chief Fire Officer

Modern, proactive initiatives developed within the States of Jersey Fire & Rescue Service in the past five years have, in general, heralded an overall reduction in the number of fires and other emergencies occurring in our community and we are rightly proud of these achievements. However, the changing risk profile of the Island in terms of its growing population, built environment and economic activity, coupled with increasingly severe and unpredictable worldwide weather and the ever present – albeit low – risk of a major accident or terrorist attack present a significant challenge for our organisation which has already experienced a more recent increase in operational activity. Responding to local challenges will drive much of our work in the coming year although our new Corporate Strategy, *'Focussing on What Matters'* also reflects our determination to maintain the overall downward trend of fire and other emergency incidents affecting the people of Jersey.

Another aspect which contributes to the special challenges that face us is our isolation and resultant need to self provide as both a local and 'National' Fire & Rescue Service. Similarly populated areas in the UK (i.e. large towns such as Basingstoke) do not present the range of "potential" risk that is present in Jersey because they generally do not have their own airport, major port, bulk fuel installations, power stations and other significant infrastructure risks and assets all accommodated in one small, concentrated area. Such towns are also protected by a much larger, County Council or metropolitan Fire & Rescue Service with their corresponding large amount of resources and supported by neighbouring counties, if required. When compared to these areas in the UK, the level of fire cover in terms of numbers of firefighters and fire appliances immediately available to respond to an incident in Jersey is low.

Our organisational restructuring exercise, new Corporate Strategy and revised Island Risk Profile, demonstrate our commitment to respond to the pressures felt by the Home Affairs Department by working in a cost effective, targeted way and continuing to be excellent custodians of the public purse.

As you will see within this 2008 Integrated Risk Management Action Plan, there is increased emphasis on Community Safety work, improved Emergency Response arrangements and a commitment to working in partnership to achieve our aims. This demonstrates our desire to make a real difference to the community we serve.

Mark James MA, MSc, BSc (Hons), MIFireE
Chief Fire Officer



About Us

The States of Jersey Fire & Rescue Service (SJFRS) closely resembles those in the United Kingdom in every aspect other than scale. Maintaining close links with counterparts in the UK provides access to large scale research and data on fire trends and emerging issues, opportunities to purchase equipment with other Services and benefit from economies of scale, and the ability for us to benchmark our performance to ensure that we are responding appropriately to the challenges with which we are faced, as well as Mutual Aid for major incident responses.

The comparatively small number of staff, limited amount of equipment and insular position as mentioned earlier means that, in many ways, SJFRS has greater operational and managerial challenges than our colleagues in the UK. The range of operational services that we provide includes Firefighting (on and off shore), inshore sea rescue, cliff and height rescue, dealing with hazardous materials (HAZMAT), CBRN response capability, responding to road traffic collisions, animal rescues and other emergency 'special' services and is wider than that of most UK services, all of whom without exception, have significantly more resources than are available locally. At the same time, our small Service also delivers Community Fire Safety, legislative / technical Fire Safety and advisory services in order to protect high risk premises and the built environment as well as providing and managing the usual "overheads" of a modern Fire & Rescue Service such as specialist training, equipment and accommodation.

Our services to the community are delivered through three Directorates each with a clear set of parameters and objectives although all are able to support one another when necessary. 95% of our total workforce (including our part-time or 'Retained Duty') colleagues are uniformed, operational Firefighters including all of the Service's Strategic Management Board and from time to time, all of our people are required to put their day to day work aside and respond to very large emergencies. Despite this, we are proud of our record of achievement both operationally and in delivering the less well publicised services that go such a long way towards ensuring that Jersey remains a safe place to be.



Improving and Developing

The Fire & Rescue Service has gone through a difficult time in recent years but has faced up to the challenges and has come out as a more focussed and efficient Service. Since the publication of the Integrated Risk Management Plan 2007 – 2009 and the appointment of a new Chief Fire Officer, the States of Jersey Fire & Rescue Service has undergone a transformational change strategy called '***Focussing on What Matters***'. This has resulted in a comprehensive review of all aspects of the Service and a process of focussing our activities towards those areas that are most important to all stakeholders. The first major development as a result of the change strategy has been to alter the structure of the organisation to provide more resources to where they can be of most benefit and to streamline the previous four functions into three Directorates; Emergency Response, Safer Communities and Corporate Services.

Three Directorates are responsible for delivering our critical services to the community;

- **Emergency Response** personnel ensure that the entire process of planning for emergencies, gathering intelligence on known risks and hazards, receiving calls for assistance and mobilising sufficient resources (both in terms of type and weight of response) is managed with safety, speed and effectiveness as its key priorities.
- **Safer Communities** staff focus their energies on understanding where the Island's main risk areas are, who is at risk and how we will manage that risk through education and awareness campaigns or through enforcing legislation with regard to building design, use or management.
- **Corporate Services** has the role of supporting the other two Directorates by ensuring that our human, physical, technical and financial resources are managed effectively to ensure that we remain a good, efficient employer that offers value for money to the community we serve.



Background to Our Planning Process

The States of Jersey Fire & Rescue Service changed to the Integrated Risk Management approach for strategic planning four years ago. This was a significant shift in focus from previous approaches that looked at risk to people not just property. Our Integrated Risk Management Planning framework includes our Corporate Strategy (Strategy on a Page), our Corporate Risk Register and the Island Risk Profile and serves to ensure that we manage risk to ourselves and the community whilst maintaining improvement and delivering value for money.

Corporate Strategy on a Page

To integrate our activities and enable a clear link between the Service's mission, priorities, objectives and success measures, a ***Focussing on What Matters*** Strategy has been developed. Our ***Corporate Strategy*** (see page 9) is a roadmap to operational and organisational excellence. The Strategy is the Service's mid-term five year plan. It sets out the aims and the priorities for the Service over the next five years. This Strategy cannot sit in isolation; it forms the basis of our corporate planning and therefore guides the development of our plans.

Encapsulating our Corporate Strategy, ***'Focussing on What Matters'*** on a single page provides a simple, clear description of what we are here for, what we are trying to achieve, how we intend to achieve it and how we will know whether or not our efforts are working as intended. We believe that keeping this Strategy short and straightforward is the best way of letting the community know what it can expect from us and informing our staff of what their contribution means to the community.

Whilst of course making use of more detailed and specific plans at Directorate, team and individual level so that we can manage performance effectively, all of the objectives that we set ourselves must link clearly to the Strategic Aims outlined on the ***'Corporate Strategy on a Page'***.



Corporate Strategy on a Page

Strategic Aims	Priorities (What we want to achieve)	What success looks like	What we will do to be successful	How we'll know we've been successful
Reducing the risk to the Community	Deal with emergencies speedily and effectively	<ul style="list-style-type: none"> ▪ Fast response ▪ Response appropriate to incident ▪ Incidents dealt with efficiently & effectively 	Combined control support & monitoring Operational assurance Suite of tactical/emergency plans	Attendance time measures Correct PDAs Incident satisfaction measure
	Help people understand risk	<ul style="list-style-type: none"> ▪ Improved community understanding of fire and other risks ▪ Fewer fatalities & injuries ▪ Fewer dwelling fires 	Complete Island risk profile Community safety campaign targeted at risk Delivering a range of fire safety training courses	Fewer fires and other incidents Fewer deaths and injuries Community safety activity measures Fire training measure Inspection programme activity measures Measure of compliance
	Reduce fire risk in public, commercial & industrial premises.	<ul style="list-style-type: none"> ▪ Designated premises comply with requirements ▪ Better fire safety management in buildings 	Risk based FS inspections Fire protection communication Enforcement/prosecutions	Fire training measure Inspection programme activity measures Measure of compliance
Improving the way we work	Optimise our Resources	<ul style="list-style-type: none"> ▪ Maximise income generation ▪ Corporate sponsorship ▪ Resources allocated to priorities ▪ Resources shared with partners 	Opportunities for sponsorship Increase income generation Build capacity & secure adequate funding	Income/sponsorship measure Building capacity measure % of priorities for which resources allocated. Shared resource measure Introduce innovative solutions
	Look for new and innovative ways of improving	<ul style="list-style-type: none"> ▪ Forward thinking and innovative Fire & Rescue Service 	Identify priorities (what matters most) Identify opportunities to share resources Identify opportunities for innovation	Regular media exposure More public support and understanding
	Be good at marketing and communicating	<ul style="list-style-type: none"> ▪ Services actively promoted ▪ Communicate effectively with the public & media 	Implement a communications strategy Improve media links	Regular media exposure More public support and understanding
Developing our people and culture	Develop the skills & knowledge of our workforce to meet our needs	<ul style="list-style-type: none"> ▪ Service structure supports our vision ▪ Competent personnel and identification of potential ▪ Workforce development programme 	Review service structure and change as appropriate Introduce an all encompassing workforce development plan.	Fire cover measure Right personnel with the right skills to carry out their roles and achieve their full potential Measure of workforce development
	Ensure our staff feel valued	<ul style="list-style-type: none"> ▪ All staff feel valued ▪ Values driven culture 	Respond to good and bad performance Involvement of staff	Staff surveys Staff understand their rights and responsibilities
	Promote fairness and equality	<ul style="list-style-type: none"> ▪ Positive environment committed to equality and fairness for all 	Champion fairness and equality. Respond quickly to issues	Equality & fairness measure



Integrated Risk Management Planning (IRMP)

The main influences that drive the work we do include the 'States Strategic Plan' which sets out the government's six commitments to the community, the 'Home Affairs Business Plan' which deals specifically with the contribution that the Department can make toward delivering on the commitments, the UK Fire & Rescue Service's direction and levels of risk from fires and other emergencies in Jersey itself.

Last year the Service published its three year Integrated Risk Management Plan for the years 2007 – 2009. Its purpose was to explain how the States of Jersey Fire & Rescue Service aims to deliver its services to the community over the next three years by integrating our prevention, protection and response activity and through the careful and flexible management of our resources.

Each year the Service publishes a detailed action plan setting out the proposals for improvements to the States of Jersey Fire & Rescue Service over the following year in support of the IRMP. This 'IRMP Action Plan 2008' identifies specifically what we intend to achieve in terms of Strategic Projects this year, when we expect to achieve them and who will be accountable for the delivery of the various objectives.

The States of Jersey Fire & Rescue Service Integrated Risk Management Plan is therefore not a stand alone document. It brings together a corporate planning framework that encompasses our Corporate Strategy, our Corporate Risk Register and our Island Risk Profile. These shape and develop our Directorate action plans undertaken by the Service's three Directorates (Emergency, Response, Safer Communities and Corporate Services).



Future Challenges

As well as planning for 2008, the States of Jersey Fire & Rescue Service must also look further into the future in order to anticipate, plan and prepare for the challenges that lay ahead.

While we are already engaging with colleagues in the Planning & Environment Department and developers with regard to the development of the Waterfront in terms of specific issues arising from the changes in road layout and protection of the built environment, we will also need to assess the implications of increased numbers of people visiting and inhabiting an already densely populated parish and how this will affect our 'Island Risk Profile'.

The consultation process has now commenced on the 'Imagine Jersey 2035' initiative looking into Jersey's changing population. One of the main features of the initiative is assessing to what extent inward migration will need to be used as a control measure to counter the effects of an increased proportion of the community not being in work and therefore not paying as much tax and contributing to the cost of running the Island's public sector. A larger population with more housing stock will, inevitably, increase the risk in terms of the potential for fires and other emergencies affecting Islanders.

Climate change is a global issue which, however caused, appears to be inevitable; indeed its effects are already being felt in terms of less predictable and more extreme weather events. Flooding, structural damage through the effects of wind and longer and dryer periods are just some of the factors which will require the Fire & Rescue Service to respond in order to protect our community, infrastructure and economic stability.

The likelihood of a terrorist attack or major incident occurring in Jersey is low. However, the Fire & Rescue Service remains committed to ensuring that should the worst happen, effective plans executed by our well trained and prepared personnel can be swiftly implemented in co-operation with our fellow Emergency Services to ensure that damage and distress is minimised and an early restoration of normality is achieved.

All of these and other issues will continue to shape our plans for the future but our mission of '***Making Jersey a Safer Community***' regardless of the challenges we face will always be our first priority.



Strategic Projects for 2008

In response to the risk identified in the Island Risk Profile, the limitations on our resources and capacity to respond, as well as the need to continue to work as efficiently and effectively as possible whilst maintaining a positive and meaningful contribution to the Home Affairs Business Plan and States Strategic Plan, we have identified the following Strategic Projects that we believe need to be undertaken in 2008.

The colour coding helps to show the very clear links between the major initiatives that we intend to work on and how they fit into our Corporate Strategy. These projects are not the only work that we will be engaged in during 2008; many other Directorate level objectives are already planned to support this work and “business as usual” such as keeping our staff trained, equipped and supported, maintaining our fleet and ageing Headquarters building, inspecting premises to ensure safety compliance, engaging in corporate activities such as multi – agency training and, on approximately 1,700 occasions, responding to a wide range of very challenging and potentially dangerous emergency incidents.

Strategic Priority 1 - Reducing the risk to the community

Home Affairs Business Plan Link: **Objectives 4 and 6**
States Strategic Plan Link: **Commitments 1, 2, 3 and 4**

Strategic Aim: Deal with Emergencies Speedily and Effectively

Project	ER1 – Appliance & Equipment Replacement Programme
Why?	We need to provide and maintain a fleet of emergency vehicles and appropriate equipment. As part of our ongoing appliance & equipment replacement programme, in 2008 we will replace one of our two Inshore Rescue Boats, a front line Fire Appliance and our Breathing Apparatus.
When?	Project completion in Quarter 4 2008
Project Owner	Director of Emergency Response

Project	ER2 – Improving Emergency Response Capacity
Why?	This project, comprising a number of initiatives, is intended to build sufficient capacity within the Emergency Response Directorate to match the risk identified within our 'Island Risk Profile'. Initiatives include capacity building through volunteer support and establishing new, robust response standards.
When?	This project will be completed in Q4 2008
Project Owner	Director of Emergency Response

Project	ER3 – Completion of Tactical Information Plan Project
Why?	We will complete the project to ensure that all major commercial or other risk premises have Tactical Information Plans (Tac Plans) completed. This form of "risk intelligence" enables responding crews to assess the risks to ensure the safety of our personnel.
When?	Project completed by Q3 2008
Project Owner	Director of Emergency Response

Strategic Aim: Help People to Understand Risk

Project	SC1 – Development of New Community Safety Strategy
Why?	We will develop a new Community Safety Strategy that uses intelligence and risk profiling to target those sections of the community who are most at risk from fire, the factors influencing the causes and outcomes of fires and to match the level of Community Fire Safety work to the risk categorisation of each parish.
When?	Strategy completed and implementation commenced by Quarter 2 2008
Project Owner	Director of Safer Communities

Strategic Aim: Reduce Fire Risk in Public, Commercial and Industrial Premises

Project	SC2 – Revision of our Technical Fire Safety Strategy
Why?	We will also develop a new Technical Fire Safety Strategy that will see us review our current risk based inspection programme, and maximise the use of technology to enable us to work smarter as well as promoting awareness of Risk Management and Fire Safety in commercial premises. As part of this strategy, we will champion the use of sprinklers and improved fire safety standards in new Island developments.
When?	Strategy completed and implementation commenced by Quarter 2 2008
Project Owner	Director of Safer Communities

Project	SC3 – Development of a Waterfront Development Fire Safety Plan
Why?	We will conclude the development of a specific plan to deal with the challenges posed to our Fire Safety Department from the development of the Waterfront site. Whilst eventually forming part of the revised Technical Fire Safety Strategy, this will be a significant project in its own right.
When?	Strategy completed and implementation commenced by Quarter 2 2008
Project Owner	Director of Safer Communities

Strategic Priority 2 – Improving the Way We Work

Home Affairs Business Plan Link: **Objectives 1 and 8**

States Strategic Plan Link: **Commitments 5 and 6**

Strategic Aim: Optimise Our Resources

Project	CS1 – Information Systems Strategy Review
Why?	We will review and develop our IT Strategy, focussing upon developing our relationship with the Information Services Department.
When?	Strategy completed with implementation commenced by Quarter 2 2008
Project Owner	Director of Corporate Services

Project	DC1 – Review our current charging policies for Fire Safety and Fire & Rescue work
Why?	The Fire & Rescue Service provide a range of services, some are chargeable and some are not. We will therefore review our current range of services and level of charging for all Fire Service work in accordance with the States 'User Pays' Principle.
When?	Review completed with recommendations made to the Minister for Home Affairs by Quarter 3 2008
Project Owner	Deputy Chief Fire Officer

Project	DC2 – Organisational Improvement Project
Why?	This project will ensure that we are better able to learn lessons from our own and other's experiences specifically in regard to implementing recommendations made.
When?	Review completed with a new organisational improvement structure in place by Q4 2008
Project Owner	Deputy Chief Fire Officer

Strategic Aim: Be Good at Marketing and Communicating

Project	SC4 – Implement Corporate Communications Strategy
Why?	We will develop a Communications Strategy that communicates our vision and priorities through proactive media campaigns and targeted events whilst improving civic awareness of the role of the Service through better communications.
When?	All aspects of the Corporate Communications Strategy will be implemented in Quarter 1 2008
Project Owner	Director of Safer Communities

Strategic Aim: Look for New and Innovative Ways of Improving

Project	DC3 – Revise Performance Management Framework
Why?	We will develop a Revised Performance Management strategy and performance measures across all Directorates to improve our overall performance.
When?	New performance management framework operating in Quarter 1 2008
Project Owner	Deputy Chief Fire Officer

Strategic Priority 3 – Developing Our People and Culture

Home Affairs Business Plan Link: **Objective 8**
States Strategic Plan Link: **Commitment 6**

Strategic Aim: Develop the Skills and Knowledge of Our Workforce to Meet Our Needs

Project	CS2 – Consult upon, finalise and commence the implementation of our Workforce Development Strategy
Why?	This work will involve further consultation with our staff and other stakeholders, finalising and signing off the strategy document itself and beginning to implement key aspects of it.
When?	Strategy completed with implementation commenced by Quarter 3 2008
Project Owner	Director of Corporate Services

Project	CS3 – Implement the ‘Maintenance of Competence’ part of the Workforce Development Strategy
Why?	We will continue to develop and implement our Workforce Development Strategy focussing specifically on developing local Fire Service Examinations, Occupational Standards, Assessment and Recording of assessment results.
When?	Strategy completed with implementation commenced by Quarter 2 2008
Project Owner	Director of Corporate Services

Strategic Aim: Ensure Our Staff Feel Valued

Project	CS4 – Respond to the Have Our Say Staff Survey
Why?	In order to ensure that our staff feel valued and recognised for the significant role that they play in building, contributing to and delivering such critical services to our community, we will continue to respond to the findings of the 'Have Our Say' staff survey by implementing an agreed Action Plan to build upon our strengths and develop those areas which are not as strong.
When?	The agreed Action Plan will be rolled out from January 2008. A further survey to be conducted in the second quarter of the year will provide an opportunity to check progress and adjust the plan to respond to new findings.
Project Owner	Director of Corporate Services

Finance

All of the Strategic Projects outlined in the previous section will, of course, have resource implications. No plan can be delivered without it being directly linked to appropriate funding streams and therefore the 2008 budget plan has already been developed in order to support the implementation of our objectives.

The continued drive for efficiencies across the public sector means that the Fire & Rescue Service will continue to review its operations to establish opportunities to provide even better value for money. The overall cost of providing Fire & Rescue services to the community is summarised below:

Revenue Budget 2008

Service Area / Activity	Expenditure	Income	Net Expenditure
HQ Staff Costs (all staff)	4,009,562		4,009,562
Western Station Staff & Running Costs	107,438		107,438
Fleet & Equipment	159,300		159,300
Technical Support	132,000		132,000
Training	103,000		103,000
Estates Management	85,100		85,100
Administration Support	45,813		45,813
Fire Safety Education & Enforcement	9,000	45,553	-36,533
Total	4,651,213	45,553	4,606,660

Capital Programme 2008

Item / Project	Cost
Replacement Fire Appliance	150,000
Replacement Breathing Apparatus	50,000
Total	200,000