



Jersey Fire & Rescue

..making Jersey a safer community



Integrated Risk Management Plan 2011-2013



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Foreword

Welcome

Welcome to our Integrated Risk Management Plan (IRMP) 2011 to 2013, which explains the initiatives, activities and targets of the States of Jersey Fire & Rescue Service which will help to make Jersey, its residents, visitors, properties, environment and infrastructure safer.

Jersey Fire & Rescue Service is fully committed to Island-wide fire risk management, the core of which is prevention, preparation and response risk reduction measures in order to make Jersey a safer community.

This Integrated Risk Management Plan (IRMP) covers the 3 year period from 2011 – 2013. In terms of resources this coincides with the implementation of the Comprehensive Spending Review savings and this will therefore be a very challenging period for the delivery of public services. In partnership with the States of Jersey Ambulance Service, we will seek new and innovative ways of delivering vital emergency response services with less money and fewer staff. Despite significant resource constraints Jersey Fire & Rescue Service will continue to be proactive in engaging with and educating people in all of Jersey's communities so that we can help people to understand and manage risk. We believe that the people who are best placed to prevent fires and other dangerous situations in the home or workplace are the people who live and work in them.

Our staff are by far our most important resource and it is only through them that we can safely and effectively perform our duties. We intend therefore to continue to invest in our people because the more skilled and ready they are, the more skilled and ready the Service is.

In terms of what we will try to achieve, it is important that we are realistic. The targets are within reach but will require focus, energy and commitment, not just from us but also from our partners and the communities with which we work in order to achieve them.



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



Senator Ian Le Marquand
Home Affairs Minister



Jersey Fire & Rescue Service

The States of Jersey Fire & Rescue Service closely resembles those in the United Kingdom in every aspect other than scale. The comparatively small number of staff, limited amount of equipment and insular position means that, in many ways, Jersey Fire & Rescue has greater operational and managerial challenges than our colleagues in the UK.

The Service comprises Wholetime (full-time) Firefighters, Retained (part-time) Firefighters and non-uniform support staff. These operate from either the Service headquarters and fire station in St Helier or the fire station in St Brelade. The Service has a fleet of 25 operational vehicles, including frontline pumping appliances and a comprehensive range of specialist appliances and equipment to deal with complex and wide-ranging incidents.

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) and terrorist threats, responding to road traffic collisions, dealing with building collapse and unsafe structures, animal rescues and other emergency 'special' services such as flooding. This is wider than that of most UK fire and rescue services, all of whom have significantly more resources than are available locally.

In 2010, the Service responded to 1,410 emergency incidents, rescuing 14 people from fires and 64 people from other life threatening situations including road traffic accidents and sea rescues. As well as this, we form a core element of the Island's emergency planning effort, making our resources and expertise available to other States Departments on a regular basis.

Jersey Fire & Rescue Service also delivers community fire safety, legislative & technical fire safety and advisory services in order to protect high risk premises and the built environment. We carry out Home Fire Safety Visits, enforcement inspections, a schools education programme to educate children on the dangers of fire and we engage with young people through our juvenile fire setters scheme and working in partnership work with the Prince's Trust, Prison! Me! No Way, Jersey Child Accident Prevention and St John Ambulance.



Introduction

Delivering our Service

A modern and well-managed Fire & Rescue Service is essential if we are to achieve all of our aims. We have high standards of corporate management and governance to ensure that the Service maximises value for money, the efforts of our staff, time and other resources in the best way possible to meet the needs of the community.

The majority of the Service's budget is allocated to staff expenditure; currently 90%. The Service's small non-staff budget is used to fund all training, equipment replacement, uniform and personal protective equipment, premises maintenance and all service costs such as diesel and electricity. Year on year efficiency savings have significantly reduced funds available for these areas and the Service regularly has to carry vacancies in its establishment to reduce staff costs and stay within budget.

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 personnel 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.

The Service maintains close links with its counterpart Fire & Rescue Services in the UK and the other Crown Dependencies. Jersey's Chief Fire Officer, Deputy Fire Officer and the Service's Head of Service Support are members of the Chief Fire Officers Association. This provides access to large scale research and data on fire trends and emerging issues, opportunities to purchase equipment with other Services and the ability for us to benchmark our performance to ensure that we are responding appropriately to the challenges with which we are faced. In the event of a major incident, the Service also has mutual aid agreements with the other Channel Islands and Hampshire Fire & Rescue Service.



Our Values

Our values guide what we do and how we do it. They underpin the decisions our staff make, the priorities they choose and the attitudes they adopt. Our values are important as they help us provide a highly professional service. We expect all our staff to behave and take action in line with our values.

“Our values are important as they help us provide a highly professional service.”



Linking in with Corporate Strategy

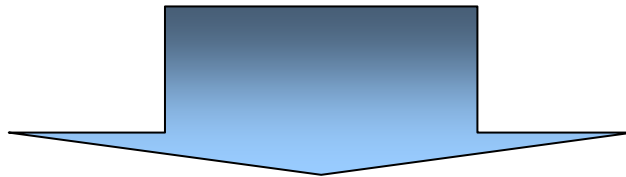
States' Strategic Plan

The work of the Fire & Rescue Service links to many areas of the States' Strategic Plan but most clearly to Priority 7:

‘Protect the public and keep our community safe.’

We are committed to supporting Priority 7 by driving forward on the following:

- Work together to ensure the Island is as resilient as possible to threats to its security and way of life.
- Work together to help people feel secure in their homes and local communities by driving down levels of crime, anti-social behaviour and disorder, vulnerability and harm.
- Invest in early preventative interventions to address anti-social behaviour in young people with a view to turning them away from crime.



Home Affairs Business Plan

As a part of the Home Affairs Minister's portfolio, the Fire & Rescue Service must work together with colleague Services as part of the overall drive to deliver against Priority 7. The Home Affairs Department Management Board has agreed a Delivery Framework that will help us achieve progress against Priority 7 in the coming years; this will also include a multi-disciplinary approach.

It is important however, that in each year, the Home Affairs Department and its constituent services have a clear set of objectives to work towards that fit within the wider planning framework. Our specific 'in year' objectives will align with the Home Affairs Business Plan objectives.



Linking in with Corporate Strategy

States of Jersey Fire & Rescue Service Corporate Strategy

The Service's vision and mission are articulated through its 5 year corporate 'Strategy on a Page' that aligns them to associated Service aims and objectives. The current version of the Service's medium term Corporate Strategy was developed in 2007 and reviewed the end of 2010 as a result of a shift in priorities emanating from the outcomes of the Comprehensive Spending Review.

The 'main effort' of the Service is focussed upon Strategic Aim 1, '**Reducing risk to the community**' with the other two Strategic Aims, '*Improving the way we work*' and '*Developing our people and culture*' sitting alongside it as key supporting activities.

VISION

To make Jersey a safer community where there are no preventable deaths, injuries or damage from fires and other emergencies

MISSION

To save and protect life, property and the Island environment

AIMS

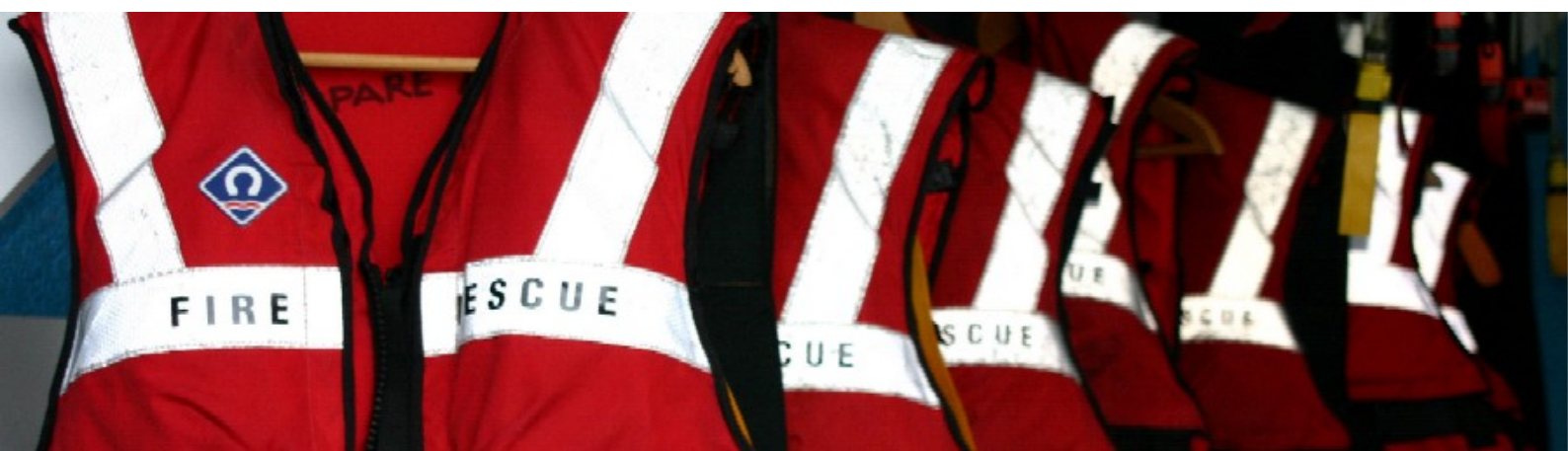
Our three Strategic Aims are



Linking in with Corporate Strategy

Corporate Strategy on a Page

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 measure Correct PDA for incidents 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 & responsibilities Better fire safety management in buildings 	Risk based FS inspection programme Fire protection communication Enforcement/prosecutions	
Improving the way we work	Optimise our resources	<ul style="list-style-type: none"> Maximised income generation Corporate sponsorship Resources allocated to priorities 	Opportunities for sponsorship Increase income generation Build capacity & secure funding	Income/sponsorship measure Building capacity measure
	Look for new and innovative ways of improving	<ul style="list-style-type: none"> Resources shared with partners Forward think and innovative Fire & Rescue Service 	Identify priorities (what matters most) Identify opportunities to share resources Identify opportunities for innovation	% of priorities for which resources allocated. Shared resource measure Introduce innovative solutions
	Improve Health & Safety and Operational Effectiveness	<ul style="list-style-type: none"> Managers with the skill, knowledge, understanding and behaviour to manage safely. Safe workplace with below average number of safety events. 	Proactively manage workplace risk and safety Learn from events to improve future safety performance.	Reduction in workplace injuries and accidents Correct use of procedures and safe systems of work
Developing our people and culture	Develop the skills & knowledge of our workforce to match our needs	<ul style="list-style-type: none"> Service structure supports our vision Competent personnel and early identification of potential Workforce development programme 	Review service structure and change as appropriate Review current fire cover 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 Staff surveys Staff understand their rights and responsibilities
	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

Our Business Plan

Jersey Fire & Rescue Service uses an Integrated Risk Management Planning (IRMP) process to develop its three year business plan which explains how it is going to deliver its services to the community by integrating prevention, preparation and response activities and through the careful and flexible management of its resources.

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 the States Strategic Plan, Home Affairs Business Plan and our Corporate Strategy.



Each year the Service uses Integrated Risk Management Planning (IRMP) priorities to produce a detailed annual action plan that identifies specifically what we intend to achieve in terms of Strategic Projects in that year, when we expect to achieve them and who will be accountable for the delivery of the various objectives.

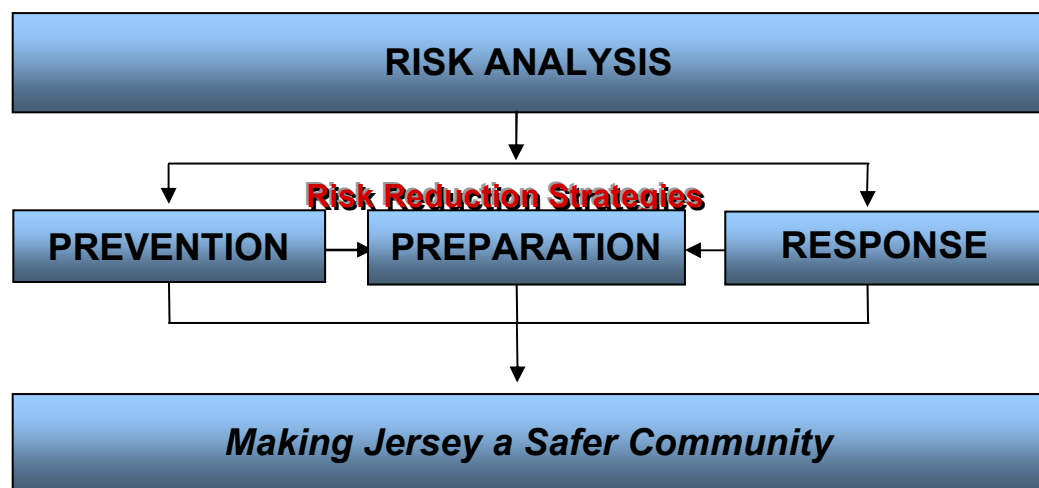


Integrated Risk Management

Integrated Risk Management Planning

Integrated Risk Management Planning (IRMP) is about improving public safety by reducing the number of fire incidents and saving lives. It is an assessment of all risks to life and injury to the community by taking into account the life, environmental, economic and heritage risks in the Island. The IRMP is Jersey Fire & Rescue Service's three year Corporate Plan which details our targets and projects, so we can continuously improve as a Service and reduce the number of fires and other incidents, thereby making Jersey a safer community.

We manage risk posed both to the community and to our Service through the integration of proactive and reactive strategies (a four step approach):



Risk Analysis. This activity includes anticipating emerging or potential risks and assessing their likelihood and impact if realised. The process involves identifying and utilising a range of information sources such as social survey information, incident statistics (local, national and international), experiences in other organisations, security level information, climate change information and economic forecasting information. The result of Risk Analysis is a picture of the overall 'risk landscape' for Jersey. Strategic (long term) risks are built into to our Corporate Strategy, tactical (medium term) risks are dealt with within our three year Integrated Risk Management Plans and operational (immediate term) risks are dealt with 'in year' through annual action plans.



Integrated Risk Management

Prevention. Once risks have been identified and assessed we seek to prevent them from occurring through a range of community safety education and engagement activities. Fire prevention activities are at the heart of the work of the Fire & Rescue Service. We seek to influence the behaviour of many 'at risk' groups within the community. Much of this work is carried out within partnerships with other organisations – both professional and voluntary – whose strategic aims are closely linked with ours. Another part of the overall prevention activity is 'Fire Protection'. This is where our technical fire safety officers enforce fire safety legislation and other regulations designed to support life safety in buildings. Fire prevention measures have an important role to play as part of a balanced strategy of risk reduction. The Service therefore has a central role in protecting the community of Jersey through our expertise and influence co-ordinating and co-operating with other bodies such as planning, building control and architects. Fire Investigation is also led by officers in this area with opportunities for lessons learned from incidents to be used in future risk planning.

Preparation. While we try as hard as we can to prevent emergencies from occurring we have to be prepared for those that do. The Service must have good leadership and management to ensure that the Service is adequately prepared to respond to emergencies. Service preparedness activities focuses on ensuring that we have tactical and operational 'intelligence' on high risk buildings or other sites that might suffer an emergency and pose risk to responding Firefighters and ensuring that our major incident and other specific emergency plans are in place and validated. Training to ensure that personnel at all levels have the right skills and abilities to perform effectively also falls within this activity as does safety management to ensure that the health, safety and wellbeing of our staff is protected.

Response. As the name suggests, this activity centres solely on the ability to receive calls for assistance and then quickly, effectively and safely deal with those incidents, often in partnership with other emergency services. Having effective response arrangements in place is paramount to public safety and risk reduction. Our response arrangements include the management of a large and complex fleet of appliances and equipment that we use to carry out our role in high risk situations. The service must have up to date operational practices to be able to respond to incidents of all types and sizes. It is also important that we continually learn lessons from incidents that we attend and through a process of incident audit and debrief these are feed back in to the 'Preparation' activity to improve performance in the future.



Integrated Risk Management

Risks in Jersey

Fires and other emergencies cause death, injury and have a wider effect on society and the economy. Fires can ruin people's lives and destroy their most valued possessions. They can cause havoc in schools, hospitals and care homes and cause businesses to close down. In broad terms, the Jersey Fire & Rescue categorises risks in Jersey in the following areas:



Risk to life from fires and other emergencies and hazardous situations. Termed '*Life Risk*' within the Fire & Rescue Service, this aspect of community risk management is always our first priority. Every year people are injured as a result of fire incidents and someone is killed by fire in Jersey, on average, every other year. Lives and livelihoods are also impacted each year by incidents involving transport, hazardous materials, leisure, marine or industrial activity and it is the role of the Fire & Rescue Service, in partnership with others, to drive down both the likelihood of these events and the impact they have.



Risk to the environment. In the emergency and non-emergency phases of an incident, the Fire & Rescue Service's intervention can and does significantly reduce the carbon footprint of fires in the built environment. As well as public safety benefit, there are also significant cost benefits to Jersey when the Service implements first aid measures such as sealing a leak, blocking a drain or using a 'controlled burn' strategy. The Service also responds to incidents involving extreme or severe weather such as water rescue, flooding and protecting people from structural damage or fire resulting from very long, dry spells. It is broadly accepted that increased exposure to the effects of severe weather is something all communities will have to prepare for and we need to ensure we are ready to play our role.



Integrated Risk Management



Risk to the economy from fires and other emergencies such as major transport incidents, hazardous materials incidents, weather related incidents or industrial accidents are another critical issue for Jersey and its Fire & Rescue Service. Disruptive events can have severe and often disastrous consequences for businesses including, in the worst cases, closure. Research from the Business Continuity Institute suggests that up to 70% of businesses that suffer a major fire either do not re-open or fail within three years. The consequential impact of such events has the potential to extend beyond the curtilage of the business into the wider business community and further still creating unemployment and other “social” challenges.



Risk to the Island’s heritage is also ever present. The whole of our historic environment enriches our quality of life and contributes to the character of Jersey. There are eighteen key historic sites ranging in size from Seymour Tower to Elizabeth Castle. Heritage is the backbone of the Island’s tourism and it contributes to Jersey’s economy both as an employer and through income from heritage attractions. Jersey also houses over 300,000 historic objects, paintings and archives. Jersey Fire & Rescue is a key partner in preserving and protecting the Island’s heritage.



Risk to Jersey Fire & Rescue Service is also an important consideration because if we suffer unduly from disruptive challenges we will be less able to respond to the needs of the community. This will be a financially challenging period during which time the Service will be required to implement CSR savings. It is critical that we still maintain our core services that keep the community safe. We must also have business continuity arrangements in place and working effectively to ensure that we are prepared to deal with any disruptive event.

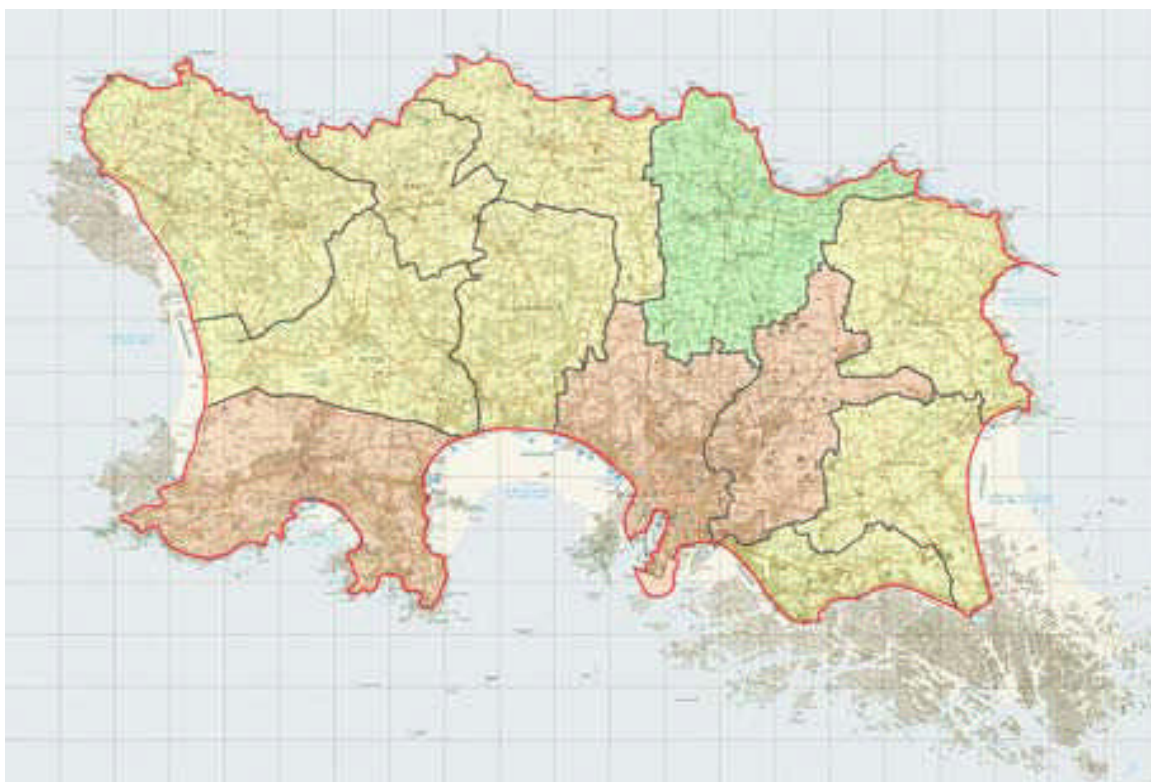


Risk Analysis

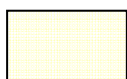
Island Risk Profile

The aim of the Integrated Risk Management Plan is to have an integrated approach to identifying and analysing risks within Jersey. Risk analysis is the first stage in an integrated risk management programme. It is a technique whereby possible hazards, both community and corporate, are identified and an assessment made of how likely they are to occur and their possible consequences. Risk analysis includes the evaluation of information related to hazards based on past, current and anticipated future activities.

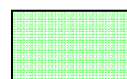
Our Island Risk Profile (IRP) takes relevant data on local fires and other emergency incidents and, using established formulae, presents a 'picture' of how each Parish compares in terms of the likelihood of a fire or emergency occurring and the typical severity of that incident based on previous experience. In this way, we develop a comparative and predicted rate of fire and fire injury based upon what we know to have happened in recent years.



High Risk



Medium Risk



Low Risk

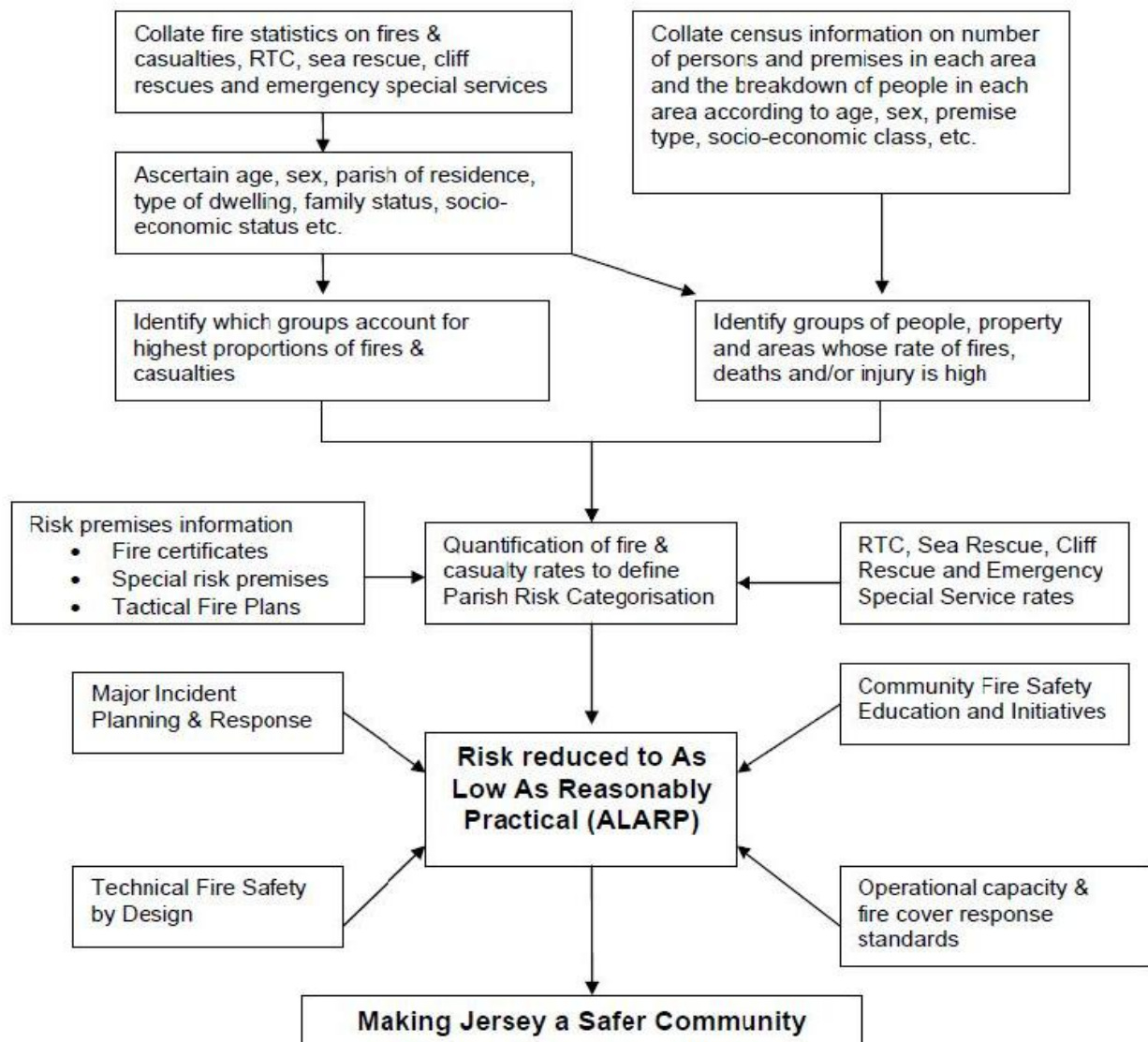


Risk Analysis

Our risk analysis uses UK fire statistics, international fire statistics, local social surveys and locally gathered statistics on fires affecting people and their property. The UK Fire & Rescue Service maintains a Fire Statistics and Research division; much of the data produced by this division can be used to inform risk planning in Jersey given the many social and environmental similarities that exist. The following flowchart demonstrates how all the information and data is used.

Risk Profiling Flow Chart

The following flow chart demonstrates how all the information and data is used to define the risk area



Fire campaign a big hit

Firefighters carry out twice as many checks as public ask for help on the fire.



the
bird
or fact
court

Risk Analysis

States of Jersey Community Risk Register

The Chief Fire Officer is a member of the Emergency Planning Board who has overall responsibility for Island preparedness. They have developed a Community Risk Register (CRR) to provide a robust and consistent method of assessing the risks of major incidents or emergencies occurring in and affecting Jersey. The Deputy Chief Fire Officer chairs the multi-disciplinary working group which is responsible for reviewing and updating the CRR. Whilst the primary intention of the CRR is to assist government in preparing for emergencies, the Fire & Rescue Service also uses the document in order to ensure we are targeting our resources at dealing with the highest rated risks.

Home Affairs Risk Register

The Home Affairs Department (HAD) is responsible for ensuring that all its public protection services including the Fire & Rescue Service discharge their function effectively. The Department manages its corporate risks through a risk management framework and a risk register. The Chief Fire Officer chairs the HAD Risk sub group to ensure the early identification, assessment and management of those risks that pose a threat to the achievement of Departmental objectives.

Corporate Risk Register

The States of Jersey Fire & Rescue's Corporate Risk Register (CorpRR) is the service's method of analysing and responding to risks and threats to the Service so that we can prevent or make preparations to overcome disruptive challenges of any sort. Current funding difficulties create further corporate and community risk and therefore we must tackle these as a priority as part of our risk management programme.

Operational Risk Intelligence

Jersey Fire & Rescue has a process of gathering risk information on high risk premises in Jersey. This information is used to produce site specific tactical plans that are readily available to operational crews when responding to an incident at a known risk premise. The information helps Fire Incident Commander tackle incidents in the safest and most expedient manner, and is referred to as "Operational Risk Intelligence".



Responding to Risk

As part of the Integrated Risk Management Plan (IRMP) the Service will be implementing a number of projects to find CSR savings totalling £243,000 per annum and generate additional 'user pays' income of £92,000. The outcome of the Risk Analysis phase is the identification of a number of 'Risk Priorities' to achieve these savings and reduce risk to the community; these are:

- To maintain efforts to reduce fire deaths and injuries with particular emphasis on risk of death or injury in the home.
- To maintain core services but reduce operating costs to achieve the savings required by the Comprehensive Spending Review
- To implement the Comprehensive Spending Review Projects
- To increase 'user pays' charges to support our fire safety work
- To reduce the rate of fire in the home.
- To reduce the rate of fire in non-domestic premises.
- To increase the rate of smoke alarm ownership and use in homes.
- To increase the use of 'active suppression systems' (i.e. sprinklers) in non-domestic premises.
- To maintain safe and effective emergency response standards.
- To improve capacity for responding to 'non-fire' emergencies.
- To improve our resilience to disruptive challenges.
- To improve investment in staff scenario-based training and development.
- To reduce the number of injuries sustained by Firefighters during the course of their duties.
- To increase income generation through commercial fire training and user pays.

The following section details our risk reduction strategic projects based around the risk reduction strategies of Prevention, Preparation and Response and aligned with our Strategic Objectives.

In each of the following tables, we have set out what we intend to do to respond to the identified Risk Priorities, the specific reason for addressing risk in that area, how we are going to drive down risk, when the work will happen and what we aim to achieve as a result.

This IRMP covers a 3 year period and whilst it will be reviewed each year, due to its strategic nature, it is unlikely to see significant change through that period.



Strategic Objectives

Our 'Strategy on a Page' objectives have been allocated with the following numbers to cross reference with the IRMP risk reduction strategic projects.

Strategic Aim 1: Reduce risk to the community

Strategic Objectives



Respond to emergencies speedily and effectively



Help people understand risk



Reduce risk in public, commercial and industrial premises

Strategic Aim 2: Improve the way we work

Strategic Objectives



Optimise our resources



Look for new and innovative ways of improving



Improve Health & Safety and Operational Effectiveness

Strategic Aim 3: Develop our people and culture

Strategic Objectives



Develop the skills and knowledge of our workforce to match our needs



Ensure our staff feel valued



Promote fairness and equality



Risk Reduction



What?				
<div><div>2</div><div>4</div><div>5</div></div>				
Continue a programme of community safety engagement to help people understand and manage the risk of fire and other emergencies.				
Why?				
Most fire deaths and injuries occur in the home so this is our main ‘battleground’ but ‘non-domestic’ fires are increasing. We have made progress in the last few years however statistically, Jersey still suffers a relatively high rate of fires in the home and fire injuries.				
How?				
Prevention 1: A Home Fire Safety Visit service and media campaigns targeted at those most ‘at risk’ through use of local intelligence and data. Those persons not identified as ‘at risk’ will receive a comprehensive fire safety information pack to help them take practical measures to stay safe from fire.		Prevention 2: Working in partnership with the Education, Sport and Culture Department to deliver our Children and Young People Strategy including investing in educating children and young people about the dangers of fires and other emergencies to help them become safe citizens.		Prevention 3: Champion the installation and use of domestic sprinkler systems as a very effective method of supporting life safety, particularly in the homes of more vulnerable people including non-ambulant people and those under the influence of drugs (including alcohol).
Prevention 4: Deliver Workplace Fire Safety Training to local businesses to improve safety in the workplace and at home. This will include fire awareness, fire marshal, fire warden and extinguisher training.				
When?				
2011 - 2013				
Performance Outcome Targets				
By the end of 2013 we aim to achieve:				
<ul style="list-style-type: none">• A 20% reduction in accidental dwelling fires compared to 2010• A 20% reduction in fire injuries compared to 2010• 75% of all dwelling fires have a smoke alarm that activated and alerted the occupants• 100% increase in the amount of workplace fire safety training delivered compared to 2010				



What?



Strengthen and modernise our regulation and enforcement activity as well as increase the use of active suppression systems to ensure that Jersey's built environment adequately supports life safety.

Why?

Jersey continues to experience growth in the built environment and many developments are large and complex. With a small Fire & Rescue Service it is important that provision is made for enhancing life safety as far as possible within the design of buildings themselves. Houses in Multiple Occupation (HMO) are also emerging as a strategic risk in terms of fire safety and we need to ensure that people who live in this type of accommodation are adequately protected.

How?

Prevention 5:

With changes to UK legislation affecting the sustainability of our enforcement model, we will adjust our approach to the regulation of fire safety standards in the built environment whilst also enabling a User Pays approach to be taken for technical fire safety.

Prevention 6:

As a stakeholder in the revised regulatory guidance documents for fire safety in buildings, we want to ensure that sprinklers are mandatory for newly built high risk premises such as Residential Care Homes, commercial premises or those with a high fire risk.

Prevention 7:

We will improve fire safety in 'houses of multiple occupation' by ensuring that such places fall within the reach of safety regulation. We will seek a non-bureaucratic way to reduce both the likelihood and impact of fires in 'HMOs'.

Prevention 8:

We will review our Fire Certification system to ensure that the cost of providing the Service is more accurately reflected in the charging structure applied to it. Re-certification and floor area based charging will be introduced.

When?

2011 - 2013

Performance Outcome Targets

By the end of 2013 we aim to achieve:

- 10% increase in the number of non-domestic developments designed with sprinkler systems compared to 2010
- 10% decrease in the number of fires in non – domestic premises
- New fire safety regulation agreed and implementation under way
- Introduce a new fire certification charging system based on floor areas



What?

4

6

Implement the States of Jersey Fire & Rescue Service CSR savings and major Departmental review outcomes by 2012/13, in order to achieve annual revenue savings of £243,000

Why?

The Comprehensive Spending Review (CSR) is a response to the structural deficit forecast from 2011 and the need to at least match savings in the public sector with any proposals to increase taxation. The CSR is therefore targeted at delivering £50 million (10% of gross revenue spend) by 2013 from the expenditure levels approved in the 2010 Annual Business Plan. Consequently, the Home Affairs Department identified savings of £4.6 million by 2013.

How?

Preparation 1:

We will implement a project to merge with the Ambulance Service to create one management team; a single command structure, shared accommodation and resources and a single administration team and support managers ensuring that throughout, the standard of service delivered is maintained or improved

Preparation 2:

We will renegotiate a new modern pay structure for firefighters that moves from a "length of service" based incremental pay system to a "responsibility and performance" based system which rewards staff for what they do rather than how long they have been employed.

Preparation 3:

We will implement a project to make CSR revenue savings by reducing administration, overtime, vehicles, mobile phone and travel expenditure. We will also review and introduce more productive shifts for day staff and managers to further reduce costs.

When?

2011 - 2013

Performance Outcome Targets

By the end of 2013 we aim to achieve:

- A combined Fire & Ambulance Service delivering ongoing revenue savings of £114,000 per annum.
- A Terms & Conditions Review delivering savings of £25,000 per annum
- A new modern performance based firefighter pay structure savings £50,000 per annum.
- A range of revenue savings totalling £54,000 per annum.



What?	1	4	5
Improve our Business Continuity Management arrangements and ensure they are compliant with UK Cabinet Office guidance and we are prepared to respond to major incidents involving Key National Infrastructure (KNI) assets in Jersey.			
Why?			
A number of large fires and other external and internal incidents in recent years have revealed areas where we need to improve organisational resilience. For the Fire & Rescue Service, dealing with large or disruptive incidents is relatively common and each time we have to cope with the distraction of dealing with post-incident issues and business continuity, therefore we have real and recent experience to draw upon. Our last audit by the Scottish Fire & Rescue Advisor's Unit advised that BCM be reviewed.			
How?			
Preparation 4: Maintain and improve our corporate risk identification and analysis process and ensure that other sources of risk information feed into our Corporate Risk Register and the Island Risk Profile.	Preparation 5: Ensure that our business continuity strategies as well as generic and specific plans are updated, embedded and fit for purpose. They will be validated by BCM exercises.		Preparation 6: Implement a programme of tactical fire validation exercises for risks they are Key National Infrastructure (KNI) assets for Jersey such as the Energy from Waste, La Collette, Airport and the General Hospital.
When?			
2011 - 2013			
Performance Outcome Targets			
By the end of 2013 we aim to:			
<ul style="list-style-type: none">• Have reviewed all of our Business Continuity Management (BCM) arrangements to ensure that they meet the standards published in UK Cabinet Office guidance and are clearly linked to our objectives and the Service's Corporate and States' Community Risk Registers.• Have tested and validated our Tactical Fire Plans for Energy from Waste, La Collette, Airport and the General Hospital			



What?	1	6	7	8	9
Create an integrated Workforce Development Strategy to ensure that operational personnel have sufficient underpinning skill, knowledge and understanding to perform their roles effectively and safely.					
Why?					
These activities are primarily linked to the need to improve Firefighter safety but also to ensure that we maintain a motivated and capable workforce with the skill, innovation and flexibility to help us provide our services through challenging times.					
How?					
Preparation 7: We will revise our Training and Development programme for Retained Firefighters and managers to ensure that they are fully trained and competent to both respond to incidents and to perform command roles.		Preparation 8: We will implement a revised Workforce Development Strategy. This will include the introduction of IFE examination for promotion assessment and training plans to ensure that training activities are aligned to operational risks.		Preparation 9: We will introduce a new, web-based learning and assessment package for operational personnel. This will ensure that they can access operational guidance, policies, procedures and training notes and undertake online assessment to confirm learning.	
When?					
2011 - 2013					
Performance Outcome Targets					
By the end of 2013 we aim to achieve: <ul style="list-style-type: none">90% completion rate for Performance Reviews and AppraisalsImplementation of a new workforce development strategyImplementation of a new web based learning and assessment system					



What?



Implement a revised Fire & Rescue Service Law that reflects the wider role of the Fire & Rescue Service in Jersey and we will work to ensure that we have the right resources to undertake these roles.

Why?

The Fire & Rescue Service responds to around one and a half thousand emergencies each year, rescuing between 60 and 70 people a year from life threatening situations. Some of the emergencies we respond to are large or very complex and so we need to ensure that we use high quality, reliable, specialist equipment.

How?

Response 1:

We will introduce a revised Fire Law, similar to the UK's Fire & Rescue Service Act 2004 to reflect our wider range of core services including fire safety, firefighting, sea rescues, road traffic collision response and rescues from height, as well as other humanitarian services.

Response 2:

We will introduce a new electronic equipment management system for tracking, testing and recording what happens to it throughout its operational life. We need a large amount of sophisticated equipment to perform our role and it is all "life critical" so high standards in this area are vital.

Response 3

As part of our ongoing appliance & equipment replacement programme, we will replace one of our two Inshore Rescue Boats, two front line Fire Appliances, Chemical Protection Suits and Decon Shower and our hydraulic cutting equipment.

When?

2011 - 2013

Performance Outcome Targets

By the end of 2012 we aim to:

- Introduce a new Fire & Rescue (Jersey) Law.
- Introduce a new equipment management system
- Use States Procurement Policies to obtain best value in replacing appliances and equipment.



What?



Invest to ensure that operational personnel are supported by robust operational doctrine and plan for the response to specialist and major incidents.

Why?

Firefighter safety has become an issue of increasing concern throughout the British Fire & Rescue Service with deaths and injuries to personnel at incidents recognised as being too high. We also need to ensure we maintain capability to deal with non-fire emergencies that threaten the Island.

How?

Response 4:

We will work with our colleague emergency services, especially the Ambulance Service and St John Ambulance to further improve and integrate the way we work together at large or major incidents. We will also review areas of specialist response such to ensure that they match the risk.

Response 5:

We will ensure that personnel have access to relevant information regarding higher hazard premises in Jersey which, if involved in a fire, will pose risk to them.

Response 6:

We will review our use of Retained Firefighters to ensure that they continue to provide effective fire cover and that they are properly trained and equipped to respond to emergencies. This will include piloting a new volunteer Fire Incident Support Team to help provide operational support and fire safety support functions

When?

2011 - 2013

Performance Outcome Targets

By the end of 2013 we aim to achieve:

- An efficient and effective Retained Firefighters Service supported by a Volunteers Fire Incident Support Team.
- The establishment of a suite and up to date set of Tactical Plans for risk premises in Jersey that are easily accessible.
- A suite of Operational policies and procedures that are fully integrated for the other emergency services.



Performance Indicators and Targets

The States of Jersey Fire & Rescue Service has a range of performance indicators to monitor its risk management process and to measure performance. We record information about every incident we are called to and use this information to analyse and monitor performance against key targets and strategic performance indicators. These are also used to compare the Service's performance against the statutory Best Value Performance Indicators (BVPIs) that are used by the UK Government to measure all UK Fire and Rescue Services.

Below are the main targets that we have set for the IRMP period to assess the effectiveness of our risk reduction initiatives, including emergency response. These performance indicators are also the Service's contribution to the Home Affairs Annual Business Plan.

Performance Indicator	Target (by end of 2013)
Number of Primary fires per 10,000 population.	17% Reduction on 2010
Number of accidental dwelling fires per 10,000 population	20% Reduction on 2010
Number of deaths per 100,000 population	0 (for three year period)
Number of injuries per 100,000 population	20% Reduction on 2010
Number of emergency 'Special Services' per 10,000 population	10% Reduction on 2010
Number of deliberate fires per 10,000 population.	10% Reduction on 2010
% of times when emergency response to property fires is in accordance with FRS policy	80%

Performance Targets

Performance Indicator	Target (by end of 2013)
Number of Home Fire Safety Visits completed.	600-900
Number of smoke alarms fitted.	600-900
Percentage of Home Fire Safety Visits completed within 12 working days of request.	80%
Percentage of fires in dwellings where a smoke alarm had been fitted and it activated.	75%
Percentage of fires in dwellings where a smoke alarm had been fitted but did not activate.	10%
Percentage of all dwelling fires that did not have a smoke alarm.	25%

Making a
Safer Community



For home fire safety advice call 01534 445906
www.fire.gov.je



SMOKE ALARMS
SAVE
LIVES