



Jersey Fire & Rescue

...making Jersey a safer community



Annual Performance Report 2008



SMOKE ALARMS
SAVE
LIVES



Winner of Chartered Institute of Marketing
'Best Use of Public Relations' Award 2008

Foreword from Chief Fire Officer



It gives me great pleasure to present to you the States of Jersey Fire and Rescue Service's Annual Performance Report for 2008. This report sets out the Service's performance and achievements for what has been one of our most challenging and yet successful years, in which the Service rescued 65 people from fires and other emergencies and had to deal with two major fires and the worst winter storms for 25 years. We have made significant progress with last years projects, some of which have carried over to this year.

Throughout 2008 we have continued to build and develop targeted partnerships that have assisted in the delivery of many new and innovative community safety initiatives. However, despite the Service's sustained commitment, sadly one person died and 10 people were injured as a result of fires in the home. We are re-doubling our efforts to specifically target the most at risk groups by re-focusing our community safety strategy to provide additional resources in this vital area. These serious fires should not however detract from the fact that Jersey remains an extremely safe place to live, work and visit. To support this still further, and to provide a greater degree of focus to our plans, we have introduced a new Safer Communities Strategy which is

available on our website at www.fire.gov.je

In 2008 the Service was independently inspected for the first time in 4 years by the Scottish Fire and Rescue Advisory Unit (formally the Her Majesty's Fire Service Inspectorate for Scotland). A team of four auditors conducted an extensive range of interviews, reviewed relevant documents and analysed performance information. The inspection has made a series of recommendations that we will be implementing in 2009 but overall the assessment found that the Service is performing well. This is a testimony to the shared commitment and professionalism of our staff that ensure that we target and make the best possible use of our very limited resources.

I hope you find this report informative and beneficial in describing the work and successes of **your** Fire and Rescue Service.



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



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About Our Service

The States of Jersey Fire and Rescue Service (SJFRS) is part of the Home Affairs Department and is responsible for achieving the Home Affairs objective to ***'reduce risk to life, property and the environment from fire and other emergencies'***. The Service closely resembles UK Fire and Rescue Services in every aspect other than scale. Maintaining close links with our counterparts in the UK provides access to large scale research and data on fire trends and emerging issues, opportunities to train with other Services, as well as mutual aid for major incidents. The similarities also enable us to benchmark our performance with UK Fire and Rescue Services to ensure that we continue to provide an effective Service and are responding appropriately to the challenges with which we are faced.

The Service employs a comparatively small number of staff (72 Wholetime Firefighters, 47 Retained Firefighters, 4 Civil Servants and 1 Manual Worker). These operate from either the Service headquarters in St Helier or the Retained fire station in St Brelade. The Service has a fleet of 25 operational vehicles, including 8 frontline pumping appliances and a comprehensive range of specialist appliances and equipment to deal with complex and wide-ranging incidents. These include an aerial ladder platform, two inshore rescue boats and a cliff rescue unit.

The States of Jersey Fire and Rescue Service is responsible for providing a wide range of emergency response, community safety and fire protection services. In 2008 the Service responded to 1655 emergency incidents of which 293 were fires, 159 were road traffic collisions and 15 were sea rescues. The remaining 1188 were emergency special services such as cliff rescues, property flooding, animal rescues and false alarms.

The Service is also committed to making Jersey safer by reducing risk in our local communities. In 2008 we carried out 704 home fire safety visits and completed 266 fire safety inspections. We visited 35 schools to educate children on the dangers of fire and we also engaged with young people through our work with the Prince's Trust, Prison! Me! No Way! and Jersey Child Accident Prevention.



STATES OF JERSEY FIRE AND RESCUE SERVICE

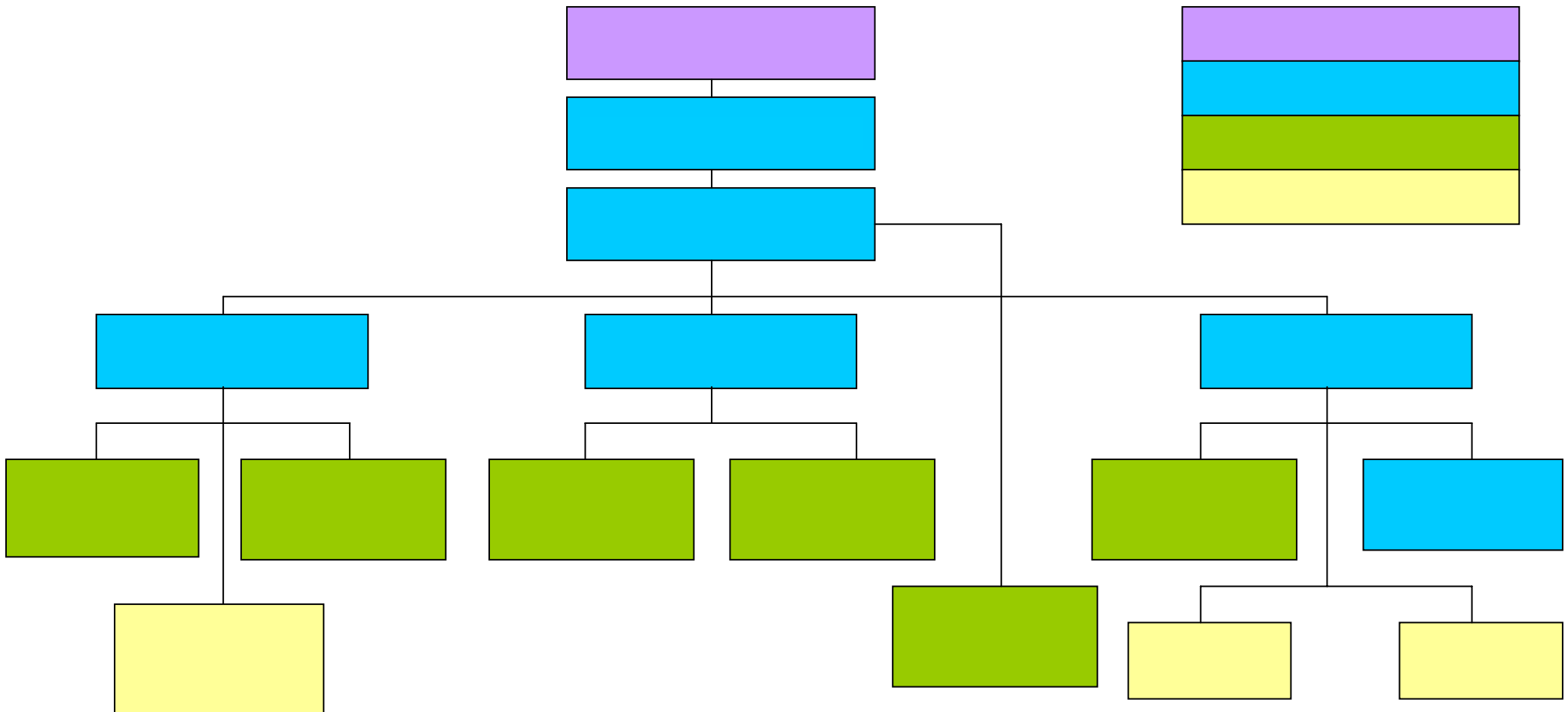
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Our Organisation

Our services to the community are delivered through three Directorates according to their specific functions. Each Directorate has dedicated staff and a clear set of objectives, although all are able to support one another when necessary.







The role of the States of Jersey Fire and Rescue Service is to save lives and protect the community by driving down risk. The Service's mission is to 'Save and Protect Life, Property and the Island Environment'. This is supported by three strategic aims of **'Reducing Risk to the Community', 'Improving the way we Work'** and **'Developing our People and Culture'**.

Every three years the Service produces an Integrated Risk Management Plan (IRMP) that outlines how the Fire and Rescue Service aims to deliver its services to the community by integrating our prevention, protection and emergency response activities. This is supported by a detailed annual IRMP Action Plan that identifies specific corporate objectives to be implemented in that particular year.

Our strategic aims and IRMP projects are delivered by the most appropriate Directorate as follows:

Emergency Response Directorate is responsible for emergency planning, gathering intelligence on known risks and hazards, receiving 999 calls and mobilising sufficient resources and trained personnel to deal with fires and other emergencies efficiently and professionally.

Safer Communities Directorate is responsible for reducing the risk to the community through education and safety awareness campaigns and through enforcement of legislation with regard to building design, use or management.

Corporate Services Directorate is responsible for 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.





Celebrating Our Achievements

The Service is proud of its track record in ensuring continuous improvement and efficiency savings. We are continually finding new ways of working to sustain excellent performance and standards of service in the context of increasingly hard efficiency targets, and a tighter financial position. The Service is proud of what it has managed to achieve in 2008 with such a limited workforce and a small budget. The following sections of this report deal with the activities of the States of Jersey Fire and Rescue Service over the past year including the progress we have made against our Integrated Risk Management Plan and incidents and events of interest.

The sections are outlined below:

Our Emergency Response

We want to ensure that we have the right people, in the right place, at the right time to respond to a wide range of emergency situations. This section outlines our operational activities over the past year.

Our Work in the Community

Although many people see our job as simply putting out fires, one of our key priorities is to ensure fires do not occur in the first place. This section outlines the Service's initiatives and partnerships that have helped us make Jersey a safer community during 2008.

Our Staff

All operational and support staff must be trained and developed in a way that reflects the requirements of a modern Fire and Rescue Service. This section highlights some of the major recruitment and training achievements throughout 2008 and demonstrates our commitment to ensuring that the health and welfare of our staff is paramount in everything we do.

Our Performance

The Service records information about every incident it attends. This section analyses and compares the Service performance in 2008 against UK South West Fire and Rescue Services and other Island Fire and Rescue Services.

Managing Our Resources

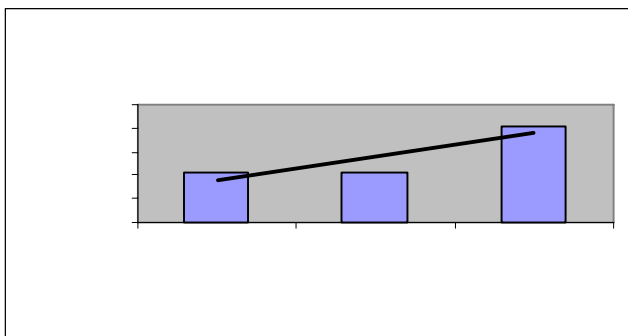
We have high standards of corporate and financial management. This section reports on the Service's corporate performance and details how the Service's budget was spent in 2008.



Corporate Objective: Deal with emergencies speedily and effectively

Although the Service works hard to prevent fires and accidents before they occur, we remain committed to providing a first class emergency response that meets the needs of the Island. The Service is not only equipped and trained to fight fires, we respond to a wide range of different emergencies, from dealing with road traffic collisions and hazardous material spillages to having to deal with specialist rescue incidents such inshore sea rescue and cliff rescues. In 2008, we rescued 65 people from fires and other emergencies.

Jersey's Fire and Rescue Service continues to get busier. Our main fire station at the Rouge Bouillon Headquarters is in the top 10% of busiest fire stations in the UK. The diverse range of emergencies it must be prepared to respond to also means that there are twice as many fire appliances as would be found on the biggest UK fire stations. In 2008, the Service responded to:

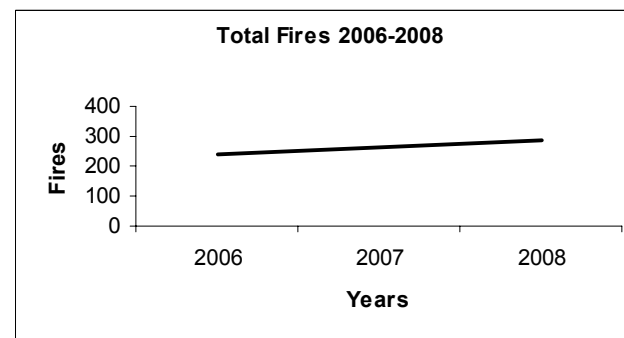


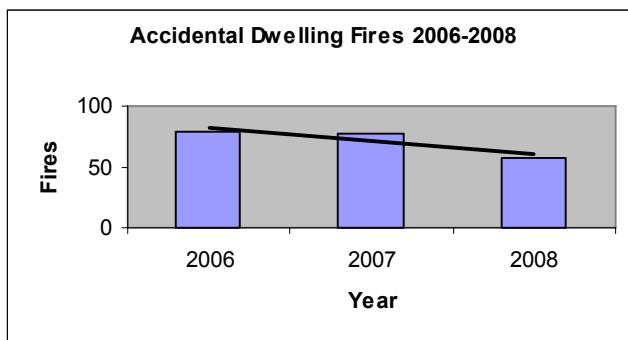
Total Incidents

In 2008 the Service attended 1655 emergency incidents. This is mainly attributable to higher levels of 'secondary' fires (open land, refuse, disused property or vehicles), more fires in commercial buildings, more automatic fire alarms activating and a further increase in the number of Road Traffic Collisions and Emergency 'Special Services' attended. On average, the Service rescues someone from a fire, the sea, a road traffic collision or some other life threatening situation more than once a week with responses to emergency calls being made four to five times a day.

Total Fires

The total number of fires in 2008 also continued the upward trend. As already indicated, the rise from 2007 to 2008 is attributable to increases in 'Secondary' fires and fires in public or commercial buildings. Of the 293 fires responded to in 2008, 141 were 'primary' fires (significant or major loss or damage to insured or insurable property) and 152 were classed as 'secondary'.



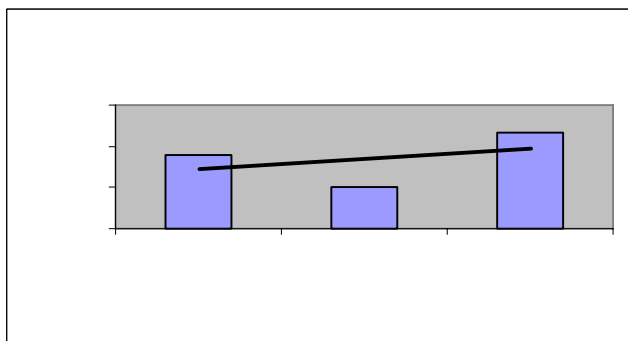
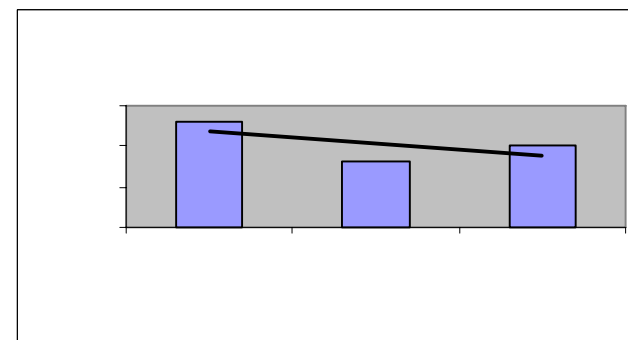


Total Accidental Dwelling Fires

It is pleasing to report that there were only 57 accidental dwelling fires in 2008, a 26% reduction from the 2007 figure. Historically, this type of fire is where the majority of fire deaths and injuries have occurred and so it is a key performance area for the Service. The significant reduction in these fires in the final three quarters of 2008 was as a result of our high profile 'Make a Plan' campaign run in partnership with the Jersey Evening Post. This demonstrates both the importance and the effectiveness of community fire safety.

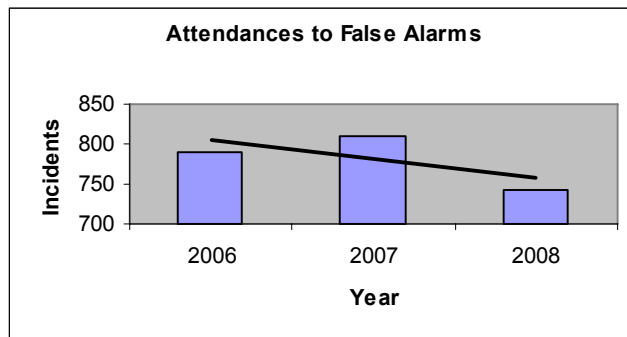
Fire Deaths and Injuries

Tragically, 2008 saw the first fire death in the Island in 2 1/2 years and resulted in the Service launching its largest community safety campaign called 'Make a Plan'. There was also a slight increase in the number of people injured as a result of fires from 8 in 2007 to 10 in 2008. This will be an area that the Service continues to target through public education programmes.



Deliberate Fires

2008 saw an increase in the numbers of primary fires started deliberately (arson), from 10 in 2007 to 23 in 2008. Although this is still a relatively small number it accounts for 16% of all primary fires. Arson is a crime and can have a significant financial, environmental and often emotional cost to those affected. We are determined to halt this rise through our community safety education and youth engagement activity.

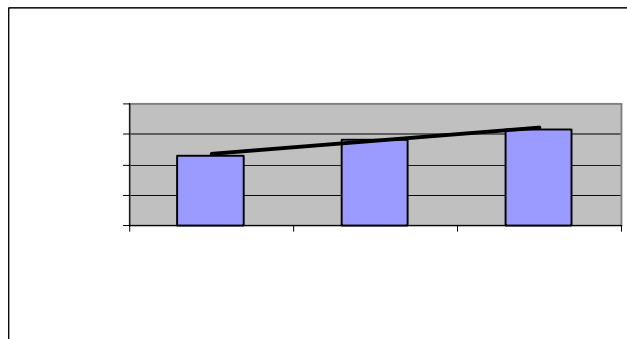
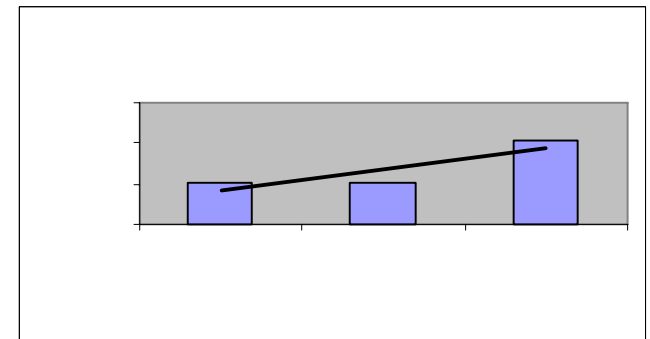


Total False Alarms

Attending false alarm incidents continues to put a strain on the Service. In 2008 the Service responded to 742 false alarm calls, compared to 811 in 2007. There are many occasions where there is a genuine and perhaps unforeseeable cause of activation and, to a large extent these must be tolerated because their value in the event of a real fire is high compared to their cost. The number of false alarms is comparable with colleague UK Fire Services however in 2009 we will be working with building owners to minimise the number of false alarms and the disruption they cause.

Emergency Special Services

An 'Emergency Special Service' is a non-fire incident which threatens life, property, the Island's environment or its infrastructure and requires a rapid intervention to mitigate its effects. Incidents include rescues from height, entrapment or other industrial accident, responding to the effects of extreme weather, sea rescues, cliff rescues or dealing with the release of hazardous materials (HAZMAT). The Service responded to 414 of these incidents in 2008 (a ratio of 2:1 compared to fires)



Road Traffic Collisions

The number of road traffic collisions the Service attends as a combined emergency service response continues to increase. In 2008 the Service assisted at 159 road traffic collisions, this reflects the continuing evolution of the Fire and Rescue Service's role from 'pure' firefighting to all round community protection.

Integrated Risk Management Plan (IRMP) Emergency Response Corporate Projects for 2008

The role of the Fire and Rescue Service is constantly evolving to deal with new threats and challenges. The Service must continue to develop and improve its emergency response to deal with new challenges and the new equipment available for Fire and Rescue work. In 2008, the Emergency Response Directorate completed the following IRMP corporate projects.

ER1 – Appliance & Equipment Replacement Programme

The Service must maintain a modern and reliable fleet of emergency vehicles and equipment to ensure that it can deal with a wide range of emergencies. In 2008 the Service researched, trialled and completed the technical specifications for a replacement fire engine, breathing apparatus and an inshore rescue boat. These were issued for tender in late 2008 and contracts awarded. Due to the waiting list and build times the inshore rescue boat and new breathing apparatus were delivered in early 2009 and the build of the new fire engine is due to be completed by summer 2009.

ER2 – Improving Emergency Response Capacity

This project comprised of a number of initiatives to improve the Service's emergency response to fires and other emergencies. The following initiatives have been completed.

- **Emergency Response Standards:** The Service has introduced new emergency response standards for fires, road traffic collisions, sea rescues and cliff rescues. The response times to fires and other emergency incidents are calculated from receipt of address to attendance at the incident and are based on the Parish risk categories identified in the Island fire risk profile.
- **Western Fire Station:** The fire cover provided by the Western Fire Station has drastically improved from 60% to 95%. This was achieved by undertaking a proactive Retained firefighter recruitment campaign in the Western Parishes which recruited an additional four firefighters to the station. The Retained firefighter shift pattern has also been reviewed to allow more flexibility for the firefighters to arrange their cover and balance it with their other work and family commitments.
- **Fire and Rescue Operations Centre:** The role of the Service's Operations Centre has been enhanced to provide better support for larger incidents and ensure Island fire cover is maintained. A new duty system has been introduced for day staff managers to provide an on call Duty Command Support Manager.

ER3 – Completion of Tactical Information Plan Project

The Service has introduced a new procedure for collating and recording tactical firefighting information to ensure that firefighters have access to up to date, reliable and relevant information on all major commercial or other risk premises in the Island. In 2008, the Service completed new tactical plans for 50% of the identified risk sites and the remainder will be completed in 2009.



Emergency Incidents of Note in 2008

Wesley Street Church Fire

The Fire Service received the first of numerous calls to a fire at Wesley Street, St Helier on 12/01/08. On arrival at the incident firefighters were confronted with a large fire involving a derelict Methodist church. A large smoke plume and burning embers were engulfing the surrounding flats. A 'Code Amber' alert was declared calling in off duty Wholtime firefighters and Retained firefighters. At the height of operations a total of 28 firefighters, 4 fire engines and the Aerial Ladder Platform fought the fire. The Fire and Rescue Service remained on scene over the weekend cooling down hot spots and investigating the cause of the fire.



Severe Winter Storms

Gale force winds and heavy rain coincided with spring tides on 10/03/08. This resulted in a 400m section of the sea wall along Victoria Avenue being severely damaged and wide-spread flooding. The Service received numerous calls to flooding caused by the high tide breaching the sea defences and the strong winds. Once the tide subsided the Island continued to be battered by ever increasing wind, and very quickly all the calls being received by our control room changed from flooding to roofs, gutters and hoardings being dislodged by the strong gusts of wind.

Broadlands Fire

The Fire and Rescue Service tackled a large fire at Broadlands Lodging House and workshop on the 14/07/08. The fire started in an adjacent workshop and quickly spread to both the main three storey lodging house and a two storey staff accommodation. Firefighting was hampered by a shortage of water and numerous exploding cylinders. Crews managed to evacuate all the residents and prevent the fire spreading to adjacent houses. The Fire Service declared a 'Code Amber' recalling off duty personnel. At the height of the fire 40 firefighters, 6 fire engines, 2 water carriers and a Command Unit were at the scene. The fire took 4 hours to bring under control.







Corporate Objective: Help people understand risk

The States of Jersey Fire and Rescue Service is committed to providing a high standard of community safety and fire protection to the people of Jersey. The Service promotes the adoption of improved building design to reduce risk to the occupants from fire and to ensure that any fire that does break out can be dealt with using the limited resources of the Service. All our activities are focused on reducing the likelihood of an emergency occurring in the first place, and providing reassurance that if the worst does happen, we have the right measures in place to lessen the impact. As the statutory enforcing authority for all fire safety matters we have continued to ensure, through a certification and inspection regime, that staff and the public are safe from fire in buildings designated under the Fire Precautions (Jersey) Law 1977.

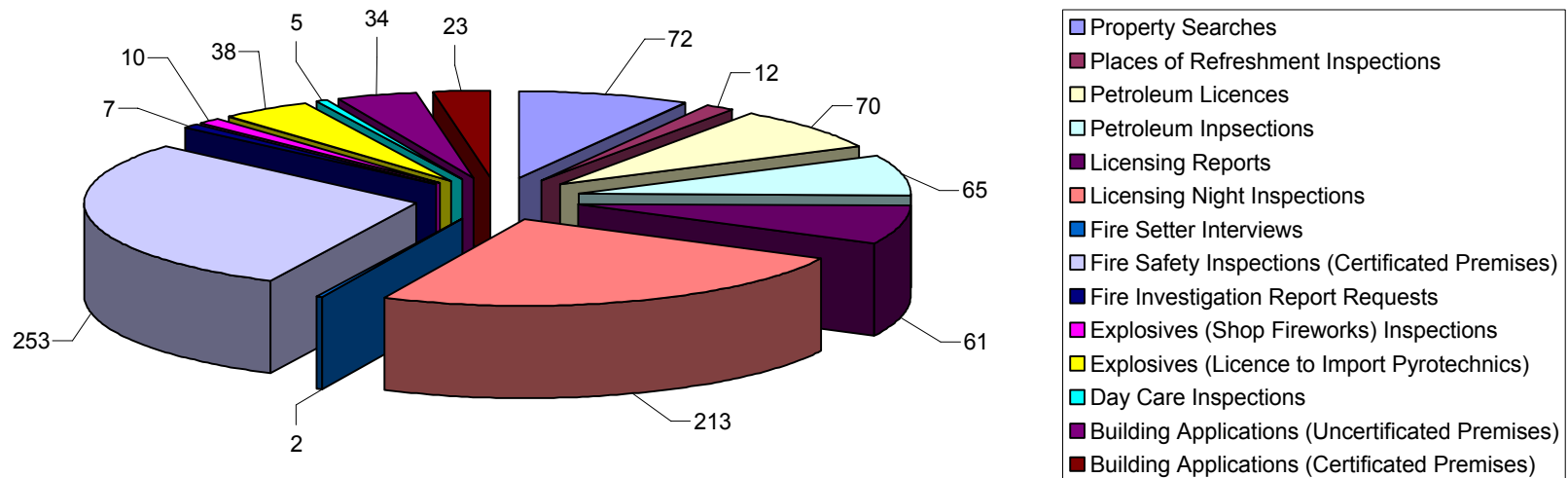
We place a big emphasis on preventing accidents by developing and implementing initiatives designed to drive down the frequency of accidental fires, fire deaths and injuries in Jersey. Our community fire safety work involves working with local communities and partners to address community safety issues. In 2008 we expanded our community safety work to enable us to have a greater involvement with our community safety partners and to continue to build on the community fire safety work carried out in previous years. In 2008 the Service visited 35 schools to deliver fire safety messages. It has established new partnerships with the Jersey Society for the Deaf and Hard of Hearing, who have sponsored the purchase of smoke detectors for the Deaf, and the RNLI to establish a 'Combined Education Task Force' for promoting sea safety. We also continued to deliver community safety at large public events including fetes, the West Show, the Seaside Festival, the Battle of Flowers, the Boat Show and the Air Display.

Home Fire Safety Visits (HFSV) continues to be an effective way of reducing fire risk in the community. In 2008, the Service completed 704 HFSVs. This was an increase of 280% on the previous year's total of 186. We are now focussing our resources on vulnerable people, such as disabled and elderly people, families with young children, families on low income and people living in rented accommodation.

Corporate Objective: Reduce fire risk in public, commercial and industrial premises

The Technical Fire Safety Department is responsible for the development, implementation and enforcement of fire precautions and other legislation relating to fire or other emergencies. 2008 saw this small, specially trained and qualified team (all of whom are operational firefighters at various levels) carry out inspections, prepare reports, provide advice on building applications and investigate fires. The pie chart below provides a summary of work completed by the Technical Fire Safety Department in 2008.

Technical / Statutory Fire Safety Activity 2008



Integrated Risk Management Plan (IRMP) Safer Communities Corporate Projects for 2008

The Service's vision is to '**make Jersey a safer community**' where there are no preventable deaths, injuries or damage from fire. In 2008, the Safer Communities Directorate completed the following IRMP corporate projects to support this vision.

SC1 & 2 – Revision of our Technical Fire Safety Strategy & the development of a new Community Safety Strategy

Following consultation with partner organisations and other stakeholders, the Service has developed a new Safer Communities Strategy for 2008 – 2012 that covers both Community Fire Safety and Technical Fire Safety. The strategy details how the Service will focus community safety on the core subjects of fire safety, sea safety and road safety. A new risk-based inspection programme will be introduced to promote fire risk management in commercial premises including championing the use of sprinklers in new buildings.

SC3 – Development of a Waterfront Development Fire Safety Plan

The Service has been an active member of the Tunnel Safety Group (TSG) that has examined the latest fire safety systems for inclusion in the design of the Waterfront Development tunnel and underground car parks. These include fire suppression, smoke control and safe evacuation routes. Following the public consultation these have now been included as a condition of the planning consent. Once planning has been passed the Fire and Rescue Service will work with the architects and designers to finalise the specifications for these fire safety systems.

SC4 – Implement Corporate Communications Strategy

The aim of the Service's Communications Strategy is to communicate our vision and priorities through proactive media campaigns and targeted events whilst improving civic awareness of the role of the Service. All elements of the Service's Communications Strategy have now been implemented. These include:

- Service photography to support press releases
- Improved media relations
- Community safety manager as media contact point
- Publication of annual Performance Report
- Re-branding to create a strong and recognisable image
- High profile media campaigns such as the exercise on the Jersey Eye and 'Make a Plan' fire safety campaign

The implementation of this strategy culminated in the Service being awarded a CIM Marketing Excellence Award for 2008.



Community Safety Events of Note

The Service works hard to prevent fires and other emergency incidents through a wide range of community safety initiatives designed to drive down the frequency of accidental fires, fire deaths and injuries in Jersey. However, despite the Service's sustained commitment to community safety, sadly a child was killed in 2008 as a result of a fire in the home. Since this death occurred the Service has re-doubled its efforts to make everyone aware of the dangers of fire and the need for a working smoke alarm. The Service was involved in the following safety campaigns in 2008:

Safety in Action Week

The Service has been in partnership with Child Accident Prevention through our involvement with Safety in Action week since its inception in 1998. The event is split up into 6 workshop style scenarios and is presented to over 1000 year 5 students from 30 primary schools over the course of 7 days during the summer term. In our workshop, the children are faced with different scenarios on what to do if confronted by fire in their home and culminating in a practical demonstration on how to travel through smoke in the Service's smoke tent. In 2008 we also encouraged every child to use the 999 number for emergencies as there had been confusion about the different numbers they could use.

Prison! Me! No Way!

The Service worked in partnership with the Prison! Me! No Way! initiative by providing a team that delivered fire and sea safety education to year 6 students from 28 primary schools as part of 28 sessions over the school year. The interactive sessions focus on sea safety and reinforce their existing knowledge of home fire safety from the Safety in Action week in year 5. These sessions have had a significant part to play in the reduction of sea rescue incidents over a four year period. The Service meets the students again at Secondary School level in year 8 to discuss arson as part of their Crime and Awareness workshops. We see over 1000 children from all eight Secondary Schools where we discuss their choices and consequences of setting fires and the problems the Fire and Rescue Service face in having to deal with hoax 999 calls. The session finalises with a real 999 audio tape call from a family trapped by fire.

Prince's Trust

The Service continued to support the Prince's Trust Scheme in Jersey who run a 12 week programme designed for youths who have fallen out of mainstream schools or employment and focuses on team and character building. The Service provides two teamwork focussed events per course (two were run in 2008). Our contribution of two full days comprises of one day of team building exercises and one day involved in team focussed Fire Service activities.

'On Two Wheels' Road Safety Campaign

The Service worked in partnership with the Youth Action Team to educate youths on the dangers of cars and motorcycles, as part of the 'On Two wheels' programme. The Service developed an interactive programme targeting 15-21 year olds on its role at road traffic collisions. In 2008 we worked with 8 youth offenders at HMP La Moye and expanded our involvement to work with the four main Secondary Schools allowing them to take part in road traffic collision demonstrations as part of their programme.

'Make a Plan' Fire Safety Campaign

The Service worked with the Jersey Evening Post to run a two-month campaign raising public awareness for the need to have a smoke detector, to test it regularly and the need to have a fire escape plan. The campaign also encouraged Islanders to take up SJFRS's free Home Fire Safety Visit (HFSV) service. The campaign proved an overwhelming success with the Service undertaking 331 home fire safety visits during the two-month campaign (the amount normally completed in 18 months) and a total of 704 HFSVs in 2008.

CIM Marketing Excellence Award 2008



Following a successful Community Safety Campaign, the Service submitted an application the CIM Marketing Excellence Awards 2008. The Service had to submit a detailed self-assessment for judging. The States of Jersey Fire and Rescue Service was selected as the winner in the 'Best Use of PR Award' that acknowledges the vital relations an organisation has with its various partners, including the media, employees and local community. The judges praised the Service's 'Make a Plan Campaign' as ***'excellent and selected it as the winner of the category for the quick response and exceptional results it achieved overall'***.

Fire Safety Awareness Courses

The Service works in partnership with the Jersey Safety Council to deliver fire safety awareness training to employees, managers, fire wardens and other agencies. In 2008 we ran 12 courses delivering fire safety awareness training to 230 students.

High Rise Dwellings Fire Safety Campaign

Early in 2008 the Service worked with the High Rise Panel and the Housing Department's 'Tenant Participation Team' to deliver safety advice to those tenants who live in high rise buildings in Jersey. The Service's Community Safety team designed and produced the artwork for a new specific high rise safety leaflet. The printing of 1000 leaflets was paid for by the Tenant Participation Team and 700 were distributed to all high rise tenants by the High Rise Panel.





Our people are the most important resource we have. We recognize that the provision of high quality training for all our staff is crucial to the effectiveness of everything we do. This is particularly important for staff engaged in emergency response activities in which there are high expectations and high risks. The Service has had to vigorously prioritise the allocation of its limited training budget to ensure that firefighters are adequately trained in risk critical roles and activities. We have built the Service's core values into key processes such as recruitment, training and development and performance reviews. We have also engaged with staff representative bodies and employees to seek acceptable solutions to problems through a genuine exchange of views and information.

Integrated Risk Management Plan (IRMP) Corporate and Support Services Corporate Projects for 2008

We recognise that our employees are critical to the delivery of a valuable Fire and Rescue Service to our community and in achieving our corporate aim of Making Jersey Safer. The States of Jersey Fire & Rescue Service is committed to the continual development of its staff to ensure that we have the right people, in the right place with the right skills. The Corporate Services Directorate has completed the following IRMP corporate projects in 2008.

CS1 – Information Systems Strategy Review

With the transfer of the Service's IS support from the Chief Minister's Department (centre) to Health and Social Services, the challenge for the Fire and Rescue Service in 2008 was to maximise the benefit, in terms of IS support, from a smaller more focused IS Department (H&SS).

A lot of 2008 was spent establishing how the two departments would work together, developing a form of 'working protocol' which supported the 'umbrella' Service Level Agreement. Successes that resulted from this work included:

- Use of the H&SS-IS support team (helpdesk). Investment being made to ensure this team clearly understood Fire and Rescue Service business.
- Technical support for the Fire and Rescue IS Manager, where before, reporting directly with the centre, he worked mainly in isolation.
- Involvement in H&SS-IS training, examples being the IS Essentials course and the European Computer Driving Licence.

One of the key challenges for this new partnership in 2009 will be the shared facility of the Combined Control Centre and how a more 'joined up' approach supports this essential function.

CS2 – Consult upon, finalise and commence the implementation of our Workforce Development Strategy

Clarity on where our Workforce Development Strategy was taking the Service was an issue raised in the 2006 Have Our Say Survey by our staff. In 2008 the Service Training and Development team met with the workforce to explain the development and direction this strategy was taking, and in turn, encouraged feedback from staff on whether these principles met the requirements of day-to-day Fire and Rescue Service activities.

Key to the development of the strategy was better use of technical training courses for staff. Partner training providers in the UK were involved in the consultation with a view to developing locally tailored training courses and bringing the trainer to us rather than incur the cost of attending generic training courses in the UK.

CS3 – Implement the ‘Maintenance of Competence’ part of the Workforce Development Strategy

One of the great successes in 2008 was the implementation of a local Fire and Rescue Service examination process for individuals seeking promotion. These assessments took the best practice template from the UK and developed it ‘one step’ further by incorporating specific emergency response modules into the process. The outcome was an Assessment Development Process that stands up to rigorous scrutiny in terms of assessment of an individual’s potential to carry out a manager/commander role within the Fire and Rescue Service, details of which have since been requested by a number of UK Brigades.

DC2 – Organisational Improvement Project

In order that the Service continues to improve it must learn lessons from its own and others experiences specifically in regard to emergency response. The Service has implemented a policy for incident audits and debriefs. An action plan has been completed for implementing the lessons learnt from the Wesley Street and Broadlands fires, this includes an improved hose laying capability. The Service has also started auditing smaller incidents to ensure that policies and procedures are working correctly.

DC3 – Revise Performance Management Framework

New performance management frameworks introduced and supported by enhanced statistical reporting. Each Directorate now has their own performance plan in support of the Service strategy. These plans are tracked and reported on at monthly Strategic Management Board meetings using a traffic light system and where required action is taken to ensure that targets are met. The Service’s performance is reported quarterly to the Home Affairs Department Management Board.



Fire and Rescue Staff Events of Note



Retained pass out and staff awards ceremony

The Service held its first Retained firefighter pass out ceremony on 26/07/08 at the Fire Service Headquarters in Rouge Bouillon, St Helier. The pass out Ceremony marked the completion of the basic training for the 8 new Retained firefighter recruits and the start of their operational duties. During the ceremony the new firefighters demonstrated the firefighting skills they had been taught to family and friends. Each firefighter received a completion of training certificate from the Home Affairs Minister. During the ceremony a number of Wholetime firefighters were also presented with Chief Fire Officer Commendations for outstanding service

Fire Service local examinations

Following the withdrawal of the National Fire Service Examinations, the Service developed an Assessment and Development Process (ADP) in collaboration with our South West FRS partners. Similar to other UK FRS, the Service recognised the need to have underpinning skills and knowledge to undertake supervisory and managerial roles within the Service. Jersey Fire and Rescue Service therefore developed their own local technical and practical assessments for Crew and Watch Manager Promotions. This included both a detailed study syllabus and accompanying study packs. The first of the assessments was run in November 2008 and this has provided a pool of personnel with the potential to be promoted, as and when vacancies arise.



Tower crane exercise

On 29/02/08 the Service held a 'Line Rescue' exercise utilising the 30 metre tall tower crane on the Deerglen Building Site next to the underpass. White Watch practiced their line rescue capabilities in two scenarios on the crane. Firstly they performed a simulated rescue by rescuing a person with back injuries from the crane's cab. This involved securing the casualty onto a stretcher and extricating him from a very confined space then lowering him down the outside of the crane structure. The second scenario involved a maintenance technician suffering from chest pains and trapped on the crane jib. Utilising their specialist line rescue equipment the two casualties were brought down to safety.

Three peaks challenge

The Service entered a 10-man team into the National Fire Service Three Peaks Challenge on the 26th & 27th June 08. The aim of the event is to climb the three highest mountains in the UK, Ben Nevis (1344m) in Scotland, Scafell Pike (978m) in England and Snowdon (1085m) in Wales in under 24 hours and raise money for the Fire Service National Benevolent Fund. Once completed, each team will have walked over 20 miles, ascended more than 10,000 feet and driven over 500 miles. The Jersey Fire Service Team managed a fantastic result, completing the event in a total time of 19hr 19min. The team were awarded a Gold Medal and the Garmin Europe First Overseas Team Award.



Exercise on the Jersey eye

On 22/07/08 the States of Jersey Fire and Rescue Service staged a mock protest on the Jersey Eye to test their line rescue capability and to promote the testing of smoke alarms. The purpose was to highlight the importance of having a working smoke alarm whilst demonstrating and testing the versatility of the Service's ability to deal with difficult, complex and unusual incidents within Jersey. Two firefighters dressed as civilian protestors climbed up the Jersey Eye in the morning to unveil a large protest 'Test Your Smoke Alarm' banner measuring 15m x 4m. The Service's Line Rescue Team were mobilised to the exercise, climbed the Eye and 'rescued' the two stranded protestors. The exercise was a great success and the banner was seen by hundreds of motorists heading into work.

Fire Station charity car wash

The Service held its second charity car wash on 31/05/08. The car wash was in aid of Jersey Hospice Care and the Fire Services National Benevolent Fund. It was a great success washing 438 cars and raising over £4000. Wholtime firefighters were joined by retired firefighters, Joint Fire and Ambulance Combined Control Staff, Airport Rescue and Firefighting staff and members of Jersey Hospice Care to help with washing an array of vehicles including a bus, breakdown truck, removals lorry, boat on a trailer and numerous taxi's. The charity event also gave an opportunity for our Community Fire Safety team to provide safety literature to their captive audience.



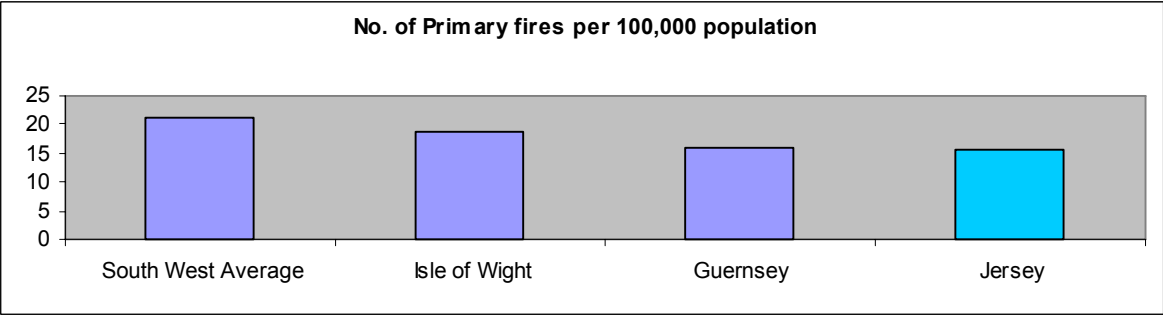


The Deputy Chief Fire Officer is responsible for Strategic planning, governance and performance improvement. Measurement and good management go hand in hand. We use this principle to underpin our performance management strategy. The Service records information about every incident it is called to and uses this information to analyse and monitor performance against key targets and strategic performance indicators. These are 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. The UK Government has identified six BVPIs that were considered key indicators, which are used to judge and compare the performance of individual Fire Services. Our performance will therefore be measured against both national and local targets. The figures below identify how we performed against the UK South West average and against similar Island Fire and Rescue Services.

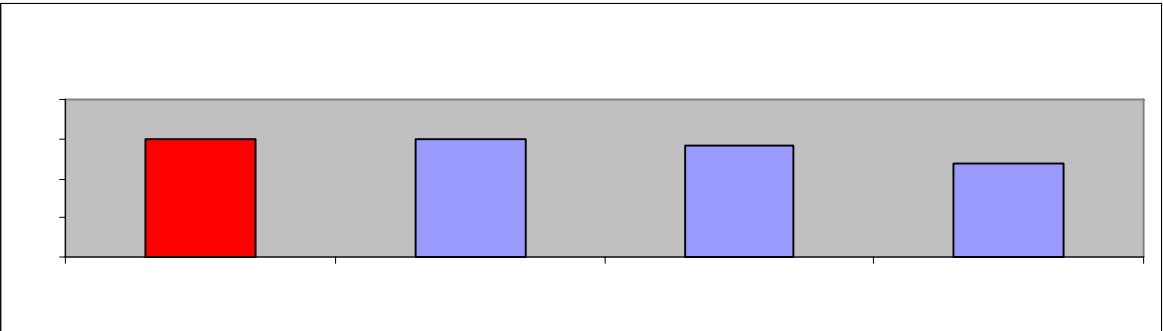
Clearly, we must take caution in comparing against UK Fire and Rescue Services as their size gives them considerable capacity with which to drive down and respond to risk. Whilst an 'Island' Service, the Isle of Wight is a UK County and therefore does not have the requirement to manage the full range of 'National' functions such as developing and maintaining legislation as is the case in Jersey and Guernsey.

In the comparison charts, Jersey's relative performance is indicated through colour coding. Where we have achieved the best result, the 'Jersey' column is blue, 2nd is green, 3rd is yellow and where we have shown the weakest performance it is coloured red. As you will see from the charts, a higher indicator result can represent either a stronger or weaker performance depending on what is being measured.

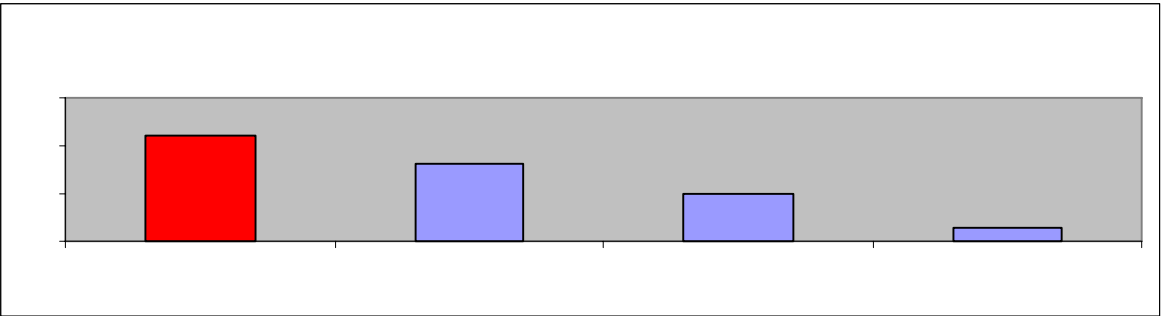
BVPI Comparisons against SW Fire and Rescue Services Average and Other Island Fire Services



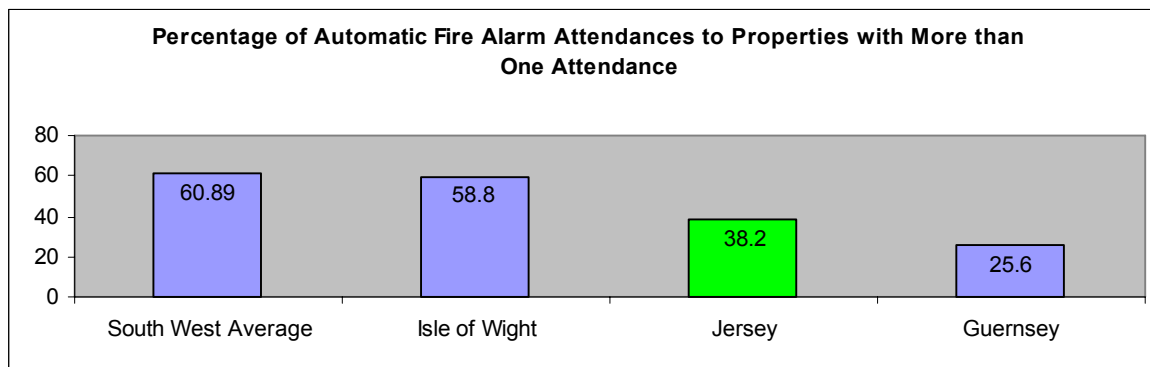
The definition of a 'Primary Fire' is a reportable fire involving buildings, caravans / trailers, vehicles (not derelict), outdoor storage, plant or machinery, agricultural premises and other outdoor structures. 2008 saw 141 primary fires which is a pleasing reduction on the previous year. Jersey has fewer primary fires per head of population than the comparator groups.



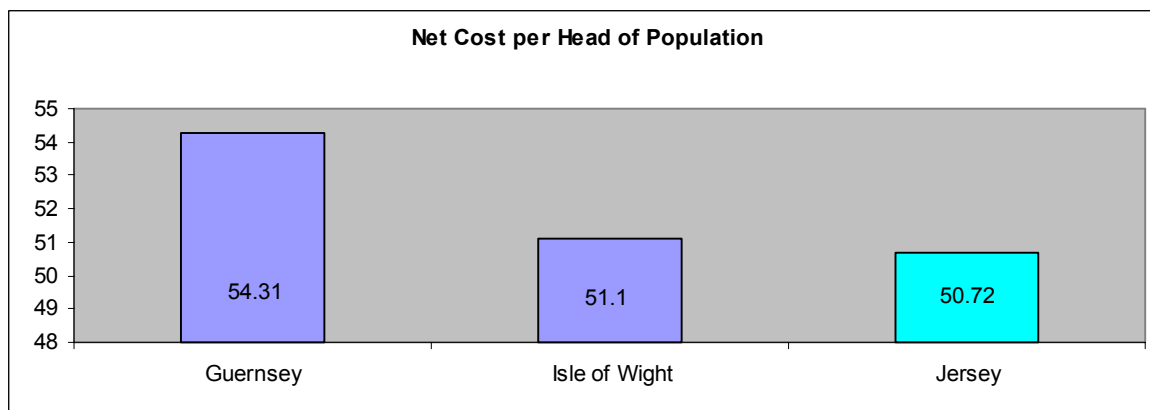
Jersey experienced the highest level of activity in this area for the comparator group despite a 26% reduction in the number of dwelling fires in 2008. This indicates that we still have work to do in engaging with and educating the community with regard to preventing fires from occurring in the first place.



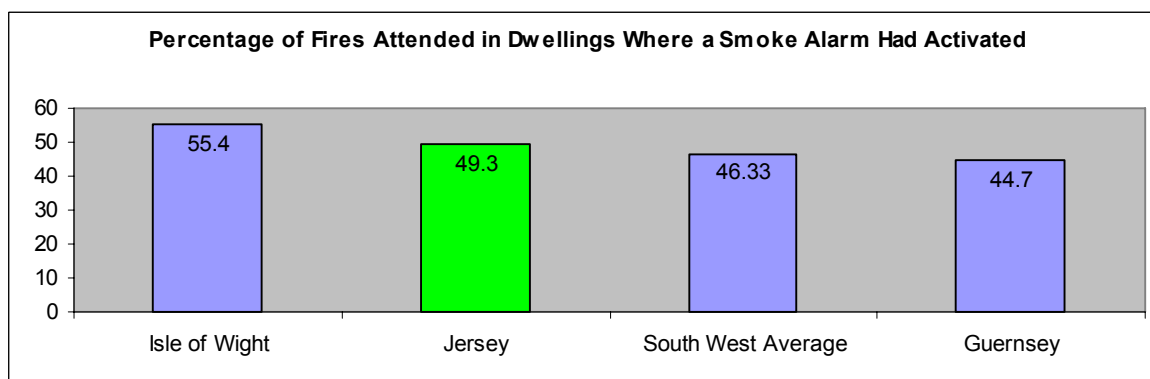
Although the number of people that have been injured in fires has reduced over the last five years, Jersey still has a relatively high number of injuries when compared to the UK and other Islands. This indicates that we still have much work to do in driving down risk through education and community engagement.



Jersey performs well in this measure which indicates that there is a low incidence of repeat false alarms from individual premises.



As the chart shows, Jersey's Fire and Rescue Service costs less per head of population than either of our colleague 'Island' Services whilst having a wider role than both.



Jersey performs relatively well when comparing the number of fires attended where a smoke alarm was fitted and worked as intended. Whilst we are pleased with this performance, 50% of the fires we attend are in properties without a working smoke alarm.

Corporate Objective: Optimise our resources

External Performance Assessment

In addition to the Best Value Performance Indicators (BVPIs) the Service is also regularly audited by a number of different organisations to ensure that we operate to required standards and to assess how well we perform in delivering services to local communities. 2008 saw the Service undergo a rigorous regime of audits. The performance summaries below demonstrate that the States of Jersey Fire & Rescue Service performed well in the audits.

Controller & Auditor General's Spending Review

The Fire and Rescue Service was audited as part of the States Spending Review conducted by the Controller and Auditor General. The purpose of the review was to assess spending by States Departments, and report on the effectiveness with which expenditure has been controlled and the options for implementing further spending cuts. The review concluded that any reduction in costs must involve a reduction in the Service's manpower and this would involve reducing either the extent of the emergency cover provided or the provision of preventative work undertaken.

Audit by the United Kingdom Maritime and Coastguard Agency

In June 2008 the Service's Marine Firefighting Team was audited by the UK's Maritime and Coastguard Agency. The audit team reported that they were very impressed by the work that the States of Jersey Fire and Rescue Service had carried out since their last inspection in May 2006. They stated that ***'During our observation of the exercise it was pleasing to see that the crew were not only knowledgeable but also very enthusiastic in carrying out their duties and are to be commended for the work carried out. The overall impression gained by the audit team was that the States of Jersey Fire and Rescue Service Maritime Incident Response Group Team were enthusiastic, well practiced and efficient'***.

Inspection by the Royal Yachting Association (RYA)

In August 2008 the Service's Sea Rescue function, which is accredited by the Royal Yachting Association (RYA), was inspected to ensure that it continued to meet the Association's high standards. The Inspector confirmed that the Service complies with all the RYA Conditions of Recognition and that it will continue to be recognised as an RYA Accredited Centre for Powerboat and Safety Boat Courses. The inspector stated that ***'the rescue boats are in good condition, are well equipped and a good level of training is maintained.'***

Inspection by the Scottish Fire and Rescue Advisory Unit (SFRAU)

The final audit of the year was undertaken by Scottish Fire and Rescue Advisory Unit (formally the Her Majesty's Fire Service Inspectorate for Scotland) in October 2008. This was the first comprehensive inspection of the Fire and Rescue Service since the last inspection in 2002 and the subsequent disbanding of Her Majesty's Fire Service Inspectorate. A team of four auditors spent two and a half days conducting an extensive range of interviews, reviewed relevant documents and analysed performance information having already received a self assessment and evidence portfolio. The auditors examined the management of the Service, workforce development, operational performance and fire prevention and protection services.

The Scottish Fire and Rescue Advisory Unit recently published its findings stating that **'the States of Jersey Fire and Rescue Service has a clear strategic direction with robust policies and strategies developed which link well with the States Strategic Plan, with effective regular communication between Government and Service. The Service is led by an enthusiastic and energetic Management Team who have developed a dynamic corporate strategy with clear links to the Integrated Risk Management Plan.'**

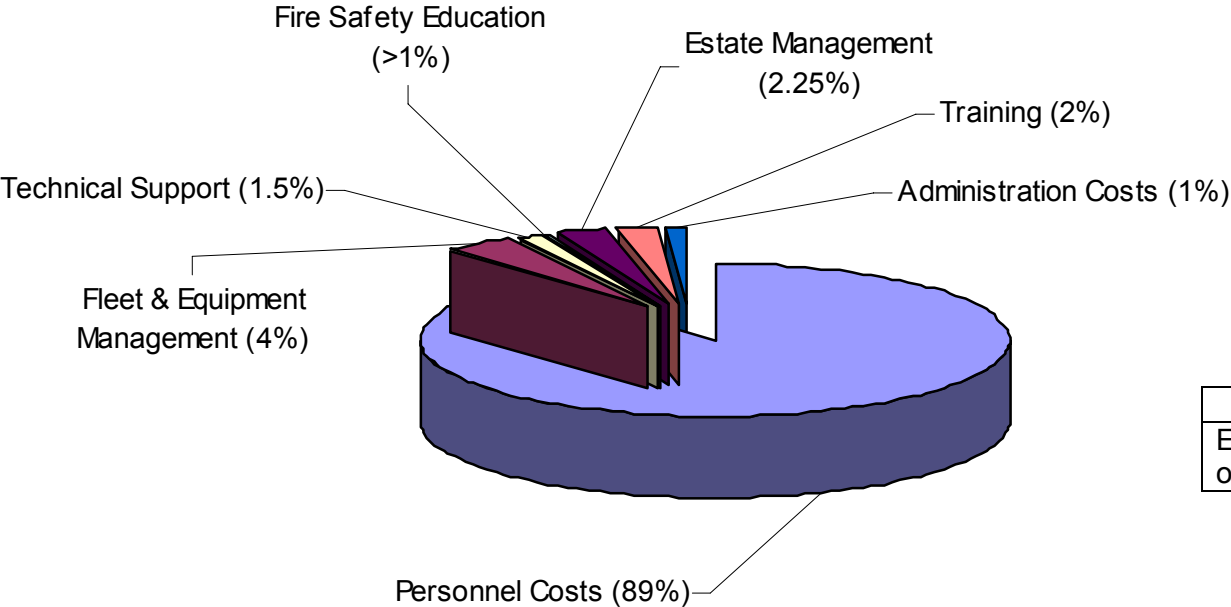
The report goes on to praise the Fire and Rescue Service in a number of areas including the management of risks, effective budget management, good communications and relationship with the media, good relationship between full-time and part-time Firefighters, a wide range of initiatives and objectives, close working with partner organisations and skilled enthusiastic staff who are clearly motivated. The report does however highlight a number of areas for improvements and it raises concerns over the long term affect of budget cuts.



A modern and well-managed 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.

Finance Management

2008 was a very challenging year financially; the Service’s total budget for 2008 was £4,605,660. The majority of the budget is allocated to staff expenditure, currently 89%. Additionally in 2008, the Service responded to a number of large incidents with the associated increased staff costs. For part of the year the Service carried a number of Wholetime and Retained vacancies, which although reduced our salary costs did result in a significant amount of overtime to cover the reduced operational staffing levels. 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. In 2008, the Service exceeded it budget allocation for essential equipment replacement and vehicle repairs. This and the increased overtime costs resulted in the Service overspending its budget by £29,933. The diagram below provides an insight into where the Service’s budget is spent and shows the huge differential between staff costs and the costs of maintaining critical infrastructure.



	2006	2007	2008
Expenditure on personnel (%)	85.67%	87.37%	88.9%

Governance

Good governance is critical to the successful running of any organisation, particularly when public money is being used and the reputation of the States of Jersey rests upon it. One of our key indicators in this regard is the number of invoices from our product or service suppliers that we pay promptly. As can be seen from the table below, our excellent record has been maintained.

	2007	2008
Percentage of invoices paid within 30 days	100%	100%

Personnel Levels and Absence Management

The number of 'Full Time Equivalent' (FTE) posts has remained static for the past two years and the Retained (part-time) Firefighter establishment has been deliberately run 'light' by four personnel to fund the overspend on non-staff costs. The average number of days lost to sickness absence – whilst generally very good for a role which requires high levels of fitness and freedom from injury for a Firefighter to be able to carry out their duties safely – rose from 2007 to 2008 due to some long term sickness and a number of staff injuries.

	2007	2008
Full Time Equivalent Personnel (and Retained Personnel)	76.54 (47)	76.54 (47)
Average Days Lost to Sickness Absence	8.84	10.27



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KILLS**
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SMOKE ALARMS

**SAVE
LIVES**



Jersey Fire & Rescue

..making Jersey a safer community