



**Jersey** Fire & Rescue

*..making Jersey a safer community*



**Integrated Risk Management Action Plan 2009**



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“ The Service is committed to making Jersey a safer community ”

# Introduction

The role of the States of Jersey Fire and Rescue Service is to save lives and protect the community by driving down risk. Jersey is already a safe place in which to live, work and visit but our aim is to make the Island even safer and to improve the wellbeing of all our citizens and visitors. This is achieved through a combination of Community Safety Prevention, Fire Protection and Emergency Response activities and through the careful management of our resources.

As part of the Home Affairs Department, we have an important role to play in contributing toward the States' Strategic Aims and the specific departmental objectives explained within the Home Affairs Business Plan. Delivering a modern and effective Fire & Rescue Service is a specialised role and we have therefore developed our own Vision and Mission statements to complement those of the States and the Home Affairs Department.

## Our Vision, Mission and Aims

### 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 corporate key aims are:

Reduce the risk to  
the community

Improve the way we  
work

Develop our people  
and culture



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 Strategy on a Page provides a simple and clear description of our three strategic aims and nine strategic objectives, detailing what we will do to achieve them and how we will monitor and manage progress.

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"> <li>Fast response</li> <li>Response appropriate to incident</li> <li>Incidents dealt with efficiently &amp; effectively</li> </ul>	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"> <li>Improved community understanding of fire and other risks</li> <li>Fewer fatalities &amp; injuries</li> <li>Fewer dwelling fires</li> </ul>	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"> <li>Designated premises comply with requirements &amp; responsibilities</li> <li>Better fire safety management in buildings</li> </ul>	Risk based FS inspection programme Fire protection communication Enforcement/prosecutions	
Improving the way we work	Optimise our resources	<ul style="list-style-type: none"> <li>Maximised income generation</li> <li>Corporate sponsorship</li> <li>Resources allocated to priorities</li> <li>Resources shared with partners</li> </ul>	Opportunities for sponsorship Increase income generation Build capacity & secure funding Identify priorities (what matters most) Identify opportunities to share resources Identify opportunities for innovation	Income/sponsor ship measure Building capacity measure % of priorities for which resources allocated. Shared resource measure Introduce innovative solutions
	Look for new and innovative ways of improving	<ul style="list-style-type: none"> <li>Forward think and innovative Fire &amp; Rescue Service</li> <li>Services actively promoted</li> <li>Communicating effectively with the public</li> </ul>	Implement a communications strategy Deliver media training Improve media links	Regular media exposure More public support and understanding
	Be good at marketing and communicating			
Developing our people and culture	Develop the skills & knowledge of our workforce to match our needs	<ul style="list-style-type: none"> <li>Service structure supports our vision</li> <li>Competent personnel and early identification of potential</li> <li>Workforce development programme</li> </ul>	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"> <li>All staff feel valued</li> <li>Values driven culture</li> </ul>	Respond to good and bad performance Involvement of staff	
	Promote fairness and equality	<ul style="list-style-type: none"> <li>Positive environment committed to equality and fairness for all</li> </ul>	Champion fairness and equality. Respond quickly to issues	Equality & fairness measure



In general terms, emergency incidents in Jersey are increasing in number and, despite much effort being put into preventing them from happening in the first instance, Jersey's Fire & Rescue Service is getting busier each year.

## Key Statistics and Activity for 2008

Resident Population protected:	90,800
Households protected:	38,000
Total Incidents:	1,655
Total Fires:	293
Total 'Special Services*':	610
Total Alarms:	742



\* Special Services includes Road Traffic Collisions, Rescues (including from sea and height) and incidents involving Hazardous Materials.

This 2009 IRMP Action Plan represents the final year of the 'overarching' 2007-2009 Integrated Risk Management Plan. It identifies specifically what we intend to achieve in terms of Strategic Projects in 2009, when we expect to achieve them and who will be accountable for the delivery of the various objectives.

The IRMP 2009 projects are colour coded to help show the very clear links between the major initiatives that we intend to work on and how they fit into our Corporate Strategy on a Page. These projects are not the only work that we will be engaged in during 2009, they help shape and develop our Directorate action plans undertaken by the Service's three Directorates (Emergency Response, Safer Communities and Corporate Services). Other Directorate level objectives include undertaking all the 'business as usual' activities such as keeping our staff trained, equipped and supported, maintaining our fleet and ageing Headquarters building, inspecting premises to ensure safety compliance, engaging in corporate activities such as multi-agency training and, on approximately 1,700 occasions, responding to a wide range of very challenging and potentially dangerous emergency incidents.

In 2009 the Jersey Fire & Rescue Service aims to slow and preferably stop the increasing trend in emergency incidents that we are experiencing and prepare the 2010 – 2012 Integrated Risk Management Plan.



# Fire & Rescue Service Directorates

Maintaining a Fire & Rescue Service in an Island context is complex and challenging. In order to deliver our critical services efficiently and effectively to the community, the Jersey Fire & Rescue Service is divided into three directorates, 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.





## **Preventing & Protecting – the ‘Safer Communities’ Directorate**

**Group Manager Martyn Maguire – Director of Safer Communities**

**Strategic Aim: Reduce Risk to the Community**

<b>Project</b>	<b>SC1/09 – Development of a Youth Education and Development Policy</b>
<b>Why?</b>	We believe that the provision of proactive education is key to achieving our vision of making Jersey a safer community. A robust education and development policy will help ensure that Jersey’s youth receives quality safety education throughout their school years into adulthood by appropriately trained and vetted staff.
<b>When</b>	Project completion in Quarter 2 2009

<b>Project</b>	<b>SC2/09 –Targeting our ‘At Risk’ Groups</b>
<b>Why?</b>	Our fire safety campaigns have been very successful, however those groups identified in our Safer Communities Strategy remain difficult to reach. During 2009 we will focus our services and specifically targeted campaigns on our identified risk groups.
<b>When</b>	Project completion Quarter 4 2009

<b>Project</b>	<b>SC3/09 – Work In Partnership with Planning and Building Control to Review and Improve Fire Safety Documents</b>
<b>Why</b>	Current guidance is based upon UK regulations and as such there are areas within it that do not reflect local conditions or legislation. A review will identify these areas and make recommendations to bring them in line with local requirements.
<b>When</b>	Project completion in Quarter 3 2009

<b>Project</b>	<b>SC4/09 – Work in Partnership with Planning and Building Control to Introduce New Automatic Water Suppression Systems Regulations</b>
<b>Why</b>	To ensure that buildings identified as high risk and those of a specific purpose group are fitted with an appropriate suppression system.
<b>When</b>	Project completion in Quarter 3 2009

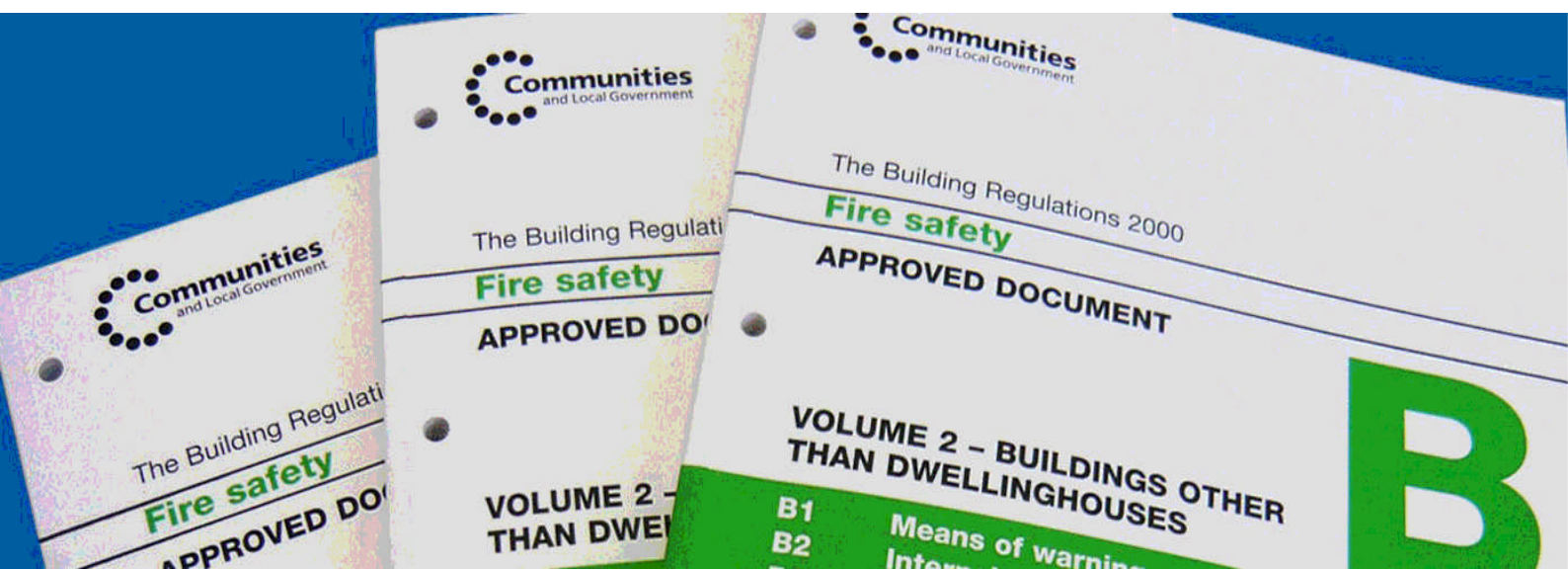
# Integrated Risk Management in 2009

**Strategic Aim: Improve the Way We Work**

<b>Project</b>	<b>SC5/09 – Consult on revised Licensing, Explosives and Housing legislation</b>
<b>Why</b>	Existing legislation does not reflect modern societal risks or departmental and organisational objectives. A review of the legislation will ensure that it is both functional and appropriate.
<b>When</b>	Project completion in Quarter 4 2009

<b>Project</b>	<b>SC6/09 – Develop a risk based inspection programme</b>
<b>Why</b>	We currently have around 500 existing fire certificated premises which are inspected either annually or biennially regardless of the condition of their fire safety measures, or management procedures and protocols. This inspection regime is onerous on well maintained and managed premises and a drain on both operational and technical fire safety resources. A risk based inspection programme will help ensure that resources are targeted and inspections are both functional and appropriate to premise needs.
<b>When</b>	Project completion in Quarter 4 2009

<b>Project</b>	<b>SC7/09 – Increasing SJFRS revenue research (User Pays)</b>
<b>Why</b>	The States of Jersey Anti-Inflationary Strategy recognises both the need to address inflation and to promote the principle of 'user pays' and this has been backed up by the recent review of States expenditure by the Comptroller and Auditor General. We will research and consult on the implications of 'user pays' scheme for the work undertaken by our Technical Fire Safety Team, in areas such as fire safety consultation, licensing and commercial training.
<b>When</b>	Project completion in Quarter 4 2009



## ***Responding – the ‘Emergency Response’ Directorate***

***Area Manager Mark Johnson – Director of Emergency Response***

**Strategic Aim: Reduce Risk to the Community**

<b>Project</b>	<b>ER1/09 - Control &amp; Mobilising Pre-Determined Attendances</b>
<b>Why</b>	Working in partnership with the States of Jersey Ambulance Service (who manage the Ambulance & Fire & Rescue Combined Control Centre) the Service will develop new Pre-Determined Attendances for all types of incidents the Service attends. This will reduce call handling times and ensure that we arrive at incidents quickly and with the right amount of equipment and personnel.
<b>When</b>	Project completed by Quarter 2 2009

<b>Project</b>	<b>ER2/09 – Develop a New Unwanted Fire Signals Policy</b>
<b>Why</b>	A large amount of the calls the Service attends are from automatic fire alarm systems. Many of these are repeat fire alarm actuations (Unwanted Fire Signals) which commit valuable resources unnecessarily and this has impact on our service delivery. A new Unwanted Fire Signals policy will identify those repeat actuations and ensure improvements are put in place to prevent reoccurrence.
<b>When</b>	Project completion in Quarter 2 2009

<b>Project</b>	<b>ER3/09 - Appliance &amp; Equipment Replacement Programme</b>
<b>Why</b>	As part of our ongoing appliance & equipment replacement programme, in 2009 we will replace one of our two Inshore Rescue Boats, a front line Fire Appliance and our Breathing Apparatus as well as developing an enhanced high volume hose laying capability. We will also undertake a project to provide better financial planning for a three yearly equipment replacement programme.
<b>When</b>	Project completion in Quarter 4 2009

# Integrated Risk Management in 2009

**Strategic Aim: Reduce Risk to the Community**

<b>Project</b>	<b>ER4/09 - Emergency Response Command and Control</b>
<b>Why</b>	Following new guidance published by the UK on Fire Service Incident Command, we will review and amend our own policies and procedures to reflect the UK approach and carry out training in Incident Command and the use of the Service Incident Command Vehicle to ensure that we manage incidents effectively and safely.
<b>When</b>	Project completion in Quarter 2 2009

<b>Project</b>	<b>ER5/09 - Improvements on Work Patterns, shifts and routines</b>
<b>Why</b>	It has now been recognised by many UK Fire & Rescue Services and also highlighted during the recent Inspection of SJFRS that the existing shifts and routines results in a considerable amount of unproductive time, whilst at the same time limiting the time available during the working day for safety critical training and the delivery of community safety programmes. To maximise use of resources wherever possible, the work patterns, shifts and routines need revising to better match our current workloads and priorities. The project team will look at a revised Duty Manager Shift Pattern, Watch shifts and the appropriateness and timings of when work is carried out throughout day.
<b>When</b>	Completion by Quarter 4 2009



# Integrated Risk Management in 2009

## Resourcing & Supporting – the ‘Corporate Services Directorate’

Group Manager Martin Allix – Director of Corporate Services

### Strategic Aim: Improve the Way We Work

<b>Project</b>	<b>CS1/09 - Development of an Information Systems Strategy</b>
<b>Why?</b>	We will review and develop our IS Strategy, focussing on: <ul style="list-style-type: none"> <li>• Developing our relationship with Health &amp; Social Services IS Department</li> <li>• Researching and implementing an Equipment Management System</li> <li>• Developing a Statutory Fire Safety Register</li> <li>• Working with T&amp;D to create a Competency Recording System</li> </ul>
<b>When</b>	Strategy Completed with implementation commenced by Quarter 2 2009

<b>Project</b>	<b>CS2/09 - Develop and establish a clear ‘working protocol’ with Home Affairs HR</b>
<b>Why?</b>	To ensure that FRS Managers and HR Business Partner Team members understand organisational expectations and what role each department takes when involved in various projects/events.
<b>When</b>	Project completion Quarter 2 2009

### Strategic Aim: Ensure Our Staff Feel Valued

<b>Project</b>	<b>CS3/09 – Finalise and commence implementation of our Workforce Development Strategy</b>
<b>Why</b>	We will maintain a focus on operational training and development by creating a clear timeline for the strategic elements of SJFRS Workforce Development including; <ul style="list-style-type: none"> <li>• Workplace Assessment – <i>Development of a scenario based training and assessment schedule</i></li> <li>• Occupational Standards – <i>Meaningful Performance Review &amp; Appraisal; linking operational performance with competency sets.</i></li> <li>• Phased Development – <i>Clear performance criteria detailing: Acquisition, Application &amp; Maintenance of skills</i></li> </ul>
<b>When</b>	Strategy Completed with implementation commenced by Quarter 2 2009

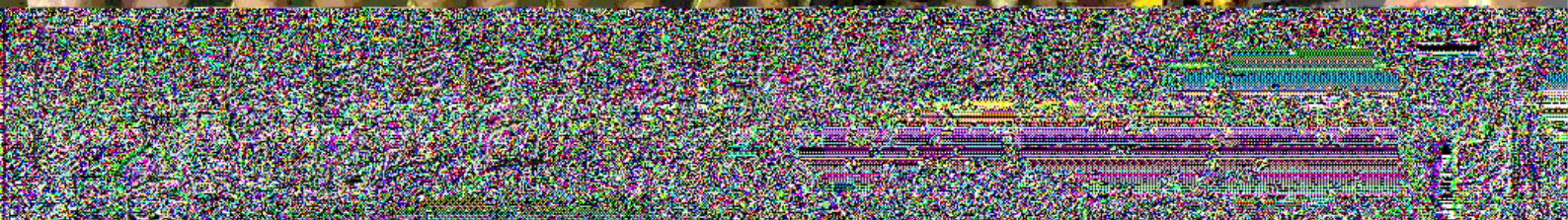
# Integrated Risk Management in 2009

## Strategic Aim: Ensure Our Staff Feel Valued

<b>Project</b>	<b>CS4/09 - Respond to the Have Our Say Survey</b>
<b>Why</b>	We will continue to respond to the Have Our Say staff survey by developing and implementing an agreed Action Plan to further build upon strengths and develop those areas playing a significant role in our service delivery which are not as strong. The 2008 survey provides an opportunity to check progress and adjust the plan to respond to new findings.
<b>When</b>	Action Plan completed by SJFRS Working Group with implementation commenced by Quarter 3 2009.

<b>Project</b>	<b>CS5/09 - Performance Review and Appraisal workshops for SJFRS Managers</b>
<b>Why</b>	The Service will Review its Performance, Review and Appraisal policy for operational personnel. Following the review, we will amend our PRA procedures and provide consolidation training in PRAs for SJFRS Managers
<b>When</b>	Project planning completed with implementation commenced by Quarter 1 2009

<b>Project</b>	<b>CS6/09 - The involvement of Equality and Diversity in all aspects of SJFRS business</b>
<b>Why</b>	To reinforce amongst staff the SJFRS commitment to a workplace environment committed to equality and fairness for all. Working with HR: <ul style="list-style-type: none"> <li>• Develop workshop style training events</li> <li>• Follow-up training with feedback questionnaire</li> <li>• Develop a SJFRS Equality &amp; Diversity 'booklet' clearly stating SJFRS values and giving advice on acceptable behaviours.</li> <li>• Audit all SJFRS policies for inclusion of Equality &amp; Diversity values.</li> </ul>
<b>When</b>	Project completion in Quarter 4 2009



## *Planning, Governance and Improvement*

*Deputy Chief Fire Officer Paul Brown*

**Strategic Aim: Improve the Way We Work**

<b>Project</b>	<b>DC1/09 - States of Jersey Fire &amp; Rescue Service (Jersey) Law 200-</b>
<b>Why?</b>	We will provide new legislation to ensure greater legal provision and definition of our core functions in areas of fire safety, firefighting, rescues and road traffic accidents and our response to other emergencies
<b>When</b>	Project completion by Q4 2009

<b>Project</b>	<b>DC2/09 - Integrated Risk Management Plan 2010 - 2012</b>
<b>Why?</b>	In 2009 we will analyse the risks and trends of activity faced by our communities in recent years and begin the process of developing our IRMP for the next three years in order to combat them. We will develop outline plans based upon research and then consult with stakeholder representatives to ensure we are meeting the needs of the people we are here to serve.
<b>When</b>	Project completion by Q4 2009

<b>Project</b>	<b>DC3/09 - Audit Recommendation Action Plan</b>
<b>Why?</b>	In 2008 the Service was audited by a team from the Scottish Fire & Rescue Advisor's Unit. Whilst, in general, the team were very impressed with our performance and standards, they have made recommendations for improvement and therefore this project to develop and implement an action plan will ensure a structured response to those recommendations.
<b>When</b>	Project completion by Q4 2009

# Integrated Risk Management in 2009

## Strategic Aim: Improve the Way We Work

<b>Project</b>	<b>DC4/09 - Safety Improvement Initiatives</b>
<b>Why?</b>	Recent years have seen an increasing trend in the number of serious safety events experienced by the Service. In 2009 we will develop a range of management, training and performance improvement initiatives aimed at addressing this issue and driving down their frequency and severity.
<b>When</b>	Project completion by Q4 2009

## Strategic Aim: Reduce Risk to the Community

<b>Project</b>	<b>DC5/09 - Operational Assurance</b>
<b>Why?</b>	<p>The Fire &amp; Rescue Service is critical to the protection of the Island's people, property, environment and infrastructure. In order to be able to maintain effective education, engagement, enforcement and firefighting and rescue capabilities we must ensure the safety of our own personnel as a priority, learn from our own and others' experiences in order to continually improve and provide a structured and objective audit framework in order to assess our performance.</p> <p>To achieve this effect, the Operational Assurance project will see improvements to the production and use of Operational Doctrine, Performance Audit, Internal Audit and assessment of Professional Standards.</p>
<b>When</b>	Project completed by Q4 2009



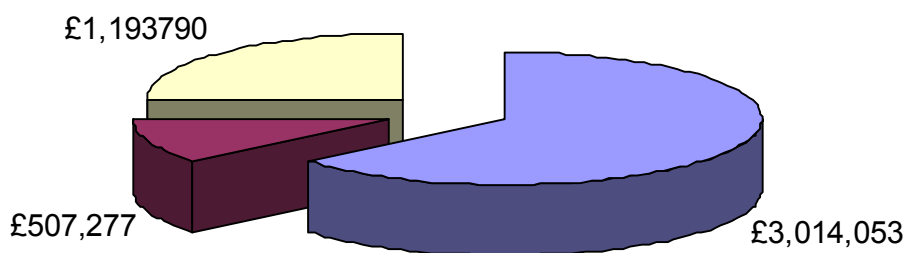


All of the Strategic Projects outlined in this Integrated Risk Management Action Plan 2009 will, of course, have resource implications. No plan can be delivered without it being directly linked to appropriate funding streams and therefore the 2009 budget plan has already been developed in order to support the implementation of our objectives.

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

## Revenue Budget 2009

The Service's total revenue budget for 2009 is £4,715,120. Staff costs account for 90% of the entire budget. The individual Directorate costs are shown below, with the staff costs pro-rated for each area. The Corporate Service budget breakdown includes all the non-staff costs such as training courses, premises and equipment maintenance and fuel costs.



- Emergency Response
- Safer Communities
- Corporate Services





**SMOKE ALARMS**

**SAVE**

**LIVES**

