



Jersey Fire & Rescue

..making Jersey a safer community

JFR2020



2017 -2020

Integrated Risk Management Plan

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Assistant Minister's Foreword

Welcome to Jersey Fire and Rescue (JFR) 2020, the States of Jersey Fire and Rescue Service's Integrated Risk Management Plan for 2017-2020. We hope you find the plan both interesting and reassuring.

Jersey is a safe, stable and secure place and staying that way is not only vital to the people who live and work here but also to the Island's role and future as a place to invest and do business with. Our future prosperity relies, in large part, on our safety. Safety, however, is a result of a great deal of planning and effort and can never be taken for granted.

Following a long period of reducing fires the Island has, since 2008, experienced a gradual upward trend; particularly fires in the home. Our population and built environment are growing and changing. Whilst bringing many benefits, some of these changes have the potential to increase the rate of fire and its harmful effects.

During the same period, Jersey along with the rest of the world has been confronted with a new economic reality. The government has had to make important strategic decisions about this and other challenges which have meant that limited resources have had to be prioritised. Jersey Fire and Rescue, like many government departments, must play its part in helping find savings and efficiencies as it has been doing through successive spending reviews.

The coming together of these challenges means that, essentially, Jersey Fire and Rescue must find ways of delivering more and better services with fewer people and less money. We are determined to meet the challenge and this plan sets out how we will do it.

While operating a large and complex fleet of vehicles, equipment and technology, Jersey Fire and Rescue is, essentially a 'people organisation'. Nothing happens without committed and talented people, doing their best, every day and in every area of activity. The size and complexity of the challenge ahead of us must not be underestimated; there will be difficulties along the way but with this team, we know we will succeed.

Connétable Deidre Mezbourian
Assistant Minister for Home Affairs



Introduction

Jersey Fire and Rescue (JFR) 2020 describes how the Service will transform for the 2020's and beyond, in response to future strategic challenges. It will use the integrated risk management principles of prevention, protection, preparedness and response to manage a wide range of risks to islanders, our environment and infrastructure. It also describes the risks to the organisation and how they will be managed because, if we suffer failures or experience weaknesses, our ability to help others is compromised.

Before describing what we will deliver and how we will do it, it is important to understand why it must be done. The early parts of the plan therefore explain a little about Jersey Fire and Rescue; why we exist, what the law requires and how we have been doing so far.

Risk is at the heart of everything we do and so we commit significant time and effort in understanding it so that we can foresee, analyse and target risk areas to be managed. The plan provides a summary of the sources of strategic risk intelligence that we consider in ensuring we have a comprehensive awareness of risk and can focus our efforts and resources where they are needed most.

The detail of the plan, the actions we will take and the outcomes we expect follow in the sections dedicated to each of the risk management principles. Using the '*prevent, protect, prepare, respond*', methodology represents professional best practice, something we have been doing since its inception. It is within these sections that we describe how we intend to innovate, to continue to review our ways of working using 'Lean' principles and the considered application of technology as well as how we plan to pursue partnerships which we believe will deliver benefits for everyone.

Jersey Fire and Rescue is a small, 'national' service with an exceptionally broad range of duties. Our firefighters must be trained and equipped to deal with a variety of incidents which, in larger fire and rescue services in the British Isles or elsewhere, would be delivered by separate, specialist teams. This breadth and capability requires a massive commitment. It is not possible to meet our challenge by solely working harder; we must work smarter, being both innovative and collaborative.



About Us

Our Mandate

Our Mandate is drawn from Island legislation, the Island's Long Term and States Strategic Plan which covers each term of office for the Council of Ministers.

Given this framework the Service can align its objectives to those of the States.



Save and protect life, property and the Island environment

Reduce fires & their impact

Resolve emergencies quickly & effectively

Provide value for money

Our Mission & Aims

Our mission to 'save and protect life, property and the Island environment' focusses on the three key aims of:

- Reducing fires & their impact
- Resolving emergencies quickly & effectively
- Providing value for money

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, helping to provide a highly professional service.



Our Finances

£5,263,064 Annual budget



Running Costs
639,166



Staff Costs
4,623,898



Our People

112 Members of staff



69 Full Time Firefighters

38 On Call Firefighters

5 Non Uniformed Staff

Our Emergency Activity

5,726 Emergency incidents over the last 5 years



268 Fires in the home



168 Fires in other buildings



730 Other fires



2,399 False alarms



392 Road traffic collisions



53 Hazmat incidents



107 Coastal incidents (sea/cliff)



1,080 Other emergencies

Our Fire Safety Activity

22,000 Children educated in fire safety over the last 5 years



829 Home fire safety visits



706 Fire certificates issued



1,657 Safety inspections



2,075 People trained in workplace fire safety

Our legislation

Everything we do, whether educating and engaging with people about fire safety, inspecting premises or dealing with emergencies is required by law in some way.

The Fire and Rescue Service (Jersey) Law 2011 is the main law that affects what we do. It creates the Service and places a range of duties on the Minister for Home Affairs to, among other things, promote fire safety, receive calls for assistance and train, equip and respond to fires and other emergencies. It is a short law of significant scope with the effect that the Service must be ready to deal with any emergency that threatens human life or the environment.

The Fire & Rescue Service (Emergencies and Humanitarian Services) (Jersey) Order 2012 details the types of non-fire emergencies that the Service must deal with.

The Fire Precautions (Jersey) Law 1977 requires certain standards of fire safety in a range of premises. Firefighters are responsible for enforcing the law in the premises types listed below. This includes complex fire engineering activity, particularly when dealing with major infrastructure projects.

- Hospitals
- Care or nursing homes
- Ports or airports
- Houses in multiple occupation
- Lodging houses
- Hostels
- Residential schools
- Tourist accommodation

The Petroleum (Jersey) Law 1984 controls the storage and movement of petroleum in Jersey. Firefighters, acting on behalf of the Minister for Home Affairs enforce this law which applies to any storage of more than 25 litres, all the way up to the largest of fuel storage facilities.

SJFRS also carries out inspections on behalf of other agencies to ensure public safety including:

- Explosives (Jersey) Law 1970
- Tourism (Jersey) Law 1948
- Licensing (Jersey) Law 1974
- Places of Refreshment (Jersey) Law 1967
- Children (Jersey) Law 2002
- Education (Jersey) Law 1999



Risk Analysis

A key part of the IRMP process is the analysis and understanding of the risk to the community and our organisation. The better we understand the risk the more effectively we can target our resources and activities towards reducing it.

The aim of the IRMP is to have an holistic approach to identifying and analysing risks within the island as well as some external, global and emerging risks that affect us. Risk analysis 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.

Island Risk Profile

The Island Risk Profile is a comprehensive analysis of risk in each parish, taking into account areas such as demography, socio-economic analysis, incident history and risks associated with the presence of major and critical infrastructure facilities. Use of both historical and predictive data highlights areas where incidents are most likely to occur. The matching of resource levels against identified risk has enabled the Service to set response standards for all types of emergency incident.

Community Risk Register

This Community Risk Register is a summary of those risks which, if realised, would result in a major incident being declared in Jersey; it could be called a 'disaster risk register'. Led by the Deputy Chief Fire Officer, the maintenance of the register is a 'whole of government' (and private sector) effort to ensure that the Island's resilience plans are properly and objectively informed. As a major element in the response to most major incidents, we must take into account the planning assumptions contained within this sensitive document.

Corporate Risk Register

If the Service is hampered by risks to its own operation, its ability to perform its statutory duties and protect others is also impaired. The summary of challenges below outlines many of the long term issues that senior officers must consider in planning and delivery of our services.

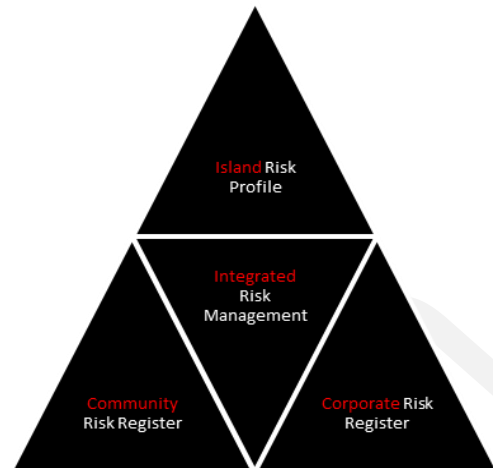




Risk Management

Integrated Risk Management

Having scanned our operating environment for the various risks posed to our Island, communities, environment and to the Service, we turn our attention to developing plans to reduce their likelihood and their impact. Integrated risk management is the strategy of bringing together four workstreams which are simple in concept and complex in detail.



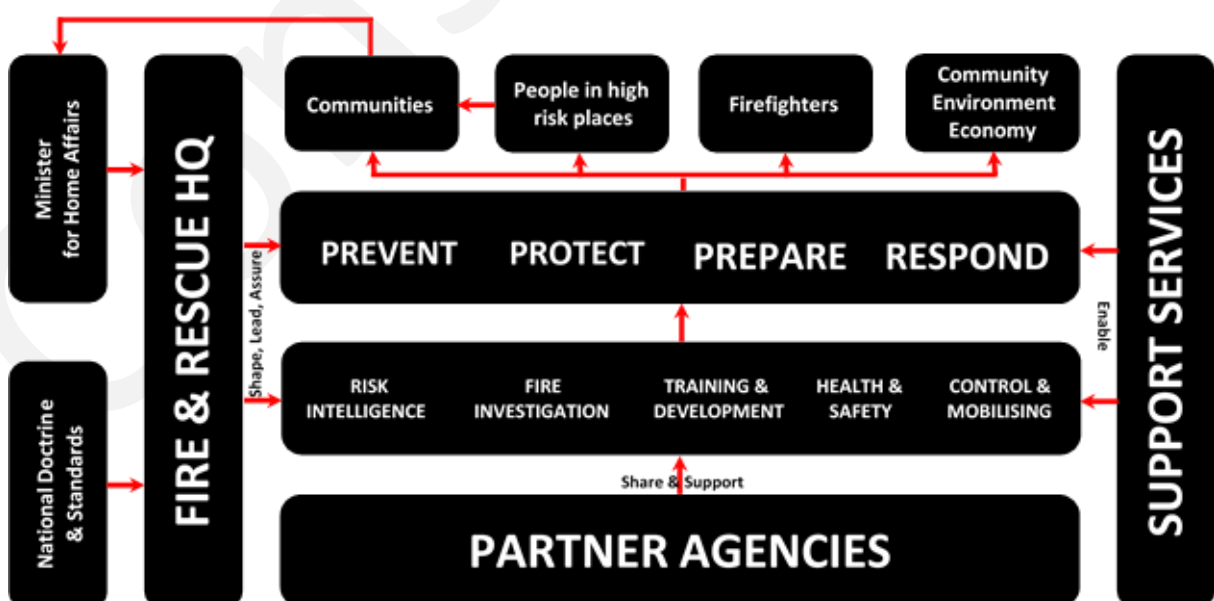
Prevention is the main, 'upstream' activity. Stopping fires and other emergencies from happening through a range of different interventions is, clearly, the best way to protect Islanders and their livelihoods.

Protection is the way in which we safeguard people in certain places by enforcing laws and regulations designed to ensure a minimum standard of safety in a range of areas including accommodation, fuel, explosives and entertainment.

Preparation is ensuring we and our colleague responding services and departments are *prepared* to deal with their effects. If we are well prepared, we may shorten the time the emergency lasts and vitally our firefighters, who put themselves in danger to help others, can themselves be protected as much as possible.

Response is the option of last resort is deployed by the Service over a thousand time every year from the smallest of incidents through to significant emergencies that can and do kill and seriously injure people.

The image below provides a simple overview of our operating model and how a range of high level functions are brought together to make life safer in Jersey.



The background image is a photograph of a large fire burning on the side of a multi-story building. A firefighter in full protective gear is visible in the lower right, holding a hose. A crowd of people is gathered behind a metal barrier on the left, watching the fire. A fire truck and an ambulance are also visible in the scene. The text 'Prevention' is overlaid in large white letters on the upper right portion of the image.

Prevention

‘Prevention’ is about reducing and mitigating the effects of fires and other emergencies.

Since 2008 Jersey has experienced a slow, upward trend in the number of fires in the home and in public, commercial and industrial premises. Not only does this pose a risk to life and our environment, it costs the local economy millions of pounds every year.

As a result of changing budgets over the next few years, Jersey Fire and Rescue must change the way it plans and delivers its prevention activity.

The Risks

- Since 2008, Jersey has experienced a slow but clear upward trend in the number of fires in the home. The number is nowhere near that of twenty years ago but any increase is clearly unwelcome. More fires means more chance of someone being hurt or killed and it also means more costs being borne by homeowners, occupiers, insurers and by government.
- Today's children are tomorrow's tenants, home owners, employees, leaders and parents. The learning, assumptions and attitudes about fire and safety that are formed in their early years are likely to significantly influence their and others' safety in future. If we fail to provide a positive influence in this regard, the likelihood is that some of the Island's younger people grow into adulthood at greater risk of suffering a fire increases.
- Statistically, older people are at increased risk from fire; particularly the chances of being hurt or killed if fire breaks out in their home. The proportion of Jersey's population that falls within this group will double in the next twenty years.
- A key feature of future health and social care strategies is to promote and support independent living in older age and for those living with ill health. Our experience, as well as that of colleague firefighters elsewhere in the British Isles and further afield, shows that physical or mental ill health are often significant contributors to fire risk.
- Local data shows that people aged 20 to 39, living in flats in St. Helier are at greater risk of being non-fatally injured by fire. In many ways Jersey is becoming bigger and busier. Along with the advantages to a growing population and built environment, fire risk can increase; especially in a challenging financial environment.

Aim: To reduce fires and their impact

Our Ambition

- Stop the upward trend in fires in the home and in public and business premises.
- No fire deaths during the life of this plan.
- Fewer than 30 non-fatal fire injuries during the life of this plan.
- To increase Home Fire Safety Visits (HFSV) from 200 a year to 500 a year.

Our Priorities

- Children & young people
- Older people
- Vulnerable people
- Volume customers & workplaces*

*Those who, statistically, are more likely to be non-fatally injured in a fire.



Our Actions

- To accommodate savings targets we will be further reducing our staffing dedicated to prevention activity by 2019 but this does not mean we will be any less ambitious. Instead, each of the Service's four, shift based Watch Commanders will assume responsibility for one of our four prevention priorities. Each Watch Commander will have discretion to plan and deliver activities, including campaigns, in the way they decide is best.
- For children and young people we will review and renew our partnerships with the Education Department as well as Prison Me No Way and Child Accident Prevention. We are very keen to stay part of the curriculum but we know that what we offer must move with the times. This will include the use of technology to aid interactive sessions, finding good links between the messages we are keen to promote and the key skills children learn at the various stages of their education journey. We will engage with the Education Department and schools to understand how best to deliver our services.
- For older people we will seek to build on existing partnerships with parishes, Health and Social Services and voluntary groups to find new and better ways to engage with and support older citizens. People do not become 'at risk' just because they reach a certain age and our interventions will acknowledge and respect the significant knowledge and life experience that Jersey's older people already have. We will not 'teach' fire safety; instead we will engage with and support older people, directly and indirectly, to manage fire risk themselves.
- For vulnerable people we aim to create new partnerships with Health and Social Services as well as voluntary groups so that we can provide them with information and expertise to help manage fire risk. We simply do not have the capacity to deliver interventions directly to everyone that needs them, though we will intervene in very high risk instances. Our plan is to 'help the helpers' and ensure professional and voluntary carers have the information they need and want to safeguard their customers and loved ones against fire.
- For volume customers and workplaces we aim to use publicity campaigns, social media, engagement with the night time economy and increase our offer for workplace fire safety training. We will also reintroduce our Fire and Rescue Service Volunteer (FRSV) team in a bid to more than double the number of Home Fire Safety Visits (HFSV) we deliver.



Protection

‘Protection’ is about safeguarding the lives of people who are exposed to risk but are unable to control it.

We enforce laws to safeguard people in hotels and guest houses or those who live in lodging houses, staff accommodation or other rental accommodation with common facilities. Other priorities include people who visit places that sell alcohol, sites where petroleum or explosives are stored or moved and people who visit major events and attractions.

Due to changes to fire safety laws in recent years, the workload of the Service’s fire safety officers has increased considerably. We must find ways of managing our new demand.

The Risks

- The number of fires in public, commercial and industrial premises has also increased since around 2008. Fires in these types of premises are very expensive to deal with and recover from even in the best case scenarios. Research has shown that when a business suffers a significant fire, there is an 85% chance of it failing in the following few years. Jersey simply cannot afford this risk. The risk to people from fires in business premises must not be underestimated. In 2016, an alcohol licence for a local entertainment venue was revoked because of serious and consistent failings in fire safety management placing hundreds of people at risk.
- Some significant new infrastructure projects will commence during the life of this plan such as planning for the new hospital and developments at Jersey Airport. These premises have fire certificates and will require input from our fire safety officers from plan to completion. These critical sites accommodate large numbers of people and are vital to life in Jersey.
- Existing infrastructure, such as at the La Collette fuel storage facility, require our attention to ensure the right safety standards are maintained. Currently there is a significant amount of work taking place at La Collette to modernise its safety systems and other fuel storage sites look to be coming on line in the coming years.
- Jersey's explosives legislation must be updated. A law is ready but it requires supporting regulations to bring it into full effect; much of this work will be undertaken by our fire safety officers.
- Against this backdrop of critical work that must be done, changes to fire safety laws in 2013 mean that the workload for firefighters who undertake this enforcement work is increasing significantly. In an increasingly challenging budgetary environment it is important that we can safeguard the ability to deliver these safety services.

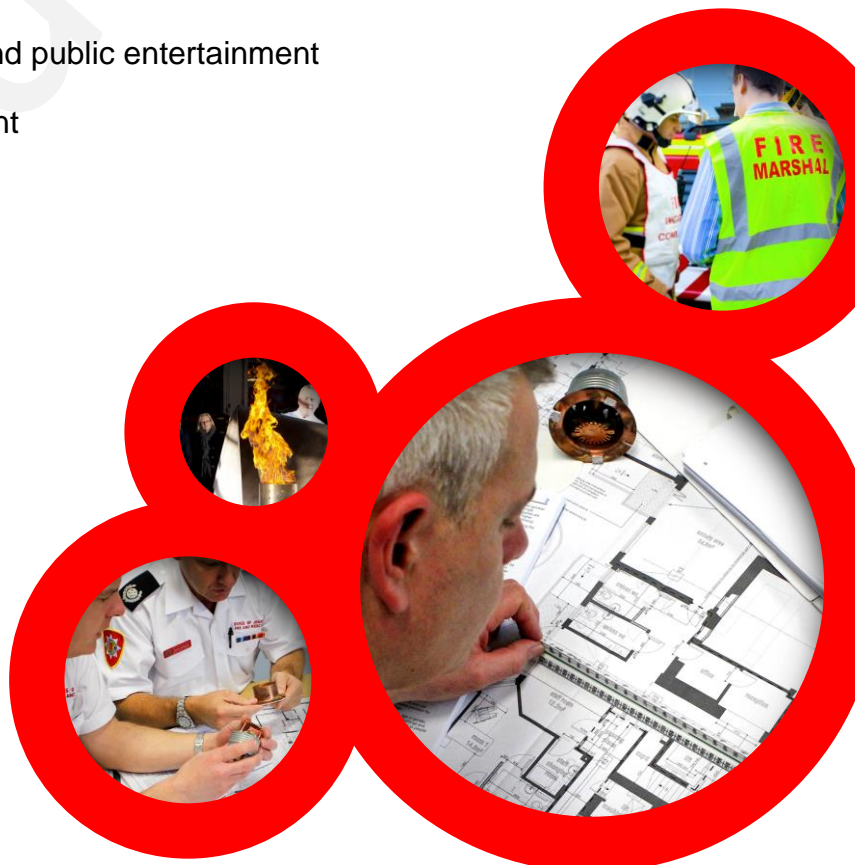
Aim: To reduce fires and their impact

Our Ambition

- Nobody seriously injured by fire in premises with a fire certificate
- Halt the upward trend in fires in public, commercial and industrial premises

Our Priorities

- Life Safety in Higher Risk Premises
- Safety in high hazard sites, substances and infrastructure
- Fire safety in mass gatherings and public entertainment
- Life safety in the built environment



Our Actions

- We will continue our programme of fire certification and its expansion to include Houses in Multiple Occupation. Adding these new premises to the over 500 premises already within the programme has created a very large workload and so it currently takes a great deal of time to conclude the certification process. The process will come under more pressure when we commence work to ensure fire safety in major new infrastructure projects such as the hospital and airport. Over the next three years we will invest in technology and use Lean methodology to challenge and change our processes to make sure they are as simple and efficient as possible.
- The Medium Term Financial Plan 2016-2019 (Addition) identified that 'User Pays' charges for the Service will increase by £170,000 by 2019. These charges, all of which relate to our regulatory activity, will ensure we move our fire safety function closer to full cost recovery status. We do not intend to recover the full cost of the function as some of this would be borne anyway because our fire safety officers are all operational firefighters.
- Following a 'soft launch' in 2016 we will take steps to publicise our fire safety concerns reporting system. This is where people can contact us confidentially, and anonymously if they wish, to report a concern about the standards of fire safety in any premises.
- We will continue to be an active statutory consultee for planning and building developments and, as part of this work, we will seek to influence future planning and building policy in relation to the use of sprinkler systems.
- The Island's new explosives legislation requires specific regulations in order to make it fully effective. We will conclude our work on the development of fireworks regulations and working in partnership with the Explosives Licensing Officer we will develop an Approved Code of Practice (ACoP) for the importation, manufacture, storage, use and disposal of explosives.
- As well as pursuing these specific projects, some of which will require a very significant amount of time, we will continue our 'business as usual' activities including enforcing fire laws in premises with fire certificates or premises on which alcohol is sold, working with colleagues to provide advice to the Bailiff about safety requirements for major events and attractions and providing Workplace Fire Safety Training courses and programmes to business customers in an effort to help reduce the frequency and cost of fire in 'non-dwelling' buildings.



Preparedness

‘Preparedness’, is about ensuring that the Service and firefighters are adequately prepared to respond to emergencies. This includes how the Service ensures that firefighters are adequately trained to deliver the professional service the communities of Jersey expect and deserve

The Risks

- Research shows that our climate is changing, creating less predictable and stormier weather. Every year, firefighters are called to deal with a wide range of emergency incidents brought about by strong winds, coastal and local flooding and extremes of temperature. We expect to have to deal with more frequent and wider ranging incidents in future.
- In general terms the diversity of incidents we have to deal with is increasing meaning it is impossible to have a plan in place for every situation. We expect the range of incident types we confront to expand further in the coming decades. Additionally, whilst there is no specific threat to Jersey, terrorism forms a part of the backdrop for any modern, professional emergency service these days and events in Europe have demonstrated the need to be prepared for the threat, to counter the effects of such terrible events.
- In broad terms and in common with fire and rescue services throughout Europe, we deal with fewer emergencies now than we did twenty to thirty years ago when activity was at its peak (it should be noted though, that the fire station in St. Helier is still well inside the top three or four percent of busiest fire stations in the British Isles). This lack of exposure and 'experiential learning', over time, generates a risk that our firefighters and commanders might be less prepared to deal with some of the more infrequent, but highly acute or complex situations. Following a sustained period of progress, the number of firefighters in the British Isles who have been killed or seriously injured while fighting fires and rescuing people has started to increase over the last decade.
- As the world gets bigger, busier and more complex, so does our built environment and, a number of the firefighter deaths in the British Isles in the last decade have been contributed to by the size, complexity, construction or use of the building in which they were fighting the fire. As already mentioned, Jersey's built environment, particularly commercial and public buildings, is growing in size and complexity.

Aim: To resolve emergencies quickly and effectively

Our Ambition

- No major accidents involving firefighters when performing their duties.

Our Priorities

- Firefighting and rescue competence
- Command competence
- Operational policy
- Site risk information and intelligence



Our Actions

- In 2012 we implemented the new 'Qualified Firefighter Programme' (QFP) for all Wholetime ('on duty') firefighters, creating a model that has since caught the attention of services in other jurisdictions. To ensure the same standards of competence (and so safety) are met, we will include our Retained (professional firefighters 'on call') personnel in the QFP. Being 'on call', our retained firefighters spend much less time at the fire station and so we need to find ways to help them complete the programme remotely as well as at work whilst also recognising that it is simply not possible to expect the same breadth of skills as their Wholetime colleagues when they spend up to 80% less time in a training environment.
- We will review our group training and assessment methods to ensure our firefighters continue to benefit from the best and most realistic training we can provide and that assessment and recording is effective.
- We will review the Chief Fire Officers' Association Report, '*The future of incident command*', develop an action plan and implement its recommendations to ensure that our commanders continue to operate at the highest level of knowledge and competence.
- We will revise and implement our action plan to adopt recently published and any new National Operational Guidance for fire and rescue operations published by the UK Home Office. This will validate that the way we work is in line with best practice and provide us and our firefighters and customers an assurance that we operate as effectively and safely as possible. As the range of incidents we attend continues to widen, so the predictability of events we might need to address falls away in some areas. Our new policies, procedures and training will, while being fully compliant with national guidance, encourage flexibility, based more upon knowledge, skills and underpinning principles than on detailed and prescriptive procedures.
- We will continue and expand our Site Risk Information (SRI) system which alerts crews to the fact that a premises is complex, potentially challenging to fight a fire at or contains some form of risk generating activity or substance. We have legal powers to obtain and keep information about such premises including aerial photographs, site plans and inventories of harmful substances or items. We will use new mobile technology to ensure that the risk information is instantly available to responding crews.



Response

‘Response’ focusses on how the Service responds to the emergency calls it receives; from how the Service ensures that calls for assistance are handled appropriately and swiftly, to ensuring that the right people are in the right place, at the right time, with the right equipment to deal with the request and that appropriate levels of support and care are provided post incident

The Risks

- For over a decade the Fire and Rescue Service and Ambulance Service have operated a Combined Control Centre where emergency calls are answered, resources allocated and support is provided to firefighters at the scene of an incident. In that time technology has changed and influenced the way we work notably and the call profile for the respective services has shifted, specifically due to an increase in the number of emergency medical calls the centre receives, creating new pressures on our ways of working. We need to find a sustainable solution that ensures we can cope with changing demand.
- Our response standards have been in place since 2008. These standards represent our commitment to people in Jersey about how quickly we will reach them when they need us. Reviewing the Island Risk Profile allowed us to consider the standards and we are of the view that they are currently good (and we meet them) but a little too complex.
- As a result of changing budgets and our contribution to the Council of Ministers' plan to balance the budget and address key priorities there will, ultimately, be fewer firefighters in the coming years. Despite this, we still need to be able to deal with increasing day to day emergency activity and, occasionally, to meet the demands of much larger or more complex situations.
- Whilst Jersey is a safe place we do, occasionally, suffer the effects of large and complex incidents that require all of the emergency services to come together quickly and in a well rehearsed way to deal with the situation.
- We deal with over a thousand emergencies a year; for us, emergencies are routine. For people who suffer the fire such an event is shocking, unsettling and, often, disorientating. Our rapid and effective response to tackling fires is always appreciated but we think we can and should do more once the fire is out. Most of our customers have never needed us before and, probably, never will again and yet they pay for us every year. They do not stop being our customers when the fire is out and so we want to deliver an even more valuable service without adding cost.

Aim: To resolve emergencies quickly and effectively

Our Ambition

- To achieve an average response time of 10 minutes or less for all emergencies

Our Priorities

- Mobilising and Communications
- Risk Based, Flexible and Resilient Response
- Interoperability
- After Fire Support



Our Actions

- We will review and reshape our fire control function in partnership with our emergency services colleagues so that we can ensure that fire calls will always be answered quickly and that fire engines and other specialist rescue teams are sent to where they are needed without any unnecessary delay. The review will consider how we can simplify and streamline our Pre-Determined Attendances (where we have already agreed which units will deal with all incident types) so that we send exactly what is needed, when it is needed.
- We will introduce a new, simple response standard that is just as testing as the current one but that is clearer so that people can very easily see how we are performing in this area. At the moment we aim to get our first fire engine to the fire in 10 minutes on 80% of occasions and, for non-fire emergencies, the response time is longer. The response time is slower for parishes with lower risk profiles. Our new standard is simple: a fire engine (or more appropriate unit such as a rescue unit) to all emergencies, across the whole Island, in 10 minutes on average.
- We will review how we plan and prepare for and respond to non-fire emergencies; particularly those which are challenging but infrequent. We will consider what equipment we need, how we need to train and whether or not there are better or more efficient ways to provide the capability such as using specialist teams that can be recalled to duty, expanding the range of capabilities our Retained Firefighters can deliver and exploring partnerships for response such as working more closely with the RNLI.
- As well as bringing our Retained (on call) firefighters into the Qualified Firefighter Programme (see Preparedness), we will, in partnership with staff and their representatives, revise pay and conditions of service to align it more closely with their Wholetime colleagues, review the number of personnel we need on call at any time and adjust the requirements of contracts accordingly. This project, part of our 'one service' approach, will help us provide the right amount of resources when they are needed and remove outdated differences in the way we reward our firefighters.
- We will provide a standard 'guide to action' for our firefighters to help people after a fire and will ensure that we consider and integrate our partners in the British Red Cross into these plans.



Support

The Service's support function exists to help our front line teams do what they need to do. Including finance and administration, human resources, fleet and estates and information systems and management, the role these people play is vital to the smooth and effective running of a small but very complex and dynamic organisation.

marine

The Risks

- Over the course of this plan, the Service's budget will reduce by a further 8.1 percent as part of our contribution to the reprioritisation of government spending in the current Medium Term Financial Plan which, in turn, supports the Council of Ministers' Strategic Plan. At the same time, a key aim of the Minister for Home Affairs is to protect and preserve delivery of front line services. We need to find innovative and collaborative ways of working to continue to perform.
- Significant work is already underway, across the whole of the public sector, to redesign and re-engineer the way services are provided, the way people work and how they are rewarded. Engaging in this activity, whilst important and worthwhile, requires time and effort from officers already seeking to do more with less.
- Almost all of the Services' fire commanders fall within a similar age band and are either already within a 'retirement window' or will be during the next Integrated Risk Management Plan. Being a firefighter is very rewarding and many people do not aspire to leadership roles. For those who do, the commitment from them and the Service is significant. We need to ensure that we have enough people, with the potential and will to progress into key leadership roles in the future.
- While retention of Wholetime (on duty) firefighters is very good, this is not the case for Retained (on call) personnel. High turnover rates for these firefighters, for whom recruiting and training is a necessarily lengthy and expensive process, continue to be experienced at a time when the demands placed upon them are likely to increase further.
- During the first half of 2017 our colleagues in the States of Jersey Police will vacate their Rouge Bouillon headquarters after occupying this site with us since the 1960s. Some of our building is shared with Police colleagues and so we need to accommodate their departure.

Aim: To underpin all Service aims

Our Ambition

- An 8.1 percent revenue budget reduction delivered through savings, efficiencies and 'user pays' charges whilst maintaining a high standard of services.

Our Priorities

- Our people
- Our finances
- Our premises, fleet and equipment
- Information systems



Our Actions

- Deliver a portfolio of projects aimed at changing the way we operate to support expenditure reductions and find more efficient ways of working. Many of these projects have been referred to in earlier sections and will use 'Lean' systems thinking and methodologies as well as targeted investment in information technology. To deliver the required savings and efficiencies, these projects must enable a headcount reduction of around 6.5% across our uniformed operational workforce whilst retaining our capacity and capability to deal with the full range of emergencies we face each year.
- In late 2015 the Service ran a significant assessment and development process aimed at identifying officers with potential for progression. The pool of personnel is now in place and, over the life of this plan, we will target a range of development opportunities including acting and temporary promotions, project and leadership assignments, formal training and mentoring schemes to assist people in honing skills in command, leadership and management.
- In the first year of the plan we will conclude a mass recruitment effort to bring new people into service as Retained Firefighters to fill current vacancies and future proof against attrition and any departures arising from our project to modernise the Retained Duty System (RDS). Engaging with employers of existing and prospective Retained personnel will be a key part of this effort.
- We will implement a short term plan to invest in our headquarters building in Rouge Bouillon to accommodate the departure of the Police. This may require some changes in the way we help people who visit us such as providing an intercom system in our reception as opposed to being greeted by a person as is the case now with the shared reception provided by our Police colleagues.

MAKE TIME FOR YOUR HOME'S UNSUNG HEROES



**Test your smoke alarms
once a month**

#PressToTest



@JsyFire



facebook.com/JerseyFire