



Making Jersey a Safer Community

Integrated Risk Management Annual Action Plan 2007 - 2009

States of Jersey
Home Affairs Department

Fire & Rescue Service



**Fire & Rescue Service Integrated Risk Management Plan
2007 - 2009**

Contents

Section	Title	Page
	<i>Foreword</i>	1
	<i>Introduction</i>	2
1	<i>About Us</i>	3
2	<i>Our Plan in Context</i>	5
3	<i>Our Achievements So Far</i>	7
4	<i>Jersey's 'Risk Profile'</i>	15
5	<i>The Next Three Years</i>	27
	<i>Preventing</i>	28
	<i>Protecting</i>	29
	<i>Responding</i>	30
	<i>Corporate Services</i>	31
6	<i>Managing Our Performance</i>	
	<i>Appendix A – States Commitments & Home Affairs Objectives</i>	
	<i>Appendix B – Home Affairs Objectives (SJFRS)</i>	

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Foreword

The aim of the Home Affairs Department is to improve people's quality of life by helping create a safe, just and equitable society. In achieving this aim, the Department relies heavily upon its uniformed services to work with the community that they serve, understand its needs and inherent risks and develop plans to minimise those risks as far as possible.

The States of Jersey Fire and Rescue Service plays an important role in managing risk within the community and prides itself in being able to prevent fire deaths and injuries through its three risk management principles of Preventing, Protecting and Responding.

The last three years have been particularly challenging for the Home Affairs Department and, therefore, for its constituent Services. The Fire & Rescue Service has risen to those challenges and its personnel have shown their mettle in continuing to deliver services which keep the Island and its community safe from harm despite the necessary but constant need to examine its use of resources. The continued delivery of effective services to our community has been the result careful planning, flexibility of approach and sheer commitment from all personnel of the Fire and Rescue Service and for this I am both grateful and proud.

The next three years look set to be as demanding for Home Affairs. The work of the Fire & Rescue Service will continue to be based upon the Integrated Risk Management methodology and will therefore ensure that the right balance is struck between informing and educating our community about the dangers of fire and other emergencies, ensuring compliance with comprehensive legislation for higher risk premises and maintaining an effective firefighting, rescue and environmental protection capability.

I commend this plan to you as being a prudent, robust and, at times, innovative approach to making Jersey a safe place in which to live, work and visit for the next three years and look forward to hearing your views on our proposed activity.

Senator W Kinnard
Minister for Home Affairs

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Introduction

Welcome to the States of Jersey Fire and Rescue Service's (SJFRS) Integrated Risk Management Plan 2007 – 2009.

The plan's purpose is to explain how we (SJFRS) aim to deliver our services to the community over the next three years by integrating our prevention, protection and response activity and through the careful and flexible management of our resources. Of course, Jersey's Fire & Rescue Service is a part of a much larger organisation aimed at delivering services to its community and this plan therefore places our work in the wider context and explains how it contributes to driving forward the Island's strategic aims.

It has been three years since we first implemented the integrated risk management approach to reducing risk in our community and it has been three years also, since we fully explained the Island's 'risk profile'. The current plan offers a comprehensive guide to our operational activity over the last three years which serves as an indicator as to how we might better focus our resources in the future.

I hope you find our Integrated Risk Management Plan 2007 – 2009 an informative read and look forward to hearing your views on how we plan to continue to make Jersey a safe place in which to live, work and to visit.

**F A Greene MIFireE, MCMI
Chief Fire Officer**

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Part 1: About Us

Our Role

The role of the States of Jersey Fire and Rescue Service is to drive down risk in the community; 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. We achieve this task by understanding what and where the risks from fire and other emergencies are, anticipating their impact or potential to cause harm, loss or disruption and by proactively tackling those risks head on through the integration of three risk management techniques - prevention, protection and emergency response.

As part of the Home Affairs Department, we also have a role to play in contributing toward the States' Strategic Aims and the specific departmental objectives explained within the Home Affairs Business Plan and, as explained in Part 2, our Integrated Risk Management Plan is derived from the overall objectives of the Home Affairs Plan. Delivering a modern and effective Fire & Rescue Service is fairly specialised work 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

The diagram below articulates how our Vision, Mission and Aims interrelate.



Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Our Core Values

SJFRS has long held its own core values in shaping the way we have delivered our services. Since our last main IRMP three years ago, we have adopted the States of Jersey's Core Values in recognition of their ability to help us drive on still further with our vision and mission.

In context, our values are the main underpinning element for everything that we do:

*"Our vision is about where we want to be;
Our mission is about what we want to do;
Our values are about how we do it"*



Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Part 2: Our Plan in Context

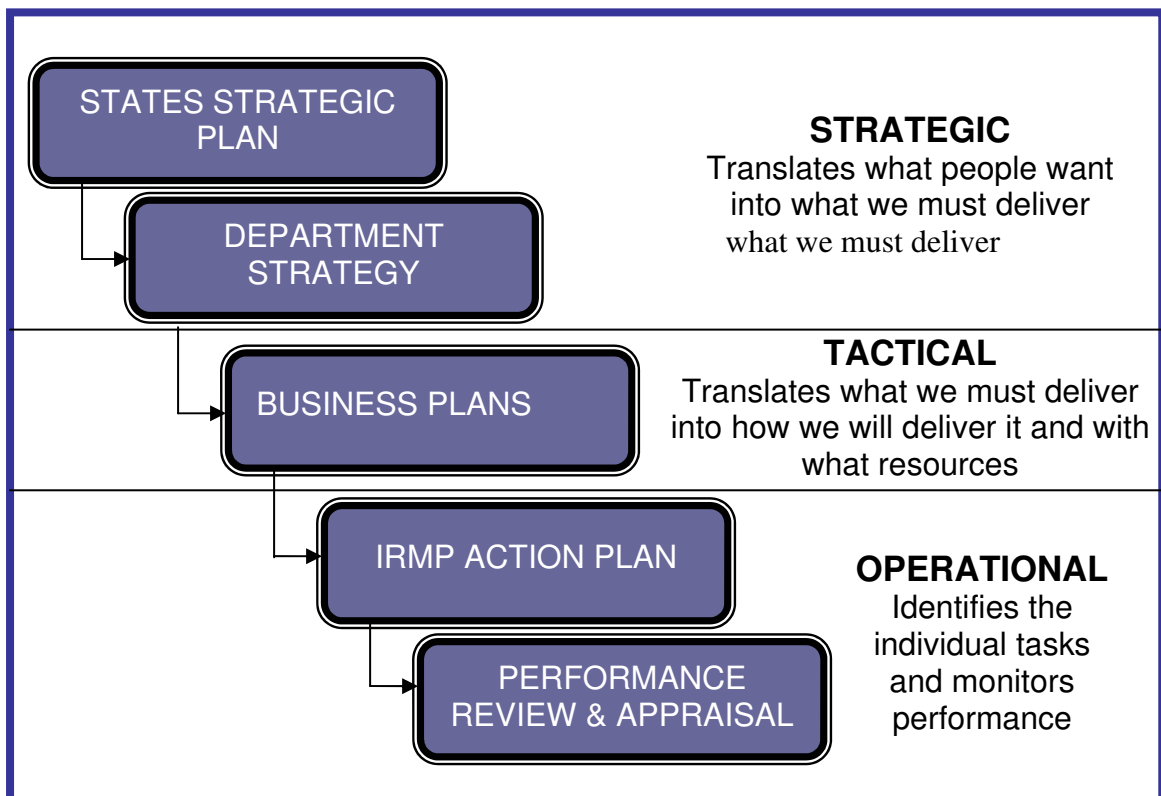
Business Planning in the Fire & Rescue Service

The 2007 – 2009 Integrated Risk Management Plan identifies the actions we will take to deliver our key objectives in support of the strategic aims of the States of Jersey and the Home Affairs Department. The plan is designed to assist us in maintaining an efficient and effective service to the community and to provide an overview of our activities for others.

The plan is based on:

- The statutory duties set out in Fire & Rescue and other legislation
- The Strategic Aims of the States of Jersey and of the Home Affairs Department
- Where applicable to Jersey, strategic and business objectives sponsored by the UK's Department for Communities and Local Government (DCLG) and Her Majesty's Fire Service Inspectorate (HMFSI) which are designed to improve the efficiency and effectiveness of the national fire and rescue service

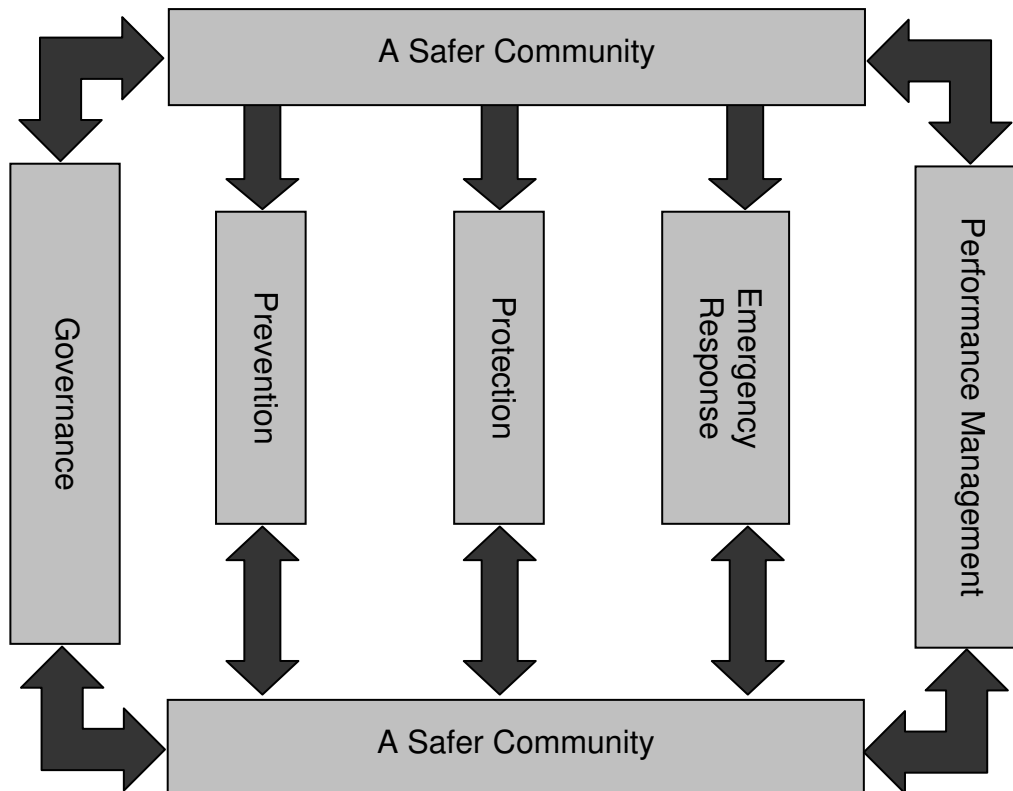
In addition to the annual IRMP Action Plan we also contribute fully to the development of the Home Affairs Department Annual Business Plan and produce an annual Service Delivery Plan which shows the detailed actions required by the individual sections within the Service to deliver our IRMP aims and objectives, including our everyday "business as usual" that has to be carried out. The annual personal performance plans of all managers are linked to these plans to ensure a common goal and focus to achieving the strategic and business objectives of the Service. The overall planning structure, which includes our IRMP, is shown below.



Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

What is Integrated Risk Management?

Integrated Risk Management (IRM) is a method of managing risk. Whilst the work that goes into delivering our services may be complex in nature, the framework is best shown in diagrammatic form.



This approach to risk management enables us to focus our efforts on the three central “pillars” of Preventing, Protecting and Responding that can be seen in the diagram.

Preventing refers to our community safety education, awareness and partnership activities which help us prevent fire and other emergency incidents occurring in the first place.

Protecting refers to our specialist technical and legislative activities which help to secure a safe built environment that protects people and property should an incident occur.

Responding refers to our operational preparedness to act quickly, safely and effectively when incidents occur.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Part 3: Our Achievements So Far

2006 saw the Fire & Rescue Service maintain a high level of activity in our three core Service Delivery areas and these are briefly described below.

Prevention (Community Fire Safety)

Home Fire Safety Checks

Over 470 Home Fire Safety Checks (to September '06); these free visits by Firefighters to people's homes enable us to meet people and discuss with them how to make their homes and therefore their families fire safe by taking simple precautions, making a fire plan and fitting and maintaining smoke detectors. We also fit free smoke detectors where people have difficulty supplying their own. We set ourselves a target of responding to requests for Home Fire Safety Checks within 12 days on 80% of occasions. Happily, we can report that we have achieved that target without fail since the beginning of 2004 with some months showing 100% success!

Fire Safety Awareness

We conducted 28 Fire Safety Awareness courses in the first nine months of 2006 alone, mirroring our performance for previous years and bringing the total number of students attending to approximately 1,500 since the beginning of 2004.. These courses, run in conjunction with the Jersey Council for Safety and Health at Work, provide valuable information to employees, managers, fire wardens and other staff in how to comply with Fire and Health and Safety legislation from the point of view of fire safety.

Public Events

2006 saw the Service attend 80 (eight more than 2005) fetes and similar events including the 'Planet Jersey' Environmental Exhibition at the Royal Jersey Horticultural and Agricultural Showground which attracted over 2000 members of the public. The support of our Retained Firefighters was vital in ensuring our performance in this area for the year and, because of their help, we were able to attend the West Show and Seaside Festival. Our dedicated Community Safety Vehicle also made attendances at the Jersey Family and Nursing Home Care Fund Day, the Jersey Child Care Trust Activity Day and the International Air Display.

Children and Young People

In 2006 over 1,000 children at Key Stage 2 from the majority of Primary Schools received Fire Safety advice and were given the opportunity to experience the effects of smoke (in our special "Fire House" education tool) and witness the effects of pouring water into an ignited chip pan.

We took part again in the Prison Me No Way initiative in conjunction with our partner Emergency Services and colleague States departments and this allowed us to engage directly with Key Stage 3 students soon to enter adulthood saw us make contact with students from eight Secondary Schools during 2006. We also visited 27 primary schools to provide lectures on beach and sea safety.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

The Service assisted the Youth Action Team and the Jersey Field Squadron in 2006 by providing drills and events for youths attending the 'Crabbe Weekend'.

Our Community Safety Officer has maintained a close involvement with the Road Safety Panel throughout the year; the work of this panel has involved the recent production of a Road Safety video depicting road accidents to be shown on local television.

The Service were involved in providing 'Fire Training Days' including mock interviews, countryside safety and sea safety for two teams taking part in the Prince's Trust Scheme as well as running four courses for the 'On Two Wheels' initiative where we allowed students to visit one of our Fire Stations and take part in Road Traffic Collision rescue drills.

In 2006 we sponsored a Fire & Rescue Service Dragon Boat in the annual event at St Helier Harbour. The vessel was called 'Wake Up, Get a Smoke Alarm' and again, our Community Safety Vehicle was in attendance with a crew to provide Fire Safety advice to members of the public. The proceeds from the success of the Dragon Boat team (they came a very respectable second) went to Jersey Hospice.

Media Relations

Working with the media and using our website www.fire.gov.je we ran media campaigns for the following during 2006:

- National Chip Pan Week
- No Smoking Day
- Summer Family Fire Safety
- Barbecue Safety
- Fire Safety in the Countryside
- Electric Blanket Safety
- Firework Safety
- Christmas Safety

Protection (Technical Fire Safety)

Fire Precautions Legislation

In terms of enforcing Fire Precautions and other related legislation for which the Service has responsibility, our Fire Safety Department has completed 196 inspections (including follow up inspections to ensure works required have completed) and reviewed and approved 51 sets of building plans submitted under the Fire Precautions (Jersey) Law 1977. Basically, this law requires the owners or occupiers of higher risk or 'Designated' premises to implement proscribed measures to reduce the risk of fire or to ensure that occupants are alerted quickly and can evacuate safely in case of fire. 'Designated' premises are:

- Hospitals
- Mental Nursing Homes
- Nursing Homes
- Old Person Homes
- Passenger Terminals
- Hostels

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

- Lodging Houses
- Residential Schools
- Tourist Accommodation

Other Legislation

The Fire & Rescue Service also undertakes work associated with the enforcement of certain aspects of other laws (where they apply to safety or fire precautions) such as the Licensing Law, public entertainment legislation or the Children's Law. A total of 221 inspections (including follow up inspections) have been carried out and 19 plans approved since January 2006 on a range of establishments such as:

- Nursery / Playgroups
- Theatres
- Cinemas
- Sports Centres
- Licensed Premises (Pubs / Clubs)
- Commercial Public Entertainment Events
- Schools

Hazardous Materials Legislation

Further inspections are carried out by the Fire Safety Department under the aegis of two specific laws, Explosives (licensed retail and registered stores) and Petroleum (pump installations and can / bin stores). The total number of inspections for these two areas for 2006 (to September) was 70, with four sets of garage forecourt plans approved by the Department. Explosives legislation required the Department to carry out 20 shop inspections, issue 17 import licences, undertake 10 spot inspections, two explosives store inspections and attend five firework related meetings.

Emergency Response (Intervention)

Activity

From 2003 to 2005 we attended more than three thousand emergency incidents, nearly a third of which were fires. Although we have been kept busy, we are pleased to have been able to continue our reduction of emergency incidents over the period. Reducing the number of emergency incidents that occur in the first place is our main task and all our efforts will be put to ensuring that the figures continue to fall.

Fleet

Two new front line appliances have been purchased over the past three years along with a new Aerial Ladder Platform to replace its 16 year old predecessor. The operational lifespan of our fleet has been extended by a year for all units as part of the ongoing effort to ease financial pressures. Following the attendance of two of our staff on a boat maintenance course run by the manufacturers Avon, we now have a far increased capacity to carry out essential works to maintain the vessels' serviceability in house. Not only does this initiative save money but it improves our resilience and capacity to carry our emergency repairs quickly and return the boats to service as soon as possible.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Special Operations

In 2006, the Service formally signed up to form part of the Maritime and Coastguard Agency (MCA) Maritime Incident Response Group (MIRG) which is run in conjunction with the UK Fire and Rescue Service. MIRG is designed to enable the MCA to deploy immediately available firefighting resources to fires involving vessels in the offshore waters around the UK; this is done by securing a number of coastal based Services to the group so that a “regional response” can be made and Jersey and Guernsey Fire & Rescue Services have joined forces to create the most southerly “region”. To be effective, the response needs to be well coordinated, well equipped and well trained. Because the response to a fire at sea may be made by personnel from two or more different Fire and Rescue Services, the transport and firefighting procedures also need to be the same and, to this end, the MCA have committed to supplying all of the personal safety equipment for transport by air to stricken vessels, all necessary training (Helicopter Underwater Escape Training is one example) as well as refunding individual Services for the associated costs of supplying personnel to take part.

As part of its ongoing resilience programme, the Service has completed the task of procurement and training for its Hazardous Material Identification and Public Mass Decontamination system with all equipment ready for action and all personnel trained and competent in its use. During 2005 and 2006 a programme of familiarisation training was also undertaken with our emergency service partners in the States of Jersey Police and Ambulance Services and a more advanced version of this programme was run for our colleagues in the Jersey Airport Rescue and Fire Fighting Service who form the first stage of our mutual assistance and support arrangements.

October 2005 saw the Service participate in ‘Exercise Velvet’ which was designed to assess the emergency services’ and other States Department’s preparedness to deal with a major incident involving Conventional, Chemical, Biological, Radiological or Nuclear devices or substances (CCBRN). The exercise proved to be an excellent learning opportunity and the findings of debriefs undertaken went on to form the platform for further improvement. Invited observers from Hampshire Fire and Rescue Service were impressed not only with the “ambitious” scale of the Island’s first full exercise of this type but also with the skills and procedures used by local crews considering the limited resources available and the comparatively short length of time the resilience project has been running.

Control & Mobilising

The Ambulance and Fire & Rescue Service Combined Control Centre Project is now moving into its final stages (technical development of a new joint mobilising system) although the last three years have seen a number of objectives achieved including;

- Co-locating the two, previously separate, emergency control functions and staff in 2004
- Transferring Fire Control staff from Home Affairs to Health and Social Services along with associated revenue budgets in 2005
- Commencing “cross-training” for Control staff in all disciplines in 2005
- Commencing the ‘Alert C3’ mobilising system project in 2005
- Moving to a revised, single shift pattern for all Combined Control Centre staff in early 2006
- Further development and receipt of the main elements of the ‘Alert C3’ mobilising system in 2006

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Corporate Services

Terms & Conditions of Service

2004 and 2005 saw the planning and implementation of both a revised organisational and managerial structure within the Service aimed at devolving responsibilities to the lowest practical levels and making better use of the Service's more experienced and qualified managers and revised Terms and Conditions of Service for Wholetime personnel. The revised terms and conditions include, among other things, a much more modern and flexible approach to performance management and discipline based upon ACAS guidance, new agreements on pay structures and clarification on maternity and paternity rights. The Retained (part time) section of the Service also agreed revised terms and conditions. The retirement of the Deputy Chief Fire Officer after 28 years of service also prompted a further refinement of the managerial structure in mid 2005.

Ministerial Government

The move to ministerial government at the end of 2005 brought with it some changes to the way that Home Affairs, and therefore its constituent Departments such as SJFRS, go about their dealings with political leaders (Committee Acts being replaced by Ministerial Decisions for example). Effective management of the transition, however, meant the Service suffered no disruption as a result of the historic changes taking place in the States Chamber.

Change Programme

The ongoing States 'Change' programme designed to ensure that government provides 'Better, Simpler, Cheaper' services to the community brought about a major change in the way that the key, corporate functions of Human Resources, Information Services and Finance are delivered through the entire organisation at the beginning of 2006. The new 'Business Partner' model (a blending of the advantages of both centralised and decentralised service provision) required some changes to the way the Service manages its support functions but the new arrangements have "bedded in" relatively quickly however and we look forward to even closer working with our Business Partners in the future to enable us to continue to provide effective and efficient services to the community.

Training and Human Resources

The Service has also adopted and begun to implement the national Fire & Rescue Service's Integrated Personal Development System (IPDS) which is designed to alter the way our staff are recruited, trained and developed throughout their careers. The system was developed following increasing awareness both inside and outside the national service that times have changed. The role of the Fire & Rescue Service was once to respond to fire incidents and little more; it was a reactive organisation in which habits had become unwritten rules. A changing service is now promoting community safety, working with other agencies to reduce arson attacks, and address the increasing risk of terrorism. The system links in with National Occupational Standards (NOS) and provides not only the ability to tailor training and development to the needs of individuals (as opposed to the previous "sheep dip approach") but a

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

consistent method of benchmarking, ensuring that people's current skills and knowledge are relevant and to the right standard for the role they are being asked to perform. Much progress has been made on this project, with a couple of initial components already in place such as the move from a rank to role based organisational structure, the adoption of the new National Firefighter Selection Tests and the revision of our policy and procedure on recruitment and selection to uniformed posts.

The Service's Operational Training and Assessment Schedule has continued to provide an effective training tool for the ongoing 'maintenance' of competence for our personnel. As we move forward toward 2007, plans are already in place to revise the Training Schedule in line with the various role maps under the IPDS.

Part of training for competence, involves individuals attending role specific courses in the UK. Our course allocations were down over the year for reasons out of our control; mainly due to the various UK fire colleges cancelling and re-designating courses in attempting to meet the IPDS needs of fellow UK fire authorities. Every advantage was taken to provide our staff with local training in the form of HRD courses and these courses were increased in number when compared to the previous year.

With the additional demands of the Service's part time (Retained) staff, numerous local technical fire training courses have been delivered by their Wholetime colleagues over the year by our Training & Development staff.

As an overall view of the formal training and course activity, the following courses have been undertaken:

UK Courses: 16 different types:	19 staff attended
Marine Firefighting (UK):	2 different types; 41 Staff attended
Local Courses (HRD):	23 different types; 80 staff attended
In House Courses (SJFRS):	Wholetime: Specialist appliances - 17 Retained: Breathing Apparatus (initial) – 6 Breathing Apparatus (refresher) – 43 Crew Incident Simulation – 44 Pump Operator – 2

The Service presently employs;

72 Wholetime Operational Staff
47 Retained Operational Staff
4 Civil Servants
1 Manual Worker

Corporate restructuring and streamlining over the past few years has seen the transfer of support posts to other departments within the States, which has meant a reduction in our staff levels from 87 (Wholetime and civil servants) to the present level of 78. While operational effectiveness has been maintained during this period the threatened loss of further front line staff in the constant search for further

Fire & Rescue Service Integrated Risk Management Plan

2007 - 2009

"efficiency" savings will have an adverse impact on our plans to maintain a proactive and innovative approach to raising the profile of community safety.

There will also be adverse effects on staff morale and the inevitable impact front-line staff losses will have on operational response to incidents.

The practicalities of maintaining staff levels, operational standards and training requirements are an important aspect of the Corporate Services Team and full use is made of IT support systems. This provides essential data for performance comparisons against other Fire & Rescue Services.

We have been fortunate in 2006 to have forged links with the Home Affairs Human Resources Business Partner and team. This has provided considerable administrative and consultative assistance particularly in terms of recruitment guidance and such streamlining of duties has allowed the team to concentrate on other areas such as;

- Absence management
- Effectiveness levels

2007 will see J D Edwards expand its database to include personnel functions and close liaison will be needed with our HR partners to ensure statistical information remains freely available for performance reviews.

Finance

The Fire & Rescue Service is no different from any other States department in that Management has a responsibility to maintain and develop the States internal control environment and ensure compliance with both existing procedures and legislative requirements. This particularly applies to financial controls which are regularly reviewed and updated by means of internal audits and critical analyses of processes by the Corporate Services Team.

The past three years has seen the phased introduction of the JD Edwards accounting system and this has proved a useful tool for effective budgetary management. Cost containment is always very much at the forefront of the Service's policy and a number of measures have been brought in over the past year to not only increase efficiency but also reduce overall risk to the department.

These include

- Structured training programmes for finance staff
- Greater use of Treasury resources for invoicing
- More streamlined processing of payments
- In depth review of overtime costs in conjunction with operational statistics.

Employing strict financial controls has meant the Service has stayed within budget in the past and every effort will be made to ensure this remains the outcome in the future. However, staff costs amount to very nearly 90% of our total revenue and this, coupled with a non staff budget which has seen no growth in the past three years, gives very little margin for manoeuvre.

The FRS works closely with Home Affairs Finance to ensure departmental objectives and financial targets are achieved.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Premises

It is vital that Fire & Rescue Service premises are suitably maintained but being housed in a building over 100 years old (HQ is listed as a building of local historical interest) will inevitably involve considerable expenditure and this must be balanced with the need to address any urgent health and safety issues that may surface. Essential repairs have been undertaken whenever necessary but deterioration over the years has resulted in a number of areas that require attention.

Part 4: Jersey's Risk Profile

A General Description of the Service's 'Risk Area'

With a population of around 90,000 Jersey is a diverse community that is home to people from all over the world, including the many Madeiran, Polish, French and Kenyan people who have chosen to live and work in the Island.

The population density is high compared to that of the mainland UK and is concentrated for the most part in the capital, St. Helier with other smaller conurbations in St. Saviour and St. Brelade housing the majority of the remainder of the Island community.

Thankfully, emergencies are relatively rare in Jersey although Islanders do have experience of dealing with their occurrence either on land or the Island's notorious coastal waters. The most notable emergencies in the last 20 years include the hurricane which battered northern France, the Channel Islands and Southern Britain in 1987, the holing and subsequent evacuation of the passenger vessel 'St. Malo' off Corbiere Point in 1995 and the accidental release of nearly 20 tonnes of Hydrochloric acid at the La Collette Power Station in 1999. The Fire & Rescue Service have contended with a number of major fires and other emergency incidents during this period also, including:

- the first of two major fires to take place at the Hotel De France in 1994
- very large furze / open Land fires at Bonne Nuit and Bouley Bay in 1995 and 1996
- a major fire at the Bellozanne waste facility in 1996
- A 20 tonne spill of hydrochloric acid at the JEC Power Station in 1999
- a major fire at the la Cala nightclub and Rock Galaxy complex
- the second major fire at the Hotel De France in 2002
- the second major furze fire at Bouley Bay within 12 years

The 45 square miles of Jersey (9 x 5) graduates from 100 metre cliffs on the north coast to sandy beaches on the south; the Island being dissected by north, south valleys along its length. The south and west coast sea defences constructed by engineers from the occupying German forces in the early 1940s are robust although, with a combination of high tide and strong winds, these defences can be breached. Incidences in the past have resulted in fairly significant flooding in various south coast areas, fortunately to this point, without serious effect on the Island's population or infrastructure.

Jersey has strong air and sea transport links with flights from the Airport reaching 33 UK and 18 international destinations involving 80,000 aircraft movements and the carriage of 1.5 million air passengers each year. More than 98% of goods arrive in Jersey by sea from both the UK and continental Europe making this link vital to Island life. The Island has a relatively large road network given its size with a high number of private vehicle users travelling into St. Helier each morning.

The Island's main utilities (water, electricity, telecommunication, gas and fuel) are provided by a combination of private and public/private companies majority owned by the States of Jersey. Again, the Island's relative isolation means that any impact on or disruption to the receipt of bulk supplies of liquid or gaseous fuel would result in a significant and immediate impact on the population.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Telecommunication and electricity links to the UK and the continent respectively provide a higher degree of resilience in the face of transport failure although the infrastructure contained within the Island is critical.

With regard to electricity, fuel and gas, the site at La Collette is considered to be an area of high dependence and high risk due to its position within the local distribution network. Another example is the main intake/link to the French electricity network located in the east of the Island.

Jersey's economy is driven mainly by the local offshore finance and legal industries. Jersey is in the enviable position of being highly regarded as an offshore centre and St. Helier is therefore the home to many finance houses, banks and law firms which generate the vast majority of the Island's revenue. Most local firms and offshore offices have robust business continuity arrangements in place and have even served as fall back sites for offices based in other jurisdictions. Notwithstanding this resilience, a major emergency affecting the Island's infrastructure or based in St. Helier has the potential to cause considerable harm to this vital sector of the economy.

Jersey's Health and Social services are based at six main sites around the Island although there is only one major receiving hospital with emergency facilities. Whilst there is a wide range of high quality services available locally, low frequency occurrence and high costs prohibit the establishment of some specialist services including neurological and emergency burns treatment. In case of need, arrangements are in place with UK NHS Trusts to enable critical patients to be transported to specialist centres in England. Jersey's General Hospital (including Emergency Department) is based in St. Helier in relatively close proximity to the Headquarters of the Police, Fire & Rescue and Ambulance Services.

St. Helier Harbour including the La Collette industrial site, Jersey Airport and the Gas installation at Sion, St. John are the three main hazard sites due to either the bulk of hazardous material stored or the type of business carried on in these locations. Due to its size and activity the La Collette facility (specifically the Gas storage and distribution centre) meets the qualifying criteria as a top level site under the UK Control of Major Accident Hazard Regulations 1999 (COMAH) albeit that this legislation is not applicable in Jersey.

Jersey has a rich land and marine environment which is home to numerous species and supports a well established and prosperous agriculture and fishing industry. Any event with a major impact on either environment could have very serious consequences for the sustainability of these industries and therefore the livelihoods of a large number of local and seasonal workers. Jersey's tourism industry is also vital to its ongoing prosperity and this also relies to a very large extent on the cleanliness of the Island's environment, particularly its beaches. Again, an event or emergency which resulted in a loss or degradation to the quality of this environment could have very damaging consequences.

Over the past three to five years a great deal of development has been undertaken in Jersey in terms of the development of the Waterfront site in St Helier and the building of housing stock and apartment buildings throughout the Island. Further, significant development is planned for the next three years and onward in these and other areas.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

With planned economic growth of two percent per annum, a growing population to support this growth and considerable expansion of the built environment to accommodate the two there is a natural and expected increase in risk in terms of fire and other emergencies. It is within this context therefore, that the Fire & Rescue Service must consider very carefully its deployment of resources to best manage and respond to that risk.

National Trends and Risks Based on Fatal Fire Statistics

Whilst Jersey is not the same as the UK in terms of its exact community profile there are many similarities and the Fire & Rescue Service is no different to any other in the UK when it comes to considering national trends and risks in planning its activities. The following section therefore, contains some information gathered by the UK Arson Control Forum, part of the Department Communities & Local Government (DCLG) which has responsibility for the UK fire and rescue services; the figures are the latest set to be provided and are taken from reports on fatal fires between 2002 and 2005.

Gender, Age and Household Structure

The table below shows the different types of household and the number and percentage of fires that occurred within each group.

Table 1: Household Type and Fire Risk	
Household Type	(%)
Single adult male	(40%)
Single adult female	(27%)
Single adult with children	(6%)
All single adult household	(73%)
Couples with one or more children	(6%)
Couples without children	(9%)
Adults (not related e.g. flat sharing)	(5%)
Other /not stated	(7%)

As can be seen from table 1, single person dwellings are at disproportionately greater risk. Around three quarters of fatal fires in the sample involved single persons and this theme has also been reflected in Jersey over recent years. In comparison, for the period, census data showed that only 30% of households in the UK are single adults without children. Terraced housing also appeared to be at marginally disproportionate risk of suffering a house fire with 33% of fires occurring in terraced housing where 27% of the population actually live in this particular type of accommodation.

Victim Information, Age and Sex

The majority of fatal fires in the UK over the period involved those over the age of 80 years (19%), with 63% of fires involving people over 50. Table 2 (over page) shows the age profile by age of victims for the 403 fatalities where age was identified.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Table 2: Age and Risk

Age Group	Number / Proportion of All Fire Deaths in Sample	Prevalence Within General Population (2004)
0-9	(4%)	12%
10-19	(2%)	13%
20-29	(10%)	12%
30-39	(10%)	15%
40-49	(11%)	14%
50-59	(16%)	13%
60-69	(12%)	9%
70-79	(16%)	7%
80 & over	(19%)	4%
Total	403	100%

We can see from table 2 that relative risk increases with age in the UK. People between 70 and 80 are twice as likely to be killed in a house fire than we would expect given their prevalence within the general population (16% compared with 7%), with those over 80 nearly five times more likely to be killed in a house fire than would be expected (19% compared with 4%) given the current age profile of the population.

The 2001 Jersey Census revealed that the prevalence of people over 80 years of age in the Island was on the increase and stood at 3.7%; this very closely matches the prevalence factor in table 2 for the age group and the figure may be even higher now. This is an interesting comparison and again demonstrates the usefulness of paying attention to risk trends in the UK; in fact the Island's age profile based upon the 2001 census is relatively close to that of the UK so, whilst the information gathered by the forum will not be used to directly shape our future plans, it will, along with our own historical / evidence based information on incidents in Jersey, help us to make our decisions.

Immediate Causes of Fire and Other Factors

Of the fatal fire reports that were used in the research, it was found that the single most common cause of fire was the careless use of smoking materials, responsible for 49% with chip pans the second most common at 11% and the careless use of other electrical heat emitting devices (heaters etc) third at 9%.

The research also showed that substance use, whether illegal or legal, was common at the time of the fires studied. 47% of the fire investigation reports indicated that the victim was impaired by a substance at the time of the fire with alcohol being a major factor at weekends and nighttimes. Table 3 (over page) gives an overview of the factors involved in both the cause of the fires and the ability of the person involved to respond to the situation.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Table 3: Impairment as a Contribution to Fire and as a Factor Affecting Response

Impairment	As a Cause of the Fire	As a Factor Affecting the Response
Alcohol	25%	26%
Mobility (bedridden/wheelchair)	8%	15%
Depression/Other mental illness	6%	6%
Prescribed drugs	4%	6%
Age related physical impairment	6%	4%
Neurological impairment /unconsciousness	2%	1%
Age related mental illness	2%	1%
Visual	1%	1%
Oxygen dependency	1%	-
Illicit drugs - all	-	1%
Hearing	-	1%
Learning difficulties	-	1%

Smoke Alarms and the Immediate Response to the Fire

In 30% of the fatal fires in the sample there was no smoke alarm (this is slightly different to the UK accidental fire statistics which show that 57% of accidental fires that involve fatalities are ones where there was no smoke alarm – the figure used in the accidental fires research is drawn from a larger overall number of incidents over a different period). In 23% of fatal fires a smoke alarm functioned correctly. The main reasons stated for a lack of a smoke alarm were:

- Lack of awareness of fire risk
- Status as tenants
- Alarm regarded as a nuisance

Summary of Findings from UK Fatal Fire Research

The majority of cases can be summarised as:

- Single people impaired by substance, age or depression
- Carelessly ignited textiles in their immediate environment – often by a cigarette or other naked flame
- Failure to react effectively due to impairment, sleeping or lack of smoke alarm
- Fires were discovered by a neighbour, visitor or passer – by (because the person was alone)

A number of 'case studies' emerged from the findings. In terms of local or national community fire safety campaigns (in the UK), the following generic case study groups can be identified:

- Elderly man with limited mobility, smoking, impaired by alcohol
- Depressed, middle aged person all alone at home
- Struggling single parent family
- Single elderly woman with limited mobility, alone and impaired; fire due to careless use of cigarettes or cooking

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

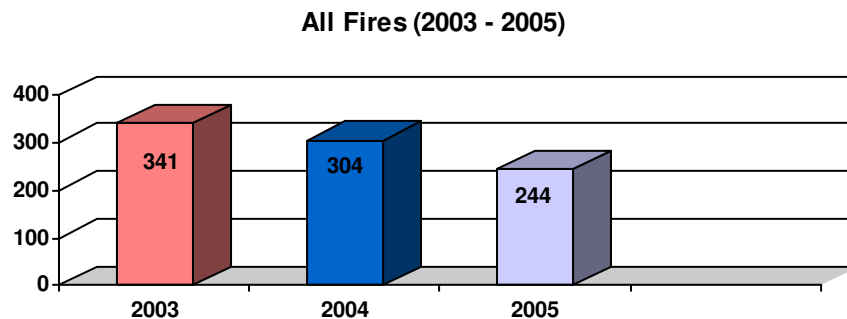
- All age groups – fall asleep with no functioning smoke alarm
- Young or middle aged adult, careless use of cigarette (with or without alcohol)
- Young adults coming in after a night out drinking, making themselves some food, leaving cooking unattended

Local Historical Evidence and Statistics

Total Fire Calls

Graph 1 (below) shows the total number of fires (not including false alarms) each year for the period 2003 to 2005 giving some indication of our progress over the past three years in reducing fires through Integrated Risk Management.

Graph 1 – All Fires (2003 – 2005)

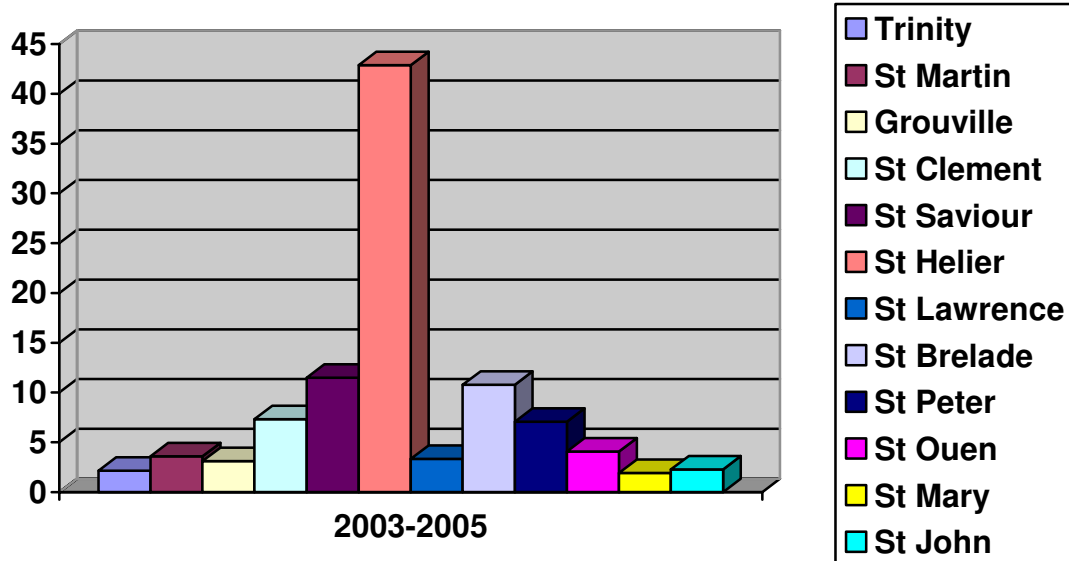


As can be seen from Graph 1, since the implementation of the Integrated Risk Management methodology and our five year Community safety Strategy, the total number of fires in the Island has continued to fall steadily; in fact it has been doing since its peak in 2001. The overall rate of reduction for the last three years has been just under 28% based on the 2003 total (just under 11% from 2003 to 2004 and just under 17% from 2004 to 2005) and if sustained at the same rate for 2006 and 2007 would represent an overall reduction of over 50% based on the 2003 base rate.

The location of fire incidents throughout the Island, confirms our anecdotal understanding that population density and the density of the built environment has a significant bearing on where fires occur. Graph 2 (over page) shows the percentage of total fire incidents for each parish for the period 2003 to 2005.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Graph 2 – Fires by Parish (2003 – 2005)

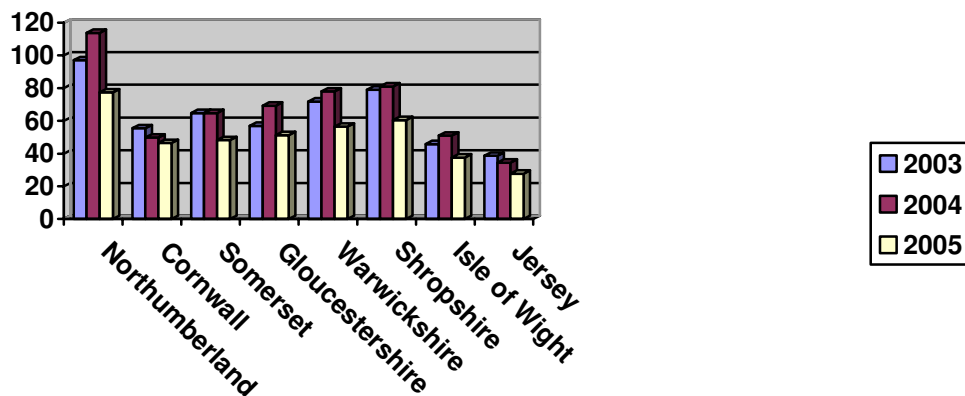


The UK Fire & Rescue Service benchmarks performance in this area through the use of Best Value Performance Indicator (BVPI) 142 (i) which is:

'Total number of calls to fire (excluding false alarms) per 10,000 population.'

The figure is assessed against each 10,000 population so that UK county and metropolitan FRS' can compare performance and learn from each other with the use of a consistent benchmark. UK FRS' are also divided into 'Family Groups' of similar profile in terms of population. Jersey (along with the Isle of Man and Guernsey Fire & Rescue Services) are part of Family Group 1. The BVPIs for the total number of fires per 10,000 population over the period 2003 to 2005 can be seen in Graph 3 (below) for comparison.

Graph 3 – Family Group Comparison (All Fires 2003 - 2005)



No data was available for Isle of Man and Guernsey Fire & Rescue Services for this BVPI.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

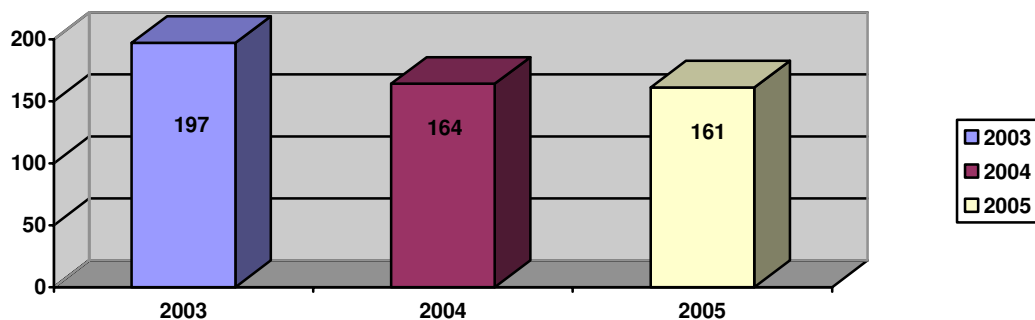
We will not be complacent about this particular area of achievement however as we know that as the overall numbers fall, the ability to manage them becomes more difficult and the percentage movement becomes larger.

Primary Fire Incidents

The number of 'Primary Fires' that we deal with is also an important performance indicator for us. A primary fire is one which occurs in any building, vehicle or any other structure which is in use or is not derelict and therefore its loss or damage has a more significant impact than if not; a fire in any other situation is a 'Secondary Fire'. Large open land fires which require five or more fire appliances to deal with them are also classified as 'Primary' because of their potential environmental or economic impact.

Jersey has also seen a gradual reduction in primary fires attended (although not as marked as for total fires) and this is shown in Graph 4 (below).

Graph 4 – Primary Fires (2003 – 2005)



BVPI 142 (ii) is used as a benchmark for comparison in this instance and, again, SJFRS performs well compared to the others in Family Group 1 having the lowest score in both 2003 and 2004 and being second only to the Isle of Man in 2005. On average, just over 50% of all primary fires occur in dwellings in Jersey.

Fire Deaths

The first task of any Fire & Rescue Service is to save life and the reduction of fire deaths is an important issue. Due to the (thankfully) extremely low numbers of fire deaths in Jersey; specifically those occurring as a result of fires in dwellings, demonstrating a gradual or incremental reduction in fire deaths, particularly over a relatively short period will always prove difficult.

In the period 2003 to 2005 Jersey has seen none, two and one fire death respectively and therefore in percentage and BVPI terms, significant fluctuations without associated trend or pattern. In 2003, Jersey's performance was the best in the group, 2004 however resulted in the highest BVPI score with 2005 being only marginally better.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

One death as a result of fire is one too many and we remain committed to doing everything we can to reduce fires deaths as far as possible. Over the longer term, the three years from 2003 to 2005, were the same as the period 2000 to 2002 but better than the period 1997 to 1999 and we hope to see the long term results continue to improve because of our efforts.

Non – Fatal Fire Casualties

Reducing the number of people who are injured as a result of fires in dwellings is another key area for the Fire & rescue Service. It is therefore of concern that the number of fire injuries appears, for the time being, to be on the increase with 19 reported for 2003 and 2004 respectively but 24 for 2005; this represents an increase in just over 26% for the period based on the original 2003 figure and we are keen to see it fall again as a result of our efforts.

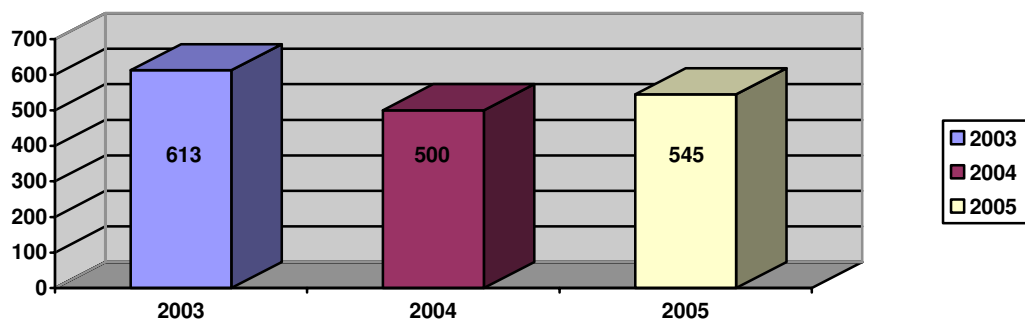
We understand however, that Jersey is growing. Geographically, economically, socially and in terms of the built environment our community is getting bigger and therefore our challenge with regard to raising awareness of fire, its dangers and how to avoid harm is growing also.

False Alarms – Automatic Systems

The Fire & Rescue Service has, over many years, responded to a very high number of automatic fire detection systems in commercial premises which turn out to be false alarms. Responding to a high volume of calls, over 90% of which prove not to involve fire has a cost associated with it in terms of people, equipment and lost opportunity to be undertaking more productive fire safety work elsewhere. For these reasons, SJFRS has long been keen to reduce the number of attendances to false alarms caused by automatic systems and has, over recent years, introduced measures such as sending only one fire appliance to “low risk” premises instead of two and introduced a policy whereby no automatic attendance is made without the requirement of assistance being confirmed by the owner, manager or other responsible person.

Graph 5 (below) shows the total number of attendances to false alarms from automatic systems in the period 2003 to 2005.

Graph 5 – False Alarms (Automatic Systems) (2003 – 2005)



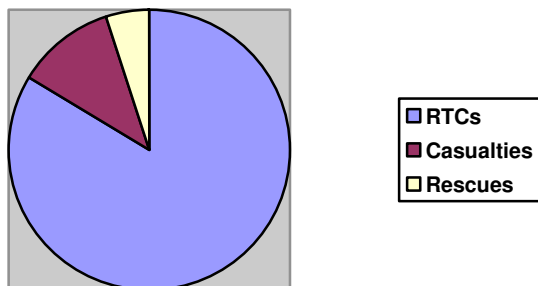
Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Again, whilst good progress was made from 2003 to 2004, a slight rise occurred the following year. As with fire injuries, the growth in the built environment and the increase in the number of commercial premises with automatic detection systems are likely to be part of the problem. In terms of performance against the Family Group of Services (BVPI 149 (i) 'False alarms caused by automatic fire detection per 1,000 non-domestic properties. '), Jersey appears mid – table. The challenge remains however, and the Fire & Rescue Service will continue its drive to reduce unnecessary attendances.

Road Traffic Collisions

The Fire & Rescue Service attended nearly 170 Road Traffic Collisions (RTCs) during the period 2003 to 2005, being required to release entrapped vehicle occupants on 10 occasions and assisting the Ambulance Service with 23 casualties. Chart 1 (below) shows the correlation between the number of RTCs attended by the Fire & Rescue Service, the number of casualties and the number of rescues from entrapment required.

Chart 1 – RTC Activity (SJFRS) (2003 – 2005)



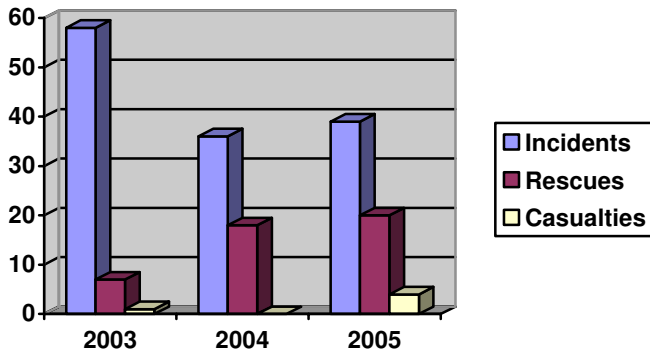
Whilst not having lead responsibility for road safety and the reduction of road incidents, SJFRS is a committed partner and has permanent representation on the Road Safety Panel and we are keen to continue doing all we can to encourage greater safety on our roads.

Sea Rescue

SJFRS' sea rescue capability was utilised on 134 occasions during the period rescuing 45 people and dealing with five casualties (fatal and non-fatal). Graph 6 (over page) shows that, for the period 2003 to 2005 it is difficult to establish any patterns. We do, however, expect to see the number of sea rescue incidents dealt with by the Fire & Rescue Service remain relatively low (compared to the 2003 figure) following the introduction of a 'B' Class RNLi craft to the list of assets available to Harbours - Sea Rescue (Jersey Coastguard) in St Helier.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Graph 6 – SJFRS Sea Rescue Activity (2003 – 2005)



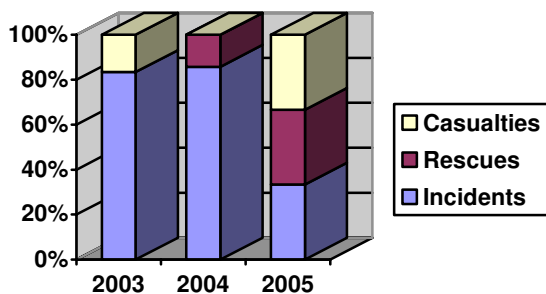
Jersey Harbours (as the Island's Coastguard) have lead responsibility for sea safety and SJFRS act as an asset to be deployed at their request. As with Road Traffic Collisions however, the Service remains committed to working in partnership wherever possible to assist in the promotion of safe practice at sea.

Line Rescue

The Fire & Rescue Service also maintains its capacity to rescue people from height through its Line Rescue function. Though more commonly carried out on the cliffs of Jersey's north coast, the special equipment and training carried out by all operational personnel enables them to rescue people from a wide range of elevated situations.

The Line Rescue capability was utilised on 14 occasions during the study period with four rescues carried out and four people reported as casualties. Graph 7 below shows the respective activity levels reported for 2003, 2004 and 2005.

Graph 7 – Line Rescue Activity (2003 – 2005)



In general terms activity levels are very low and the number of times people are injured or require physical rescue as a result of the incident is lower still. SJFRS remains, however, the only provider of trained and equipped personnel to respond to such incidents within an emergency response framework and therefore continues to maintain a constant state of readiness.

***Fire & Rescue Service Integrated Risk Management Plan
2007 - 2009***

When taking into account all emergency incidents over the last three years however, (including other forms of Emergency Special Service such as dealing with hazardous materials) the service has made nearly 3,500 interventions to situations which could have resulted in loss of life, injury or significant damage to property, infrastructure or the environment.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Part 5: The Next Three Years

Planning Assumptions

Our IRMP is designed to assist us in providing an efficient, effective and proactive service to the people of Jersey and provide an overview of our activities to ensure they confirm and support the strategic objectives of the Home Affairs Department and the States.

This section provides an overview of the key policies and themes the Service will pursue during the next three years.

It is necessary to assume with any plan that all the resources needed to effect it will exist throughout the period of the plan. However, if this assumption proves to be incorrect and the required resources are not available, then our priorities and the services we provide will need to be reviewed and, if necessary, amended or withdrawn. As ever, a degree of flexibility, understanding and co-operation is required by all concerned if we are to achieve our targets.

The challenge of working more efficiently and with pressure on resources across the public sector looks set to continue over the next three years and in facing that challenge, it is vital that Departments and Services like ours continue to respond with innovative methods of delivering key services. In terms of Service Delivery, we have decided to “streamline” our activity to three, four, five or six core tasks per function; these initiatives are focussed on maximising the return on our efforts and pursuing the targets of our five Strategic Improvement Areas (SIAs):

- SIA 1 – To reduce **Casualties** from fire
- SIA 2 – To reduce **Building Fires**
- SIA 3 – To reduce **Deliberate Fires**
- SIA 4 – To reduce **Nuisance Calls**
- SIA 5 – To reduce **Emergency Special Services**

In all that we do, SJFRS focuses its efforts on carrying out its statutory functions, achieving the objectives outlined in the Home Affairs Business Plan and making a positive contribution to the six ‘Commitments’ of the States’ Strategic Plan.

For each of the main areas in the following part of our plan therefore, we clearly identify the Fire & Rescue Service ‘Strategic Improvement Area’ or SIA (based on the SJFRS Community Safety Strategy), the Home Affairs objective (based on the 2006 Home Affairs Business Plan) and the States’ Commitment (based on the Strategic Plan 2006 – 2011) that our efforts go toward achieving. All SIAs, Home Affairs Objectives and States Commitments can be found at Appendix A.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Prevention (Community Safety)

SIAs: 1 – 5

Home Affairs Objectives: 1 & 6

States' Commitments: 1 - 6

Prevention Task 1

Partnerships: we will establish and manage three major, formal and effective partnerships with key agencies each year over the next three years. These partnerships will enable us to inform and utilise the skills of other departments / agencies that have regular contact with “at risk” groups or will enable our people to hear about and respond to the needs of “at risk” individuals through a referral scheme. The “Partner Agencies” we choose will be identified by seeking out those who can deliver the best access to the right people; this in itself will represent a targeted approach to driving at the heart of risk within vulnerable groups in our society.

Prevention Task 2

Home Fire Safety Checks: we will continue to publicise and respond to requests for Home Fire Safety Checks, sending fire crews to talk to individuals and families about the danger of fire and how to prevent it, making an escape plan and advocating or fitting smoke detectors which are proven to save lives.

Prevention Task 3

Media Liaison: we will endeavour to strengthen our working relationships with all sections of the Island's media to promote the message of fire safety (taking advantage of national campaigns wherever possible or appropriate to local needs) and highlighting incidents of note so that lessons can be learned by as many people as possible.

Prevention Task 4

Schools and Young People: we will continue to work with local schools in providing fire safety input as requested and to participate in related subjects such as science or history projects (specifically related to fire) and use these events as an opportunity to promote a safety culture wherever possible. We will also continue to participate fully in initiatives such as Child Accident Prevention (CAP) week and seek out other opportunities through liaison with the Education, Sport and Culture Department.

Prevention Task 5

Fire Safety Awareness: we will maintain our annual programme of courses, delivered on behalf of the Jersey Society for Safety and Health at Work, designed to ensure that managers, employees and specifically nominated ‘Fire Wardens / Officers’ are aware of their responsibilities and are equipped to manage risk under the Health and Safety at Work (Jersey) Law 1989 with regard to fire safety.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Prevention Task 6

Community Safety Strategy: our current five year Community Safety Strategy comes to an end during the term of this IRMP. We will therefore form a Community Safety Strategy Working Group to develop a new Community Safety Strategy ready for stakeholder consultation.

Protection (Technical Fire Safety) – SIAs 1 & 2

SIAs: 1, 2 & 4

Home Affairs Objectives: 1 & 6

States' Commitments: 1 - 6

Protection Task 1

Inspection Programme: we will continue with our inspection programme currently in place ensuring compliance with Fire Precautions, Licensing and other related legislation, taking advantage of any opportunities to extend the period between inspections for premises with excellent fire precautions that represent a “low” risk to their occupants. We will also continue to provide advice when requested, handle fire safety aspects of planning applications and form part of key stakeholder groups such as the Bailiff’s Entertainment Licensing Panel.

Protection Task 2

Waterfront Development Engagement: we will act as a key stakeholder in all development within the Island, specifically at the Waterfront and La Collette 2. We will work in partnership with developers and the planning authorities to ensure that all developments are in themselves safe from harm (protecting Jersey’s financial and environmental investment) and, more importantly, that they protect their occupants and neighbours.

Protection Task 3

Regulatory Reform (Fire Safety) Order (RR(FS)O): we will commence a programme to review and consider the implementation of new, modern fire safety legislation based upon the UK’s RR(FS)O. If implemented, the aim of the legislation would be twofold; first, and following the implementation of supporting regulations, it would enable SJFRS to play a key role in advising on and enforcing fire safety matters in the workplace in Jersey and second, it would change the emphasis of fire legislation in Jersey from being prescriptive to being self assessed and managed by commercial undertakings with an audit and advice role being provided by us.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Emergency Response (Intervention) - SIAs 1 & 2

SIAs: 1, 2, 3 & 5

Home Affairs Objectives: 1 & 6

States' Commitments: 1 - 6

Emergency Response Task 1

Control & Mobilising: working in partnership with the States of Jersey Ambulance Service (who manage the Ambulance & Fire & Rescue Combined Control Centre), we will complete the development of the 'C3' call management system and develop new initiatives to reduce call handling times as far as possible, ensuring that we arrive at the scene of property fires within 8 minutes on at least 80% of occasions and that we arrive at the scene of other emergencies within 12 minutes on at least 80% of occasions.

Emergency Response Task 2

Tactical Plans: we will ensure that we have comprehensive response plans in place for identified "high risk" sites in Jersey ensuring that our response is swift and that our crews are both informed and safe. We will develop 10 'Tactical Plans' per year over the next three years.

Emergency Response Task 3

Operational Procedures: we will ensure that all of our operational procedures conform to UK best practice guidelines, policies and procedures and we will undertake a "critical audit" of all incidents in which four or more appliances are involved to ensure the highest of standards are being maintained.

Emergency Response Task 4

Risk Assessment & Management: we will continue to work as a key partner on the Island's Risk Assessment Working Group in establishing and maintaining an Island Risk Register. This strategic tool will identify significant threats to the Island, describe the outcome if they were to be realised, prioritise the risks and identify control measures.

Emergency Response Task 5

Emergency Cover Review: using our own statistical evidence we will undertake a review of how and where we provide our emergency response cover and the standards of response cover that we aim to achieve. This review will incorporate our use of operational resources in terms of crewing patterns, Retained cover, work patterns, fleet and equipment.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Corporate Services

SIAs: 1 – 5

Home Affairs Objectives: 1 & 6

States' Commitments: 6

Corporate Services Task 1

Developing Our People: we will continue to develop and implement the National Integrated Personal Development System (IPDS). This system is designed to ensure that we have the right people, with the right skills in the right jobs that, in turn, will enable us to continue improving our service to the Island's community. The system itself is designed around National Occupational Standards, agreed Personal Qualities and Attributes and, together with Role Maps describing exactly what's required of people in their jobs, ensures quality and good performance in all areas.

Corporate Services Task 2

Information & Communication Technology: we will continue to make full use of technology in our mission to make Jersey safer. This includes investigating the use of Mobile Data, Automatic Vehicle Location and new Management Information Systems; our revised, internal Information Systems Strategy takes us to the end of this IRMP in 2010. Our TETRA communications system (co-owned with the Police and Ambulances Services) will reach the end of its operational life within the next five years; the next three years therefore, will involve planning the procurement of the new system.

Corporate Services Task 3

Finance and Administration: we will continue to focus on streamlining our financial and administrative management systems to ensure that we remain as efficient as we can be. We are proud of our achievements and performance over the past three years, even more so because we have managed to remain within a "non-growth" budget. We will strive to equal that performance over the next three years.

Corporate Services Task 4

Statistics and Performance Management: our statistics drive everything we do and shape all of our decisions. Because they are so important we will run a programme of small projects focused on ensuring that our operational and corporate information management and statistics gathering systems are as robust as possible, are as easy to manage and interpret as possible and provide all the information that a modern Fire & Rescue Service needs. We will also seek out opportunities to work in partnership with the Statistics Unit of the Chief Minister's Department wherever possible.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Corporate Services Task 5

Premises Maintenance: a detailed review in 2006 revealed that in excess of £70,000 would be needed to bring the buildings and training ground up to a suitable standard and we have been fortunate to secure minor capital funding for £50,000 to allow these works to commence in 2007. However, much more work will be required if the Service is to remain in premises over a hundred years old and Fire & Rescue will work closely with Property Holdings to ensure adequate controls and efficiency levels are in place during this period. Upon completion of these works a structured maintenance programme will be introduced however there are concerns on the condition of the slate roof which will almost certainly be the subject of a further funding request.

In addition to the maintenance of our existing Headquarters, we shall be continuing our project to win funding for a new, fit for purpose Fire complex to be built on the site of the current Police HQ following that Service's move to new premises at the Sumerland site.

Finally, a review of the continuing need for a fire station in the west of the Island will be undertaken in early 2007. In tandem, we will continued discussions with the authorities at Jersey Airport about the viability of locating Fire & Rescue Service plant and equipment in new accommodation within a proposed new Airport Fire Station.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Part 6: Managing Our Performance

Service Delivery

In terms of monitoring our performance within the Service Delivery areas (Prevention, Protection and Emergency Response), we will continue to use a combination of Local Performance Indicators (LPIs) and UK Fire & Rescue Service Best Value Performance Indicators (BVPs). The table below shows the full suite of LPIs for Service Delivery.

LPI	Description
LPI 1 (i)	Total number of Fire Calls attended
LPI 1 (ii)	Number of Primary Fires attended
LPI 1 (iii)	Number of Secondary Fires attended
LPI 1 (iv)	Number of Accidental Dwelling Fires
LPI 1(v)	Number of Non Dwelling (Building) Fires
LPI 1 (vi)	Number of Vehicle Fires
LPI 1 (vii)	Number of Chimney Fires
LPI 1 (viii)	Number of Accidental Dwelling Fires contained to Room of Origin
LPI 2 (i)	Number of Deaths from fire
LPI 2 (ii)	Number of Injuries from fires in dwellings
LPI 3 (i)	Total number of False Alarms attended
LPI 3 (ii)	Number of calls to False Alarms (Good Intent)
LPI 3 (iii)	Number of calls to False Alarms (Malicious)
LPI 3 (iv)	Number of Unwanted Fire Signals from AFD
LPI 3 (v)	Number of AFD with more than 1 attendance
LPI 4 (i)	Total number of Special Services
LPI 4 (ii)	Total number of Emergency Special Services
LPI 4 (iii)	Total Number of Rescues from ESS
LPI 4 (iv)	Number of Inshore Rescue Boat Launches
LPI 4 (v)	Number of Cliff Rescues
LPI 4 (vi)	Number of Road Traffic Collisions
LPI 4 (vii)	Number of HazMat (Hazardous Material) Incidents
LPI 4 (viii)	Number of Lift Releases
LPI 4 (ix)	Number of Non-Emergency Special Services
LPI 5 (i)	Primary Fire average attendance time (minutes)
LPI 5 (ii)	Emergency Special Service average attendance time (minutes)
LPI 6	Percentage of times at least one fire engine arrives at a property fire within 8 minutes
LPI 7	Percentage of Home Fire Safety Checks completed within 12 working days

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

The BVPIs form a separate list as shown below.

BVPI	Description
142 (ii)	Number of primary fires per 10,000 population
142 (iii)	Number of accidental fires in dwellings per 10,000 dwellings
143 (i)	Number of deaths from fire per 100,000 population
143 (ii)	Number of injuries from fires in dwellings per 100,000 population
144	Percentage of accidental fires in dwellings confined to the room of origin
146 (i)	Number of calls to malicious false alarms not attended per 1,000 population
146 (ii)	Number of calls to malicious false alarms attended per 1,000 population
149 (i)	False alarms caused by automatic fire detection per 1,000 non-domestic properties
149 (ii)	Number of those properties with more than one attendance
149 (iii)	Percentage of calls to a property with more than one attendance
150	Net expenditure per head of population
206 (i)	Number of deliberate primary fires (excluding those in vehicles) per 10,000 population
206 (ii)	Number of deliberate primary fires in vehicles per 10,000 population
206 (iii)	Number of deliberate secondary fires (excluding those in vehicles) per 10,000 population
206 (iv)	Number of deliberate secondary fires in vehicles per 10,000 population
207	Number of fires in non-domestic properties per 1,000 non-domestic premises
208	Percentage of people in accidental dwelling fires who escape unharmed without FRS assistance at the fire
209 (i)	Percentage of fires in dwellings where a smoke alarm had activated
209 (ii)	Percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate
209 (iii)	Percentage of fires attended in dwellings where no smoke alarm was activated

Of course, information itself is only a small part of managing performance but we use the data to compare our performance against local targets and UK Fire & Rescue Services and where we see trends or particular areas of movement within the figures we are able to focus our resources on trying to manage that particular risk.

Corporate Services

SJFRS prides itself on being an efficient organisation with effective use of resources being a key aspect of delivering value for money. We will also, therefore, continue to utilise our Corporate Health BVPIs which are outlined in the table below.

LPI	Description
8	The percentage of invoices paid within 30 days
12 (i)	The average number of days / shifts lost to sickness absence by Wholetime uniformed staff
12 (ii)	The average number of days / shifts lost to sickness absence by all staff
15	Ill health retirements as a percentage of the total workforce

***Fire & Rescue Service Integrated Risk Management Plan
2007 - 2009***

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Appendix A: Home Affairs Objectives and States' Strategic Plan Commitments

Home Affairs Objectives

1. Public confidence in the services provided for their safety, protection and security.
2. Effective policing of offences that pose the greatest threat to community safety.
3. Help maintain and enhance the Island's reputation as a financial centre of integrity.
4. Protect the public by providing interventions and services that reduce re-offending.
5. Strong frontier protection against threats to the security, social and economic integrity and environment of the Island that balances the need to maintain Jersey as a competitive location in which to do business.
6. Reduce risks to life, property and the environment from fire and other emergencies.

States' Strategic Plan Commitments

1. We will maintain and enhance a strong, successful and environmentally sustainable economy.
2. We will create the environment in which everyone in Jersey has the opportunity to enjoy a good quality of life.
3. We will promote a safe, just and equitable society.
4. We will maintain and enhance the natural and built environment.
5. We will create a strong, recognised identity for Jersey and promote a real sense of belonging.
6. We will ensure that States services are necessary, efficient and of good quality.

Fire & Rescue Service Integrated Risk Management Plan 2007 - 2009

Appendix B: The States of Jersey Fire & Rescue Service contribution to the Home Affairs Business Plan

HA Objective 1: Public confidence in the services provided by the Home Affairs Departments maintained.

Key Objective	Key Performance Indicators	Target / What will success look like	Imp Year
Provide intervention services to reduce the risk of fire in residential and other property.	% of Home Fire Safety Checks offered and carried out within eight days of request.	80%	

HA Objective 6: Reduce risks to life, property and the environment from fire and other emergencies.

Key Objective	Key Performance Indicators	Target / What will success look like	Imp Year
Use integrated risk management planning to provide a community safety service which embraces the principles of prevention, protection and intervention to reduce the incidence of deaths and injuries from fires and other emergency incidents.	No. of primary fires per 10,000 population. No. of accidental fires in dwellings per 10,000 population. No. of deaths per 10,000 population. No. of injuries per 100,000 population, No. of deliberate fires.	Reduction in no. of primary fires per 10,000 population. Reduction in no. of accidental fires per 10,000 population. Maintain current avg. Reduction in no. of injuries per 100,000 population. Reduction in no. of deliberate fires.	

***Fire & Rescue Service Integrated Risk Management Plan
2007 - 2009***

	% of accidental fires in dwellings confined to room of origin.	90%	
Ensure the Emergency Services are sufficiently equipped and prepared to deal with major / terrorist related and other incidents which would affect Island life and economy.	% of times one fire engine arrives at a property fire within 8 minutes.	80%	
	Number of Emergency Special Services.	Reduction in no. of Emergency Special Services.	