

States of Jersey
Fire and Rescue Service
and
Government of Jersey
Emergency Planning Service

Integrated Risk Management
Plan
2021 - 2024

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Foreword

by Deputy Gregory Guida
Minister for Home Affairs



As Minister for Home Affairs I am legally responsible for the protection of Islanders' lives and property in the event of fire, and for the rescue of Islanders in the event of road traffic collisions and other dangerous situations and emergencies.

The Minister must also promote fire safety, including fire prevention. These responsibilities are discharged on my behalf by the men and women of the Jersey Fire and Rescue Service (JFRS).

I am exceedingly proud of our service's record in preventing fires and responding to emergencies; Islanders today are living with a lower risk from fire and other emergencies than ever before.

However, as our island changes in line with the rest of the world, new challenges emerge. This plan provides a roadmap for addressing the learning which has arisen in recent years, partly in response to the Grenfell Tower tragedy and the ensuing inquiry. This will include legislative reform to update our Fire Precautions Law and working with other departments on updates to Building Regulations. The plan also addresses challenges created by the changing profile of our population, and sets out a path for re-establishing the Fire Prevention function of the service which will empower Islanders to keep themselves safe.

This plan aims to make Islanders and firefighters safer by improving the capacity and capability of the service. It commits to a renewed focus on training and development across the service, as well as giving consideration to ensuring resilience through appropriate succession planning. More resource will be targeted at ensuring policies and procedures are up to date and in line with best practice, so we can be sure our firefighters have the skills they need to maximise our safety, and theirs.

The JFRS are there to help us prevent some of the most devastating events a person can experience in their life, and to protect us in the event they do occur. I have full confidence in the service's ability to keep Islanders safe, and this plan is evidence of their commitment to continuous improvement and vigilance. I hope Islanders will find this plan reassuring and join me in my conviction that we have a Fire and Rescue Service that we can rely on to keep us safe, now and in the future.

Introduction

by Paul Brown MSc, GIFireE, CMgr, FCMI
Chief Fire Officer



The best way to reduce fires and other emergencies and their subsequent social, environmental and economic impact is to prevent their occurrence in the first instance.

The States of Jersey Fire and Rescue Service is dedicated to making life safer and has contributed to very significant improvements in safety. As has been experienced across the British Isles over the last 25 years, Islanders have experienced a reduction in the number of fires and other emergencies that require the Service's intervention, and overall levels of emergency activity now are at the lowest they have been since the 1960s. We are proud of Islanders' success and of SJFRS' part in it, but we are not complacent and know that there are challenges ahead that must be met.

As Chief Fire Officer, in discharging my statutory duty to provide an efficient, effective and economical Fire and Rescue Service and to enable the Minister for Home Affairs to discharge his duties, I have set out five challenges and priorities that we will focus enduring the life of this plan.

The first challenge we face relates to the island's demography. Jersey's population is growing, ageing and experiencing challenges caused by vulnerability and economic debility, all of which are critical contributors to the risk of fire and other accidents and emergencies. While still very low and, with a very sharp reduction in the last two years, over the last decade Jersey has observed a gradual upward trend in fires in the home. Most fatal and non-fatal injuries sustained in fires occur in people's homes. This must remain an area of focus, with renewed effort to meet the needs of our changing society.

Second, while fires in larger and higher occupancy settings are as rare in Jersey as everywhere else in the British Isles, their potential to cause harm is self-evident and so we must ensure we learn the valuable lessons that have cost so much to others.

Jersey's fire safety legislation requires significant review. The emergent themes arising from investigations and learning from the Grenfell Tower fire, the review of Building Regulations and Fire Safety and of the UK's Fire Safety Order have all highlighted issues which need to be resolved and we need to ensure our own safety frameworks meet the emerging standards in this area. Revising the law will be a very significant undertaking but it also represents a rare opportunity for Jersey to adopt the right approach for the local context, learning from the best elements of others' legislation but tailoring the solution to best meet the needs of Islanders.

Third, the learning and sector developments being driven and adopted by our colleagues in England and Wales create both challenge and opportunity in the operational response arena. Firefighter safety and effectiveness is getting harder to ensure, driven to some degree by the reducing incidence of major or serious fires replicated in almost all jurisdictions. While of course it is a positive outcome and one we celebrate, it provides fewer opportunities for firefighters to generate experience in these situations. Serious fires and other emergencies are no less dangerous or impactful now than before, in Jersey or anywhere else. We need to address this with pace, harnessing the learning of others and benefitting from the work of the Fire Standards Board and the National Fire Chiefs Council's National Operational Guidance, Learning and Training frameworks. We are a small service with a compressed mix of risks in our island that are rarely all found together in other, larger service areas. Islanders, visitors and our business community need to be assured that they are protected by a modern, fit-for-purpose and competent Fire and Rescue Service. Our firefighters deserve to be protected by the best levels of protection, through quality, useable operational guidance, risk information, education, training and assessment systems and fleet, equipment and protective clothing.

Fourth, in the field of Emergency Planning the challenge centres upon the changing nature of risk, driven largely by a changing climate, our increasing reliance on digital technologies and data, global destabilisation, globalisation and the general complexity and vulnerability of the modern world. The future for Jersey's Emergency Planning function is to be a civil resilience and civil contingencies function, supporting and coordinating the identification of constantly changing risk and orchestrating a resilience and consequence management framework which is embedded as a duty in government, private and third sector life and also in the lives of communities and citizens. To meet the challenges of today and tomorrow, the Emergency Planning Unit will prioritise work on a new Civil Contingencies Law which has been underway for some time, as well as modern, flexible governance structures. Just as importantly, we will retain a focus on standards and training among the 'responder' community.

The final priority is to safeguard the service's ability to perform its vital role in the future. To do so will require a renewed and increased focus on diversity, inclusion and belonging; the right thing to do, that will make us better at what we do. We will need to constantly invest in and improve our technical and leadership skills, as well as our culture and practices and of course, adapt to meet and exploit the challenges and opportunities of a digital workplace.

Set against the backdrop of these strategic challenges, this Integrated Risk Management Plan is the first to be delivered through the service's new operating model. This was the biggest change in our structure in over a decade, and its aim is to enable the service to meet the operational challenges of the future, having met the financial challenges of the past decade and more.

It will take effort, energy and professionalism from all our people and partners to address our collective challenges and so, I know we will succeed.

About Us

Who we are and what we do

The States of Jersey Fire and Rescue Service (SJFRS) is constituted under the Fire and Rescue Service (Jersey) Law 2011. This law, and a range of other primary and subordinate legislation, sets out the many and varied duties and powers of the Minister for Home Affairs. It then sets the policy agenda for what the Fire and Rescue Service does, as well as duties and powers of the Chief Fire Officer and other firefighters, in order to enable and deliver the Minister's functions and priorities. Broadly, the functions include preventing fires and other emergencies, protecting people through fire engineering and enforcement of safety laws, preparing to respond to a very wide range of emergencies and responding to save and protect life, property and the environment.

The service is part of the Government of Jersey's Department for Justice and Home Affairs and so the Minister is advised and supported by the Director General for Justice and Home Affairs and the Group Director for Public Protection and Law Enforcement in setting policy for a range of safety, security and criminal justice matters, including fire and rescue. The vision of the Justice and Home Affairs Department is:

'For Jersey to be a place to live, work and visit, where people are safe and feel safe, which is free from discrimination and where rights and difference are respected.'

The Chief Fire Officer and the service are responsible to the Minister for delivering his legal functions efficiently, effectively and economically.

The Chief Fire Officer, as part of his wider role within government, also oversees and directs the work of the Government of Jersey's Emergency Planning Unit (EPU). This small team supports the Chief Minister, Emergencies Council, senior civil servants and, therefore the whole island in coordinating the assessment of significant risks, building resilience and ensuring arrangements are in place for emergency services, other government departments, private and third sector partners and our communities to respond to and recover from significant events.

This simple and direct arrangement means that, together, we must protect people from a very wide range of risks and threats, allowing for a simple mission:

'To protect Jersey, its people and its interests.'



Our Values

Values are at the centre of how SJFRS operates. We share our values with everyone working in Jersey’s public sector, and we will continue to place these and the standards set out on the National Fire Chiefs Council Leadership Framework at the forefront of our thinking and planning; together, they will guide how we do everything.



BE RESPECTFUL

We care about people as individuals and show respect for their rights, views and feelings

BETTER TOGETHER

We share knowledge and expertise, valuing the benefits of working together

ALWAYS IMPROVING

We are continuously developing ourselves and our services to be the best they can be for Jersey

CUSTOMER FOCUSED

We are passionate about making Jersey a better place to live and work for everyone

WE DELIVER

We are proud of Jersey as a place and are passionate about shaping and delivering great public services

Risk

An understanding of risk is at the heart of what SJFRS and the EPU do.

Our assessment of local risk is based upon a range of sources of information about our population and any relevant risk factors. The sources, generally, are:

- Census information
- Local data identifying areas where people, generally, are faced with a range of socio-economic challenges (Carstairs)
- Historical incident data
- Two local surveys; one provided directly by the Service about fire risk and the other, the Jersey Opinion and Lifestyle Survey, to which we submit questions about fire risk.

Jersey is a small jurisdiction and so, to add weight to our understanding of risk, we consider data about fire and emergency risk relevant to the Fire and Rescue Service published by the Home Office; where there are similarities, we can take useful learning and assumptions from these data and apply it locally.

Jersey's Community Risk Register is an assessment of major incident risks, informed by local and national planning assumptions about risk and threat. It also forms part of our 'risk picture' and gives us crucial direction in planning how to allocate our resources, what priorities to pursue and what we need to plan for.

Protecting life and economic stability to underpin a prosperous and safe community are vital, but Jersey is about much more. It is a beautiful island and home to vital ecological sites, on land and at sea as well as several historically important buildings, charting our community's rich history. We consider both the natural and built environment to be core to our mission to protect Jersey's interests.

Finally, in order to properly deliver our services and pursue our mission, SJFRS must be equipped to do so. This includes managing a range of important but less visible corporate risks, i.e. effective succession plans are in place to ensure the right number of trained, skilled and experienced people are available, so that service continuity and continuous improvement means we are fit for purpose now and in the future.

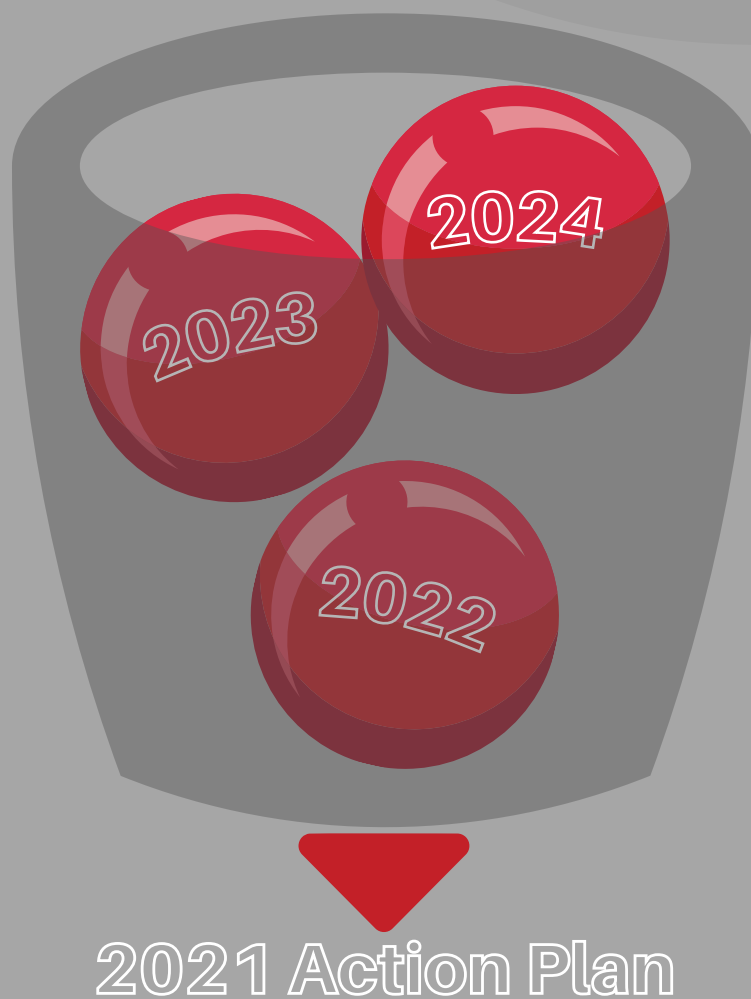


Our Plans to Manage Risk

Having considered the wide range of community, corporate and other risks, our plans for managing them must, taking in to account our very limited capacity, target them effectively, prioritising the most urgent issues or those with the biggest gains to be made. In some areas, pace of action is a simple necessity; in others, our limited capacity means we need to plan to complete our work over a longer timescale than this plan alone.

In the sections below, we set out the priorities and actions we intend to deliver during the life of this plan, to address the risks we all face.

For each of the four years of this plan, we will develop an annual suite of objectives that will reflect in the Justice and Home Affairs Departmental Operational Business Plan. At this stage, we will set out projects and deliverables for 2021 and so, in order to enable the IRMP to be flexible and to allow us to react to changing circumstances, we will determine each year's activity at the end of the previous year.



Prevention

In the last IRMP, in order to meet savings targets, we were unable to retain a dedicated prevention function. Having experienced a further, significant period of organisational change, we have reorganised our resources to re-establish the function.

Policies and Partnerships

Whatever we do, we will always have limited capacity. To maximise our limited resource base, we will update and refine our prevention policies and partnership arrangements to ensure our work is focussed and valuable.

Protecting our Future

Jersey's highest priority is the care and protection of its children. We will ensure our support is available by offering the families and carers of all children born in Jersey a 'Safe and Well Visit' through referral from Jersey General Hospital's Maternity Unit, as well as through the Fostering and Adoption Service.

While statistically children are a low risk group when it comes to fire, we will continue to support children and young people to stay safe now and in the future by providing fire safety education inputs, so that they are able to go on to lead safe lives with lifelong values about fire safety.

As part of our commitment to supporting children and young people, especially those who are or have been in the care of the Government, we will prioritise and deliver visits to the homes of young people leaving care, providing information and advice about fire safety in the home.

Jersey also has a Fire and Rescue Cadet scheme, run by an independent charity. SJFRS will continue to work with and support the cadets and seek to find new ways to help them grow and thrive while acting as safety ambassadors.



Supporting People at Home

We have been running a programme of visits to peoples' homes to discuss and provide advice about fire safety, including fitting smoke alarms where necessary, for well over 20 years. We also know however, that we can utilise our skills and expertise to make a wider difference, as is increasingly the case in other Fire and Rescue Services. Our colleagues in the States of Jersey Ambulance Service experience a heavy demand from incidents where people fall in their homes - sometimes that demand is such that, through our co-responder partnership, fire crews are required to assist. Many falls, particularly more severe ones among the frailest, can go on to require lengthy stays in hospitals and this is clearly undesirable; we think we can help. We will seek to work with partners to turn the 'Home Fire Safety Visit programme' into a 'Safe and Well' programme, to increase the value and impact of our prevention and early intervention activity. We will also maintain or improve the focus of these visits on those that need them most, paying attention to the needs of older people, those living with longer term vulnerabilities and those in more challenging socio-economic circumstances.

We will also look to ways of increasing the number of Safe and Well visits. Data suggests that in those areas where more of these interventions are carried out, the rate of fires in the home is lower. The small size of our team and the very wide range of duties and skills performed and required, means that simply tasking our front-line crews with more cannot be the only strategy. We will think differently, develop proposals and find new ways of ensuring advice and support gets where it is needed. As part of this programme, we have reaffirmed and reviewed our partnership with the British Red Cross (BRC) in Jersey. Their ambitions align well, with the advent of a new Community Connector scheme receiving training from firefighters on providing home safety advice, as part of their wider objectives, emerging as a valuable and impactful new way of extending our reach into the homes of the most vulnerable in our island. Equally of course, where our BRC colleagues are working with Islanders and they make the assessment that support from firefighters would help improve safety and wellbeing, we will provide this directly. Based upon the results of our surveys, we will continue to focus the fire safety elements of Safe and Well visits on the current provision, but with any additional elements based on findings. Visits will cover:

- Basic fire prevention, with an emphasis on kitchens and cooking
- Owning and testing smoke alarms as well as carbon monoxide alarms
- Fire escape plans
- Registering electrical appliances
- Avoiding falls in the home
- Signposting and referrals to other support services where they are needed

Spreading the Word

The National Fire Chiefs' Council and the Fire Kills programme provide an extremely valuable resource for prevention campaigning; something we have adopted and used for several years. Our newly re-established prevention coordination function will work closely with our partners in the Government's Communications Unit to maximise the impact and opportunity they provide. Increasingly, organisations and individuals alike are engaging online and so, while we must ensure we use a range of different channels to ensure we connect with who we need to, the social media space will be a key ground for us to help increase awareness, engagement, and provide information and choice to reduce risk.

The Justice and Home Affairs communications function is also facilitating an increased level of collaborative, strategic communications around risks faced by Islanders, where two or more agencies or services have, or can have, a role in reducing them. We will continue to support these messages and to add the value of both our brand and capabilities to this joined up work.

Evaluation

We need to know what works well and what is less effective and so, during the life of this plan, we aim to establish a simple, reliable evaluation system to understand the impact we are having and where and how we can refine our activity to improve outcomes for Islanders. Work to develop an evaluation methodology is being led by the National Fire Chiefs Council, and we plan to adopt it, when it is available, as we know it will represent the very latest thinking in what has traditionally been a challenging area.



Protection

Capacity and Capability

Following a high rate of departure in 2018, delays in filling vacant posts and in response to HMICFRS observations about the adequacy and resourcing of protection functions in English Services, the first priority in this area is to build the team both in terms of capacity and capability. This includes implementing the new operating model, filling vacant posts and adopting the National Fire Chiefs Council's Competency Framework for Fire Safety Regulators. This is not just about the 'core' team of specialist firefighters in the Fire Safety command, as more widely, we have always deployed our Watch based firefighters and commanders to add much needed capacity in enforcing the law in simpler settings. We will continue to do so and will need to push further. This means the competency frameworks must be rolled out across the service to ensure everyone with a role in fire safety activity is demonstrably competent.

Explosives

One of the ways in which we can protect Islanders, our firefighters and our environment is through the management of risk from explosives. During this plan therefore, we will conclude work for the Minister for Home Affairs to bring draft Pyrotechnic Articles Regulations to the States Assembly for debate and to develop a new Approved Code of Practice for explosives, both of which are required to implement revised explosives legislation already adopted by the Assembly.

Fire Precautions Law Reform

We will review and make recommendations to the Minister on reforms to the Fire Precautions (Jersey) Law 1977. The current legislation has served Jersey well for decades but it is increasingly less able to adapt to the modern fire risk environment. It places too much emphasis on the role of the Minister, through firefighters, in assessing risk and determining how it should be controlled in every setting – a similar concept to that which was criticised by Dame Judith Hackitt in her review of English Building Regulation – and presents such an administrative burden on the service that far too little time is spent on ensuring the Law has effect.

The overall direction, if approved by the Minister and the States Assembly, would be to make the law broader and simpler, with more responsibility and control for assessing and managing risk placed on those responsible for premises, and more emphasis on audits, inspections and enforcement for firefighters; through this, we can make a bigger difference.

If the Minister is content with our proposals, we will work with the Law Drafting Office and consult with those affected, to develop a revised Law for the Minister to bring to the States Assembly for debate.

Grenfell Learning and Building Safety

We will deliver a range of improvements, arising from the learning from both phases of the Grenfell Tower Inquiry and the review of Building Regulations and Fire Safety across a variety of activities. Building a larger suite of site risk intelligence, further and ongoing policy development and training around building fires where safety systems fail or may fail are priorities. Working with those responsible for High Rise Residential and other higher risk buildings, and working with colleagues in other Government departments with regulatory functions to take a structured approach to the review and decision making about the findings in the local context, are among the key activities that will be delivered through the Protection Team. Other initiatives, such as changes to call handling and fire survival guidance processes as well as firefighter and commander guidance will be delivered through the Operational Policy and Training functions.

Risk Based Inspection

A risk-based inspection programme is difficult to deliver in the context of the administratively demanding legislation currently in place. Nevertheless, in considering and responding to the findings of HMICFRS inspections of English Services, we will increase and revise our inspection programme based on risk, pending full ability to do so under revised legislation.

Unwanted Fire Signals Review

We will review our current policy in relation to reducing the number of times firefighters are called to fire alarm activations, almost always in commercial premises, when the reason for its activation is not a fire.



Response

Responding to Emergencies

Whatever else firefighters do, the need for and expectation of a rapid and effective response to emergencies will remain central to our service delivery during the life of the plan. Jersey's Fire and Rescue Service is small and so, the immediate operational response through Watches, on-call teams and HQ based personnel will continue to provide the cornerstone from which everything else is delivered.

We will continue to maintain our capacity to deal with fires, rescues from any dangerous situation, and medical emergencies, especially when requested to do so by the States of Jersey Ambulance Service. We will deal with incidents involving hazardous materials, humanitarian emergencies, such as flooding events, and incidents on our roads, our coasts and at sea. We will remain prepared to deal with incidents involving terrorism or other hostile activity in which firefighters have lead responsibility for dealing with fire and fire risk and performing rescues as well as a key supporting role in treating casualties.

Operational Policy

In response to the ongoing sector development programme including the development of new Fire Standards, which we will adopt, as well as the findings of the HMICFRS audits of English Fire and Rescue Services in 2018 and 2019, the renewal, development and implementation of the National Operational Guidance (NOG) Programme will continue to be one of the service's most significant undertakings. While early outputs have been of good quality, very limited capacity in this area means it is hard to keep pace. We will however, reaffirm our priority projects in this area and, as referenced in the 'key supporting activities' section, take steps to address this important operational priority by resourcing to risk and boosting our capacity and training in this area.

Further vital activities in this area will include ensuring that we respond to accepted and emerging new practice in relation to Grenfell Tower and other experiences of colleagues elsewhere.

Within this area of activity, we will test our arrangements for mutual aid with Hampshire Fire and Rescue Service and conclude the work we have been doing, with support from the UK Home Office, to create support arrangements from the National Fire Chiefs Council's National Resilience function.

Training

Operational training and learning also remain a priority; one of our key corporate risks details the challenge associated with dwindling operational experience levels. This is occurring because of two things; first is the overall lower rate of emergency activity compared to the past, and secondly the generational turnover we have experienced, over a similar period. As well as keeping pace with professional development generally in this area, including the training requirements of National Operational Guidance, we will place a stronger emphasis on our training frameworks, syllabi, standards and delivery to ensure our input and simulations are up to date and relevant to the high hazard and highly specialised activities we undertake, in line with the National Operational Training Framework (NOTF).

We will underpin our own training plans with ongoing commitment to, and participation in, the National Operational Learning programme (NOL) where key safety critical, learning opportunities are captured at every level, across all Fire and Rescue Services in the British Isles, checked against guidance by a central team and then disseminated to colleague services for crews to benefit from it.

Fleet

Relative to the size of the service and driven by the range, type and scale of risks we need to be able to manage, our fleet is large and varied. To ensure the effectiveness and safety of our firefighters, our fleet and our equipment need to be maintained and replaced in accordance with a planned programme. Among the key requirements during the life of this plan are a replacement Command Unit, new front-line fire engines and a new Aerial Ladder Platform; a significant investment made by the people of Jersey.

Breathing Apparatus System Replacement

Our Breathing Apparatus (BA) system is due for renewal. This project was going to take place in 2020 but, due to the restrictions brought about by the COVID-19 pandemic and our public health response measures, this was not possible. This is now a critical task for 2021. BA is, in combination with other protective equipment, a life support system for firefighters when working in irrespirable atmospheres. Since we last procured a BA system a number of advances in technology, all designed to improve firefighter safety, have either been developed or have been proven to be effective and reliable; we will consider these within the project.

Control

We will continue to guide and contribute to this multiagency project in partnership with the States of Jersey Ambulance Service and States of Jersey Police. For Jersey Fire and Rescue Service, the project to further integrate the critical mobilising and communications functions across the services will enable us to operate more effectively with our partners, improve our speed of response and update many of our legacy systems. Success will ensure we capture the right information at the right time, supporting decision making during crises, but also at a more strategic level.

Response Standards

Following significant analysis and benchmarking against other Fire and Rescue Services both in England but also with our colleagues in Guernsey, we will set a target, to be achieved during the life of this plan, to reach all life risk emergencies (such as fires in buildings, road traffic collisions and other situations where we know, or it is reasonable to assume, people may be in immediate danger) in 10 minutes, on 75% of occasions. Additionally, we will work to ensure that our annual, average response time to primary fires is at the average for English Fire and Rescue Services, as reported by the Home Office statistics unit. The successful delivery of the Combined Control Room project, and the need to improve our call handling times, is critical to being able to meet these targets.



Emergency Planning

The Emergency Planning function for Jersey sits within the States of Jersey Fire and Rescue Service but its role is entirely outward focussed. This vital but very small function has had to halt other work in 2020 in order to focus on providing specific aspects of planning support to the COVID-19 pandemic response, and the preparations for any impact arising from the end of the UK/EU transition period. Key activities in the coming few years will be re-establishing the programme of activity that had been underway and delivering it, as detailed below, throughout the life of the plan.

Legislation and Governance

Jersey, as a small, self-governing jurisdiction must possess the legislative and governance systems and frameworks to enable us to deal locally, with some of the aspects of the planning for and response to emergencies that much larger jurisdictions do, at a national level. At the same time of course, dealing with crisis frequently involves a range of partner organisations doing things, 'on the ground' that make a difference in the same way as in smaller jurisdictions such as town, city or council areas. A priority, during the life of this plan is to review and make recommendations as to how local emergency planning legislation and governance arrangements can be modernised to meet the convergence of these needs, and those of the changing risk landscape.

The Civil Contingencies Agenda

We will deliver the civil contingencies agenda and base it around the UK Government's National Capabilities Programme and the National Resilience Standards so that we are able to assure ourselves and those who we protect, that what we are doing is based upon research, evidence and good practice.



Key Supporting Activities

Underpinning all of the risk management activities, our small headquarters function, assisted by our Justice and Home Affairs Business Support Unit colleagues, will provide direction, coordination, enablement, support and governance so that, as far as possible, our firefighters and emergency planners can focus on doing what they do best.

Resourcing to Risk

Having consulted our people on the finer details of implementation, we will re-balance our resources in order to address significant operational and corporate risk. As has already been described, the Fire and Rescue profession in the British Isles is in an era of transformation where risk and response are changing. In all of the learning we can derive from tragic incidents involving firefighters being killed in the course of their duties, through to events and learning more associated with opportunities to improve the emergency response, the key countermeasures are ensuring that we have up to date, good practice, professional guidance and that this is supported by high quality, useable information about the place or incident type involved. All of this is underpinned by relevant, realistic and challenging training, including command training and assessment. We simply do not have the resources within our HQ function to keep pace with the rate of sector improvement and so, we will refine how we use our resources to create more capacity from within our overall workforce to focus on these important projects and initiatives, while doing everything we can to improve our operational resilience.

This way, we believe we can drive forward the programme to update, implement, train and validate our operational policies and procedures as well as enhancing our training and assessment arrangements. While in post, these firefighters will join existing HQ colleagues in a 24/7 on-call system which will mean a small team of them will be available to provide crucial operational or command support at high readiness.



Diversity, Inclusion and Belonging

Our firefighters and non-uniform staff are committed professionals who do their best, every day, to keep Islanders safe and to protect our interests; they do an excellent job and we are proud of them. We also know that we must do more to ensure our service better reflects the diverse communities we serve in future because it will help us understand, connect with and help people better and because, when we are able to recruit from a wider pool of prospective firefighters, we create even better chances of finding the best people to fill roles in generations to come.

Our selection process will remain in line with national best practice and, to become a firefighter, applicants will need to pass it fully. Nevertheless, we can and will make better efforts to attract a more diverse pool of talented people to apply and, in particular, place a focus on encouraging more women to consider a career in the Fire and Rescue Service. We will do this through supporting key initiatives, such as International Women's Day, and the I WILL (Inspiring Women Into Leadership and Learning) programme, emphasising that firefighting is a career for anyone, irrespective of gender, when we recruit and being more modern and inclusive in the way we help people prepare for and pass the various selection tests.

Professional Development Programme


Improving our productivity, professional standards, culture and achieving higher goals more quickly relies on several things but, among them; competent, confident leadership and management skills stand out. While all our leaders benefit from quality command training and assessment, for some years now, our people have not been able to access structured learning to provide them with the complete skill set they want to meet the challenges of modern day leadership in a fast changing environment.



We will blend the offers from the Team Jersey programme, elements of the Government of Jersey's Management Development Programme and other accredited inputs to ensure our people can meet the standards of the NFCC Leadership Framework and Core Learning Pathways. Not only is this needed now, but it will in future form a key part of the employment 'offer' when seeking to attract talented and capable people to fill future roles.


Culture Programme

We will, together, during the first two years of this plan, deliver a programme to develop the most positive elements of our culture, centred upon our core values and the behaviours that support them; all of this underpinned by the National Fire Chiefs Council's Leadership Framework.

Summary of Priorities, Projects and initiatives

Priority	Project / Initiative	2021	2022	2023	2024
PREVENT 	Rebuild capacity	✓			
	Partnership policy / register review	✓			
	Safe and Well Carbon Monoxide and Appliance Registration	✓			
	Safe and Well (falls)		✓		
	Safe and Well (Welfare advice, signposting and referral)		✓		
	British Red Cross Safe and Well partnership	✓			
	Maternity / Infant relocation referral	✓			
	Schools education partnership	✓	✓	✓	✓
	Care leaver Safe and Well support	✓			
	Enhanced cadet support				✓
	Campaigns (NFCC / Fire Kills)	✓	✓	✓	✓
	Prevention evaluation model				✓

Priority	Project / Initiative	2021	2022	2023	2024
PROTECT 	Rebuild capacity	✓			
	Pyrotechnic Articles Regulations and Approved Code of Practice for Explosives	✓			
	Outline proposals for Fire Precautions Law reform	✓			
	Grenfell Tower Inquiry learning	✓	✓	✓	✓
	Building Safety programme response		✓	✓	✓
	Risk based inspection programme review			✓	
	Unwanted fire Signals review			✓	
RESPOND 	Resourcing to risk	✓			
	National Operational Guidance Programme	✓	✓	✓	✓
	Grenfell Tower Inquiry operational developments	✓	✓		
	Training review		✓	✓	
	New training, recording and reporting system	✓			
	New debriefing system			✓	
	Fleet replacements	✓	✓	✓	✓
	Ariel Ladder Platform	✓	✓		

Priority	Project / Initiative	2021	2022	2023	2024
RESPOND 	On-Island Real Live Fire Training Facility	✓			
	Breathing Apparatus system	✓			
	Combined Control Room Project	✓	✓	✓	
	New standard of response	✓			
	Refreshed and revised emergency medical and trauma response arrangements	✓			
CIVIL CONTINGENCIES (EMERGENCY PLANNING)	Refreshed oversight and delivery arrangements	✓			
	Develop new Civil Contingencies (Jersey) Law	✓	✓	✓	
	Re-establish capabilities programme	✓	✓		
HQ AND SUPPORT 	Revised and refreshed professional development programme	✓	✓	✓	
	HMICFRS audit and action plan on findings	✓	✓	✓	
	2025 - 2029 IRMP				✓
	Ambulance and Fire and Rescue Service HQ project	✓	✓	✓	✓
	Workforce and succession plan	✓	✓	✓	
	Team Jersey Culture Programme	✓	✓		

Monitoring Progress and Performance

Priority	Measures
PREVENT 	<ul style="list-style-type: none"> ✓ Overall number of emergencies, by type ✓ Number of fires ✓ Number of dwelling fires ✓ Number of people killed or injured in fires ✓ Number of reportable injuries to firefighters ✓ Economic cost of fire ✓ Number of Safe and Well visits ✓ % of Safe and Well visits provided for those in higher risk groups and situations ✓ % of the population who own and check a working smoke / carbon monoxide alarm and who have a fire escape plan
PROTECT 	<ul style="list-style-type: none"> ✓ Number of non-domestic fires ✓ Number of non-domestic fires confined to room or origin ✓ % of high-risk premises inspected within the past 12 months ✓ Number of false alarms attended (Unwanted fire signals)
RESPOND 	<ul style="list-style-type: none"> ✓ Average call handling time ✓ % of 'life-risk' emergencies attended within 10 minutes ✓ Average response times to 'primary fires' ✓ Appliance availability ✓ % of operational personnel current and competent for role
HQ AND SUPPORT 	<ul style="list-style-type: none"> ✓ Average days lost to sickness ✓ % of personnel with performance goals identified ✓ Number of reportable safety incidents ✓ % of recruitment applicants from under-represented groups ✓ % of FOI requests responded to in time ✓ % of complaints resolved on time



Jersey Fire & Rescue

..making Jersey a safer community