



Corporate Strategy 2007–2010 and Actions 2007–2008

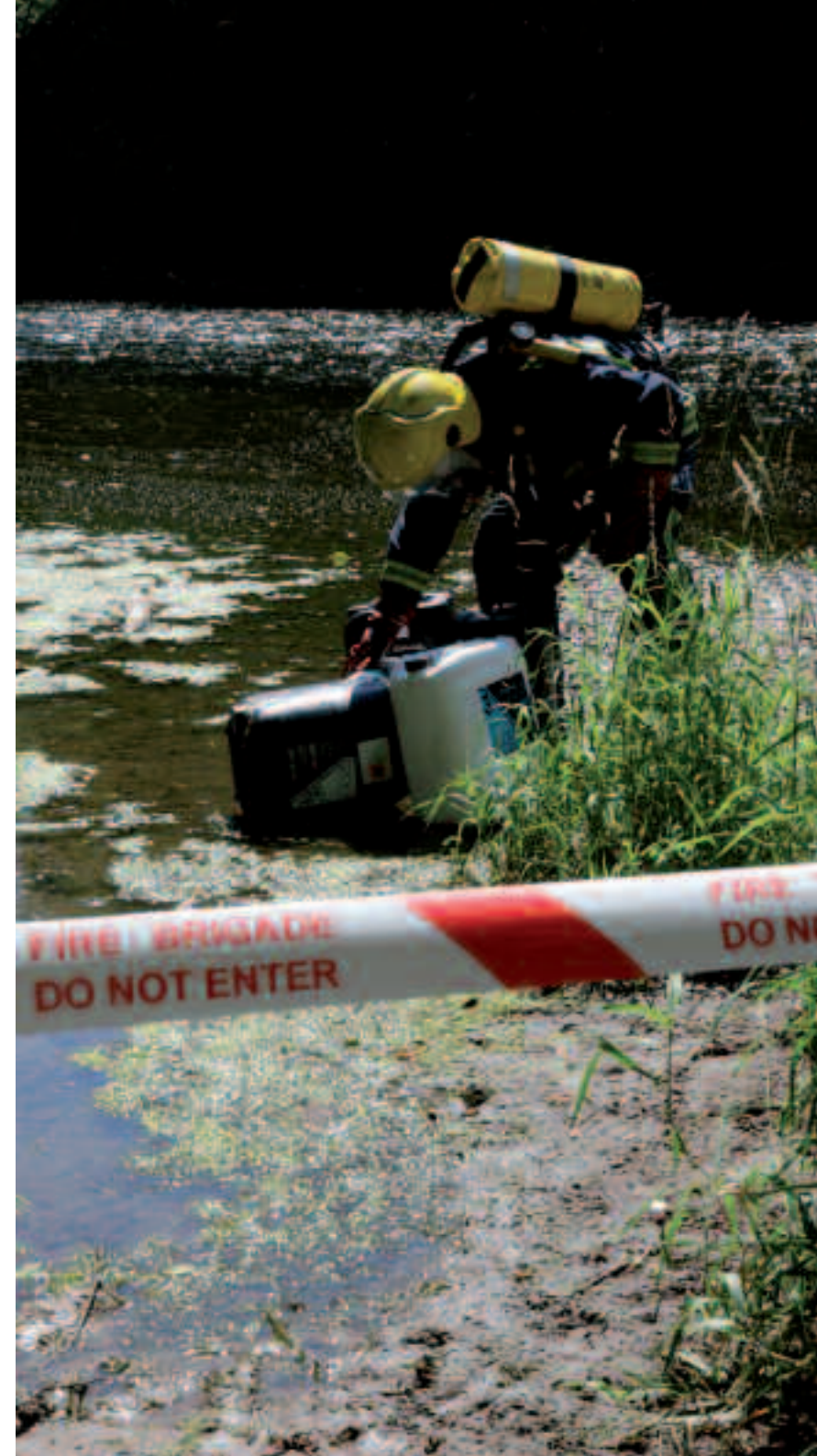


Making West Midlands Safer

WEST MIDLANDS FIRE SERVICE

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Introduction

This is the Corporate Strategy of West Midlands Fire Service for the period 2007-10 and intended actions for 2007 - 08. It highlights areas of intended action for the following years 2008 - 09 and 2009 - 10.

The Corporate Strategy is a forward-looking, strategic statement, to be refreshed annually. It is intended to give an outline of the areas where West Midlands Fire Service will focus its activity for the next three year period. This sets out how we intend to meet the challenges that face us – the challenges of providing a continually improving service, sometimes in innovative ways, to meet the expectations of our community and government. This framework will allow us to navigate a clear path through the uncertainties ahead and equip us to exploit the opportunities presented to us now and in the years ahead.

West Midlands Fire Service is taking an active role in the modernisation of the service and is placing Integrated Risk Management at the heart of the organisation and at the forefront of its business planning process.

The National Framework for the fire and rescue service describes how a Fire and Rescue Authority's Integrated Risk Management Plan (IRMP) should be a strategic document that sets out plans to tackle existing and potential risks to the community and to this end the Authority should make efficient and effective use of resources through the implementation of its IRMP.

Business needs are to be driven by the Fire and Rescue Authority's IRMP. This will set out when and where people and resources are needed, how they will be used and what competences they will need.

Our Corporate Strategy fulfils the purpose of an IRMP and identifies the areas of activity where we will focus our efforts during the forthcoming three year period. It is developed through a process of consultation involving all of our staff and in it, we present:

- our strategic vision – how we see the future for West Midlands Fire Service and its role in the community
- our objectives and goals for working towards that vision
- the challenges that face us
- our key priorities – the themes that define our business activity and the way we deliver our service
- the actions we will take to deliver our objectives and to work for continuous improvement.

We have revised our business planning process to enable the integration of our IRMP with our business and financial planning cycle, in line with government guidance.

Our aim under race equality is to deliver fire and community safety services, sensitive to the needs and aspirations of all the

diverse communities. To do this, we will need to create a workforce at all levels, that reflects and is able to understand, empathise and communicate with all our communities. Equality is a pivotal element that underpins all our objectives.

Our Vision statement:-

Making West Midlands Safer

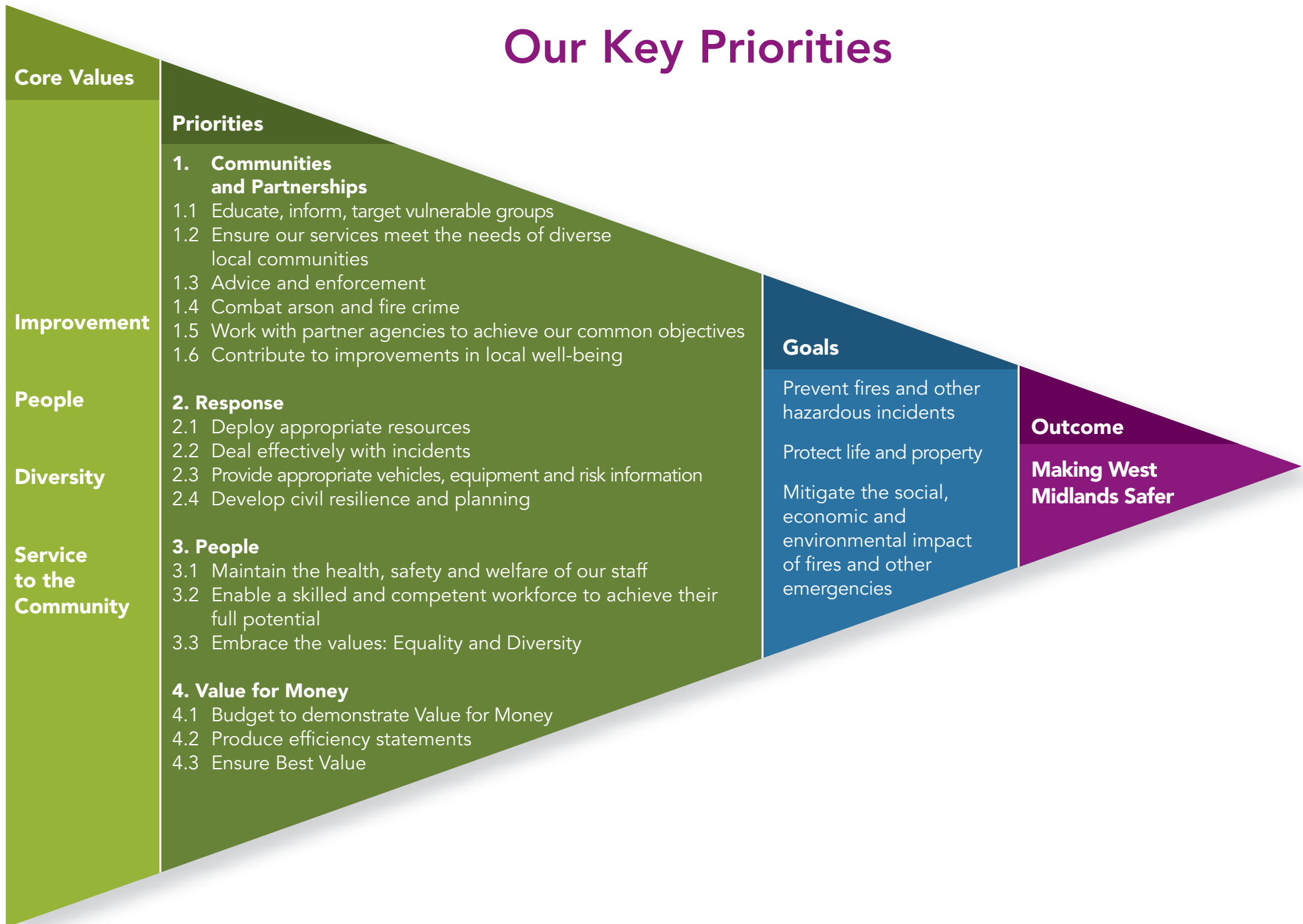
Our Mission statement:-

Providing a quality service to reduce risk by:

- Preventing
- Protecting
- Responding



Our Key Priorities



We will continue to scan the environment in which we operate, to monitor past performance and to forecast the future demand on our resources. By interpreting issues, events and trends, we will gain a broad but penetrating view of potential changes. By making effective use of information, we will forearm the service with intelligence relevant to the strategies and plans we create as we continue to evolve in the future.

Our plans for the next three years are driven by the need to target our resources in prevention activities, at the areas where they are likely to have the greatest impact.

We will also make advances in the methods we use to protect and advise people in non-domestic properties, to allow our service to operate more efficiently. We will continue to enforce the relevant fire safety legislation.

At the same time, it is recognised that we will always need to provide an effective emergency response service and we will continue to introduce changes where necessary, to make the best use of our resources.

Supporting strategies will need to be aligned with the objectives and actions described within this document, to provide the basis for our action plans.

Our aim is to reduce risk in the community, through:-

- 1. working with our communities and developing effective partnerships**
- 2. providing a flexible and efficient emergency response**
- 3. supporting and developing our people**
- 4. ensuring we provide value for money**

Performance Management

It is the policy of West Midlands Fire Service to continuously improve the quality of service provided to the communities of the West Midlands and this is reflected within our Core Values. It is recognised that effective performance management is a key component in achieving this policy.

Performance management is defined as taking action in response to actual performance, to make the outcomes better than they would otherwise be.

Performance will be managed at four levels:-

Level	Description		Managed by:
1	Corporate Strategy and Annual Service Plan	West Midlands Fire Service strategy to fulfil requirements of:- <ul style="list-style-type: none"> ● IRMP and IRM Action Plan ● Business Plan 	Corporate Board
2	Borough Action Plans Departmental Action Plans	Set out intended actions to realise the Corporate Strategy and Annual Service Plan	Directors
3	Tasks Projects	Work Packages described within Borough and Departmental Action Plans	Borough Commander Department Head
4	Individual	Individual Performance Development Review (IPDR)	Line Manager

Performance Management relies on the process of setting goals and creating the right measures and targets to stretch and motivate personnel, as teams and individuals. Reviewing performance against these measures and targets and enabling ownership and accountability at the right level will ensure that performance is continuously improved.

We also have a duty arising from Best Value and the Comprehensive Performance Assessment (CPA) process, to:

- Challenge why, how and by whom a service is being provided
- Compare performance with others, taking into account the views of service users and others
- Consult with local stakeholders

- Use fair and open competition where necessary to secure effective and efficient services
- Demonstrate continuous improvement and value for money

The Audit Commission described in 'Fire and Rescue - Performance Framework 2006/07', how it will target its future audit and inspection activities where it will have greatest effect and in line with the guiding principles of strategic regulation. The Commission's proposals will reflect the need to:

- Promote value for money
- Improve financial management and financial reporting
- Encourage improvements in public services that people value, by challenging the Fire and Rescue Authority (FRA) from the perspective of service users and diverse communities

- Promote good governance, greater accountability, better decision making and the proper conduct of public business; and
- Stimulate significant improvement in the use of performance information, data quality, data analysis, information management and the public accessibility of relevant information.

Our priorities for action are described within our Annual Service Plan that is developed from our Corporate Strategy.

Core Values

The Government has set ambitious targets for the Fire and Rescue Service. The overriding aim is to save lives and stop unnecessary injuries and property loss through more effective action to prevent fires and by ensuring that the Service is well prepared and equipped to respond to the many challenges it faces. In its National Framework for the Fire and Rescue Service, the Government has set out its strategy for meeting these objectives and delivering an improved service to the community.

If these objectives are to be achieved, our approach will need to be underpinned by a set of clearly recognisable and accessible personal and organisational values. Establishing effective Core Values will significantly contribute to providing the Service with a clear and consistent picture of our guiding principles. If our Corporate Strategy is about what we will do, our Core Values are about how we will do it. The following Core Values have been identified for the Fire and Rescue Service and have been widely consulted on.

They identify the need for a more dynamic way of working, which is clearly represented by the four key components which make up the national Core Values:

IMPROVEMENT

We value improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

PEOPLE

We value all our employees by practising and promoting:

- Equity and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

DIVERSITY

We value diversity in the service and the community by:

- Treating everyone equitably and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

SERVICE TO THE COMMUNITY

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone equitably and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

If the Core Values are to have meaning, they will need to be translated into actions. Some of the actions identified are:-

- To provide a clear focus on what the Service is setting out to achieve
- As a checklist against which all new policies and procedures are measured
- As a means of deriving behavioural indicators for cultural surveys and performance management systems
- To inform the contents of the Integrated Personal Development System (IPDS) development modules

- To define expectations against which individuals and teams can be measured
- To help define the kind of leaders who will take the Service forward
- To form part of the threads that link together the many strands of modernisation
- To reflect the areas on which we are externally audited and measured

The Core Values described above, together with our commitment to equality and diversity, form an essential foundation on which this Corporate Strategy is based.

The Fire and Rescue Service has to be aware of, and respond to many influences within its operating environment. Social, economic and political influences will all impact on the way we plan our strategy for service provision, now and in the future.

Some of these factors can be seen as threats – such as the potential for terrorist incidents, but at the same time, the changes in society can present us with opportunities to examine the way we operate and to find innovative ways to improve the efficiency and effectiveness of the service and to provide Best Value.

Key Drivers for Change – National and local influences

National  Local 



The Fire and Rescue Service National Framework

The Government is responsible for setting clear priorities and objectives for the fire and rescue service and the National Framework is a document that sets out:

- government expectations for the fire and rescue service
- what fire and rescue authorities are expected to do
- support that is provided by the Government

The latest National Framework was published by the Government in April 2006 and covers the period 2006-08. The National Framework is not a binding blueprint for all authorities to follow,

but is intended to provide flexibility to fire and rescue authorities to meet the specific needs of their local communities.

The framework describes a strategy for meeting the Government's objectives of saving lives and preventing injuries through effective fire prevention activities. It is also necessary to ensure that the Service is well prepared and equipped for emergency response.

Fire and Rescue Services Act

The Fire and Rescue Services Act 2004 took effect in October of that year and represents a major overhaul of the legislation governing fire and rescue authorities and their duties and responsibilities.

There are a number of key changes brought about by the Act and these impact upon the way we operate.

- It introduced statutory duties to promote fire safety, so that fire prevention is now at the heart of our work. We must have

arrangements in place, to provide information and encouragement for people to prevent fires and resulting injuries and we need to give advice, when requested, on fire prevention, fire spread and the means of escape from fire.

- There are now powers for fire and rescue authorities to work with other partners in the community, to promote fire safety and fire prevention.
- Some of the roles we were already fulfilling have been given statutory effect, such as our involvement at road traffic collisions, to rescue people and protect them from serious harm.

- There is now an express power for fire and rescue authorities to respond to other incidents where people may be injured, or harm caused to the environment. Authorities now have the power to employ staff and provide equipment specifically for this purpose, rather than making use of existing firefighting resources.
 - Firefighters now have additional powers to take action in dealing with an emergency, such as the power to stop traffic or force entry into buildings.
 - Under the Act, the Secretary of State must create a viable National Framework that sets out the priorities and objectives for fire and rescue authorities to promote public safety and economy, efficiency and effectiveness. Authorities must have regard to the framework when they carry out their duties.
 - Fire and rescue authorities are expected to make progress in all areas set out in the framework and the Secretary of State has power to intervene if it is considered that the authority is failing to act in accordance with the framework.
 - Following consultation, an order is planned to be issued to convey extra powers on fire and rescue authorities, extending their duties and responsibilities, to include:
 - chemical, biological radiological or nuclear incidents
 - search and rescue in the event of a landslide or the collapse of a building, tunnel or other structure
 - rescuing people and protecting them from serious harm in the event of major flooding or a major transport incident
 - using any specialist resources we have to deal with these types of incidents to support other fire and rescue authorities should such incidents happen in their area.
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National PSA Targets

Public Service Agreement (PSA) involves ambitious goals set across the range of government services, to drive through key improvements in service delivery. PSAs represent an agreement between the Government and the public bodies responsible for our services. By reflecting key national priorities in this way, public agencies are encouraged to work together and to join forces so that resources and expertise can be drawn from all areas to support the effort to achieve targets. As of April 2005, the Fire PSA target is:

- By 2010, to reduce the number of accidental deaths in the home by 20% and the number of deliberate fires by 10%, and
 - No fire and rescue authority should have a fatality rate from domestic dwelling fires, that is more than 1.25 times the national average, by 2010
 - 10 per cent reduction in deliberate fires by 31 March 2010 from the baseline in 2001/02.

Where possible, we try to contribute to national PSAs, not just those relating specifically to fire and rescue services. In this way, we can contribute towards the 'whole community' approach, as PSAs are incorporated within Local Area Agreements and revolve around the focus on community safety and community cohesion. We can support locally, the activities aimed at driving improvement in the areas of:

- Safer and stronger communities
- Children and young people
- Healthier communities and older people
- Economic and environmental sustainability

Civil Contingencies Act

The Civil Contingencies Act 2004 places new responsibilities on fire and rescue authorities. They now have a duty to work in co-operation with local emergency responders such as the police and ambulance services to ensure that local contingency plans are prepared and tested, to cope with large scale emergencies.

We also need to:

- Prepare arrangements for business continuity, to ensure that we can keep functioning during an emergency
- Assess the risk of emergency events and build our plans based on this
- Arrange for information to be made available to the public in the event of an emergency

Fire Safety Order

The Regulatory Reform (Fire Safety) Order 2005 was brought in to simplify and streamline a fragmented array of fire safety legislation.

It removes the need for premises to be issued with a fire certificate and relies on the duty of employers and other persons responsible

for buildings, to carry out a risk assessment in relation to fire safety. This should examine the risks arising from the work activity and the building itself and the impact this could have on people in the event of a fire.

Suitable measures will then need to be established, to protect people who use the building, based on the outcome of the assessment.

In most cases, the requirements of the legislation will be enforced by the fire and rescue authority.

This allows us to further develop and refine our inspection programme for workplaces and other non-domestic buildings, where each place is inspected according to the degree of risk likely to be present. In this way, we can be more effective in the use of our staff time.

Comprehensive Performance Assessment (CPA)

CPA is another new process that is described within the National Framework. This is a process whereby all fire and rescue authorities have been inspected by the Audit Commission, taking into account the expectations of the National Framework.

Authorities were given a report on their assessment outcome, with results ranging across five categories from excellent to poor. In 2005, West Midlands Fire Service was rated as **good**.

Some of its strengths were identified as:

- Clear vision 'Making West Midlands Safer' which is championed by Authority Members, directors and staff and supported by prioritised and effective action plans
- Working in partnership to improve community safety for residents through a broad range of initiatives
- Achieving a high level of performance in its key objectives and performing well relative to other services
- Having innovative and challenging future plans to continue to improve services for local communities

Areas identified for improvement were:

- Capacity: People
- Communication
- Performance Management

These are being supported by the new management structure.

In line with the National Framework, each authority is given a baseline for improvement and develops a plan to deliver this. Those authorities described as weak or poor performers are given support from the Department for Communities and Local Government (DCLG) and may be monitored further. If an authority is categorised as excellent, it is then able to negotiate bespoke packages of freedoms and flexibilities with the DCLG, to develop further initiatives for innovation.

Operational Assessment of Service Delivery

Following on from CPA, the Government decided, in consultation with the Audit Commission, to carry out a service assessment of fire and rescue authorities. This took the form of a self-assessment during early 2006, followed by a visit to the Authority by a team of fire and rescue service staff seconded to DCLG, to review the self-assessment and test some of the evidence put forward.

The purpose of this self assessment is twofold. Firstly it will provide the Authority and other stakeholders with assurance concerning the delivery of services. Secondly, it will assist the Authority with improvement planning to enhance service provision.

Medium Term Financial Plan

As part of its medium term planning strategy the Authority has produced a three year Medium Term Financial Plan covering the period 2007/08 to 2009/10. The purpose of this plan is to illustrate the potential affect the 2007/08 to 2009/10 budget has on future years' precepts. Information is provided on the estimated revenue expenditure and the three year Capital Programme.

This document provides three main functions:

- To identify the cost of the Service to enable the Authority to calculate the amount of funding that needs to be raised through Council Tax.
- Forms an integral part of the Authority's performance management system and is the benchmark against which actual financial performance is measured.

- To provide details of the Authority's approved capital investment plan for the next three years. This plan forms part of the overall Corporate Strategy and the schemes included within it support the Authority's Key Priorities.

The Authority recognises the importance of ensuring the service to the community represents value for money. All budget holders are required to consider value for money and efficiency when determining budget estimates. One of the most obvious ways that the Authority demonstrates how the service has delivered Value For Money is through the production of Annual Efficiency Statements.

Financing of the Fire and Rescue Service

This section provides a summary of how much the service costs along with details of how the money is raised.

How much does the service cost?

The table below details the West Midlands Fire and Rescue Authority's revenue budget for the financial years 2006/07 and 2007/08:

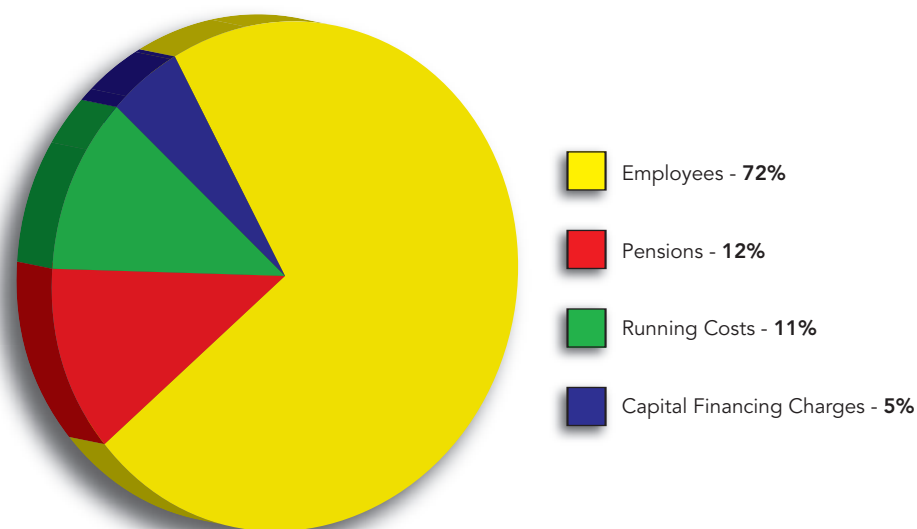
	2006/07 (£m)	2007/08 (£m)
Gross Expenditure	96.268	101.012
Income	-2.171	-2.574
Net Expenditure	94.097	98.438
Pensions	14.780	13.712
Total Budget	108.877	112.150

How is the budget spent?

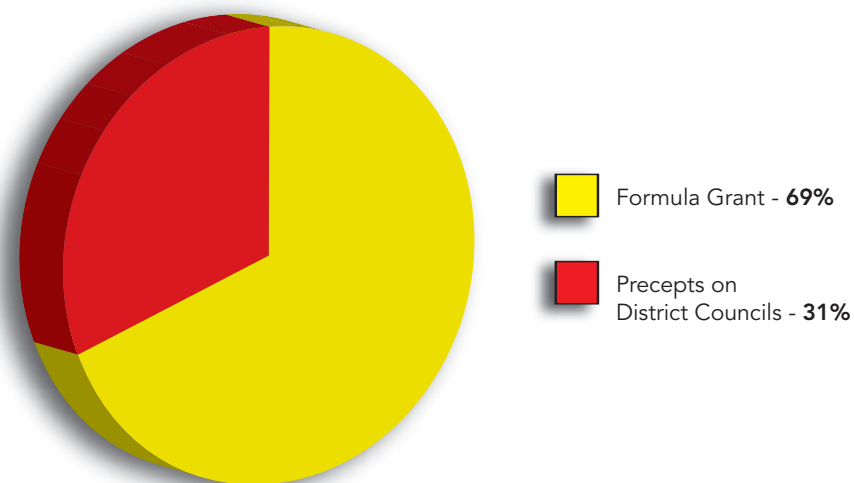
This table and chart show how the budget is planned to be spent in 2007/08:

Expenditure:	(£m)
Employees	80.968
Pensions	13.712
Running Costs	12.207
Capital Financing Charges	5.263
Total	112.150

Revenue Budget (Expenditure) 2007/08



Revenue Budget (Financing) 2007/08



Who pays for it?

This table and chart show how West Midlands Fire Service is funded. By far the largest source of income is from Central Government in the form of Formula Grant.

The Authority's net revenue budget for 2007/08 is £112.150m financed by:

Financing:	(£m)
Formula Grant	77.397
Precepts on District Councils	34.753
Total Budget	112.150

Revenue Budget 2007/08 to 2009/10

The table below details the West Midlands Fire and Rescue Authority revenue budget for the financial years 2007/08 to 2009/10 in Best Value format and shows the potential impact of precept levels on District Councils:

In 2007/08 approximately 69% of the Authority's expenditure will be funded by Government grant. The Government will determine the scale of funding it will provide to the Authority for the three financial years commencing 2008/09 following the outcome of its Comprehensive Spending Review, during the Summer of 2007.

	2007/08 £000s	2008/09 £000s	2009/10 £000s
Firefighting and Rescue Operations	121,465	131,193	141,643
Community Fire Safety	15,775	17,217	18,444
Corporate Management	751	774	796
Democratic Representation and Management	509	524	540
Emergency Planning and Civil Defence	256	273	289
Net Cost of Services	138,756	149,981	161,712
Appropriations and Interest	(26,606)	(33,742)	(41,982)
Total Budget	112,150	116,239	119,730
Financing :			
Formula Grant	77,397	78,900	80,500
Precept on District Councils	34,753	34,767	34,767
Total Financing	112,150	113,667	115,267
Potential impact on precept levels (year on year)		7%	6%

Three Year Capital Programme 2007/08 to 2009/10

The following table provides detail of the Fire Authority's approved Capital Programme and financing arrangements for the next three years:

Expenditure:	2007/08 £m	2008/09 £m	2009/10 £m
Buildings	11.192	4.035	0.110
Vehicles	1.881	2.275	3.691
Equipment	2.066		
Total Expenditure	15.139	6.310	3.801
Funded by:-			
Borrowing	*10.732	3.732	3.732
Revenue Financing	2.024	0.038	0.038
Grants / Contributions	1.520	0.050	
Capital Receipts	0.750	0.780	5.900
Total Funding	15.026	4.600	9.670
Surplus (Deficit)	** (0.113)	** (1.710)	5.869

* Includes £7m prudential borrowing to help fund the new Headquarters.

** Temporary borrowing would be required to fund any capital deficit.

Our Plans for 2007 – 2010

1) Prevention

We will enter into effective public and community engagement, with appropriate consideration of age, gender, ethnicity, sexual orientation, abilities, disabilities, religions and beliefs of the wider community, to reduce risk not only locally, but also regionally. We will target our prevention work to improve community safety. This will assist in neighbourhood renewal and social inclusion. That is to say that by aiding the vulnerable and needy, the least advantaged groups and communities, we can ensure that support reaches those who need it most. This will not only assist in reducing crime but will increase community well-being.

We will continue our work to mitigate risk through:

- Education
- Protection
- Partnership working

Every year there are more than 40,000 preventable house fires in England, resulting in, on average, 285 deaths and 9,000 injuries. By engaging our staff in carrying out prevention based activity we aim to reduce this number by enabling a more dynamic approach to targeting risk areas and vulnerable people. Borough Commanders will have greater flexibility in the use of resources and will have the authority to direct these resources efficiently and effectively, when and where they feel appropriate.

Fire Safety in the Home

We know that the victims of fires in the home are not distributed randomly across our area. The probability of a fire is greater in certain areas and some people are more vulnerable and more likely to fall victim, driven by factors including:

- Age and gender of occupants
- Deprivation
- Ethnicity
- Tenure
- Living environment
- Income
- Disability
- Religion and beliefs
- Crime

Fires in the home are still the main cause of fire deaths and are more likely to involve people who are elderly or who have mobility problems. Smokers are more likely to die in fires. Children under the age of 11 are more vulnerable to fire. Annually, there are on average, 50 children under the age of 11 who die in fires in the UK with around 1,800 injured.

There is also a greater incidence of fire in rented accommodation and Houses in Multiple Occupation (HMOs).

Therefore, we are able to build a picture of the areas where we need to target our prevention and education activity, to deliver a positive impact on the behaviour of people most at risk and to provide practical help to those vulnerable people who need it most.

We have been involved in community fire safety for many years, as a means of reducing the number of fires, injuries and deaths.

We will now work harder to target this approach as effectively as possible where it will achieve the most impact.

We will work harder to ensure we are able to target groups within our community, who are hard to reach and whose behaviour is more difficult to influence.

Additional Risk Reduction Measures

As part of the shift in emphasis towards fire prevention, we need to make sure that our staff are given the information and skills they need to support our work in the community.

- We will use a team of Risk Reduction Officers across all city and borough areas to co-ordinate our prevention and education activities and ensure that we deliver the most effective service. These officers will be based at local Fire Safety Centres and will help the Borough Commanders to direct their campaigns.

- Nominated personnel on station will be given further specialist training in the delivery of fire prevention education, so they can advise and assist station personnel to deliver the most effective service in schools and in their work with community groups.
- Our staff will be given appropriate cultural awareness training to ensure due consideration of the various customs and beliefs that exist

Working with Children and Young People

Our staff have been involved for some years in delivering positive messages about fire safety and safe living, to local schoolchildren. This has some immediate benefit in developing safer behaviour and in indirectly influencing parents and family members.

Targeting children and young people will impact on achieving our Public Service Agreement (PSA) targets and reducing Fire Crime, including reducing the number of hoax calls we receive.

We will continue to focus activity at schools and concentrate on Key Stage 2. (Years 5 and 6)

Work in Partnership to Reduce the Impact of Road Traffic Collisions (RTCs)

Every year in the UK nearly 5,000 children under the age of 16 are either killed or seriously injured as a result of road traffic accidents. Statistics show that children from low income families are five times more likely than those from a high-income family to be killed on our roads. Children from an ethnic minority group are involved in up to twice as many accidents as the national average.

Being able to identify and recognise these trends enables us, by working closely with partner agencies, to develop and promote initiatives aimed at reducing the number of RTCs and the resulting deaths and injuries, based on the 5 Es approach:

- **E**ngineer out the problems
- **E**nforce against poor driver behaviour
- **E**ducate the community in road safety and promote good driver behaviour
- **E**mergency response to be casualty centred
- **E**valuate the impact of reduction activities

We will develop a Road Traffic Collision reduction strategy to direct and support our partnership working with other agencies. This collaboration will assist us in reducing the number of deaths and injuries in line with the Government's target of reducing child deaths and serious injuries that occur nationally on our roads to 3,430 by the year 2010.

Reducing the Impact of Arson and Fire Crime

Though a fire in the home carries the greatest risk to life, the cost of arson in the community is a financial burden on businesses and local authorities and places an unnecessary drain on resources, resulting in lost jobs and revenue.

The 'fire crime' elements of anti-social behaviour include minor arson, hoax calls and attacks on firefighters. By helping to regulate disruptive behaviour at the local level, we will fulfil our role as an agent in the promotion of community well-being.

2) Protection – Advice and Enforcement of Legislation

Following the introduction of the Regulatory Reform (Fire Safety) Order, it is necessary to refine our work practices and procedures.

There will be on-going work to ensure that our inspection and enforcement regime is accurately targeted at the areas of greatest risk, to make the most effective use of resources.

We will ensure that the management of our Community Fire Protection (CFP) pays due regard to current government guidance to deliver a risk-based approach to protecting lives and the built and natural environment.

3) Emergency Response

We will continue to provide an efficient, effective and professional response to fires and other emergencies through the appropriate deployment of resources. Responding personnel, suitably equipped, will be trained and familiar with the risks.

We will improve our capabilities in providing risk information to operational crews attending incidents and the systems in place for gathering relevant data, for use in pre-planning.

Our methods of collecting information from previous incidents will be improved, so that we can learn more effectively from past experience.

We will continue to support the National FiReControl and Firelink projects in accordance with the National Framework and

Regional Management Board plan for the provision of a resilient, effective and efficient response.

Our capability for civil resilience and planning for emergencies, serious and catastrophic incidents will be developed, together with reinforcement schemes to support regional and national mutual aid.

We continue to develop the skills and equipment required to meet the threat of terrorist action and natural disasters under the New Dimension programme and to expand our specialist Technical Rescue capabilities.

4) Organisation

We will deliver efficient and effective services, supported by a robust leadership and governance framework.

Through consultation and communication, we will ensure that our services meet the needs of our diverse local community.

We will develop coalitions and consensus about our direction of travel, with partner agencies, the voluntary community sector and the private sector.

We are committed to complying with all relevant health and safety legislation as a minimum standard and to integrate these as policies throughout our management function and business.

We strive to continuously improve our health and safety performance and culture to ensure a safe working environment for all employees and any non-employees affected by our activity. We are committed to accident reduction and prevention through raising awareness, risk assessing and providing suitable and sufficient information, instruction and training. We will also develop, monitor, audit and review our health and safety systems.

We will continue to develop a competent workforce whose skills, knowledge and experience are recognised, valued and rewarded. The policies we set will reflect our belief in the need for us to be

recognised as a responsible employer and as an organisation that respects the legal and moral duties placed upon it.

Where our objectives involve policy and procedural changes, we will undertake appropriate Equality Impact Assessments and we will review existing policies and functions. Business processes and operating procedures will be monitored and updated when necessary.

The Authority and its employees are bound by certain legal responsibilities within the sphere of equality (there are no legislative acts relating to diversity). Within the legislation we are required to demonstrate how we fulfil our duties through the production of race, disability and gender equality schemes and the implementation of their respective action plans. The schemes aim to eliminate unlawful discrimination and promote equality of opportunity and good relations between people of diverse backgrounds both in respect of our service delivery to the community and for all our employees.

Action on equality and diversity forms an integral part of our vision, not only in achieving an organisation that reflects the community we serve but also in improving the Service's capacity to deliver, through valuing and making the best use of the diversity of talent of our employees. Over the next three years we will be working towards ensuring all of our staff understand and support our Core Values and appreciate

their significance in the way that we deliver our services. Working through the outcomes of a cultural audit will be on the agenda at all levels and in all areas of our business to ensure that diversity; what it means, what its effects are and how it can make an organisation more successful, are understood and embraced.

We will continue to explore new equipment and new technologies to enhance our intervention capability – such as advanced trauma care and hydraulic cutting equipment at Road Traffic Collisions.

We will ensure our fireground communications equipment remains at the cutting edge of technology – enabling our firefighters to communicate clearly and effectively when dealing with incidents. We support the DCLG in the development of the National Firelink and Regional Control Centre projects.

We will regularly review the equipment carried on fire engines to ensure we have the right equipment to deal with risks within our communities.

We will relocate our Service Headquarters to provide a modern working environment for our staff, ensuring we maximise the potential for building efficiency and environmental sustainability.

Drawn from the intended actions described above, our objectives for the next three years can be summarised in line with our Key Priorities and our Core Values. This is shown in the Action List table which starts on the next page.



Corporate Strategy – Action List

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS						
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY						
1.1 Educate, inform, target vulnerable groups						
No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
1	Develop and co-ordinate further activities to reduce the number and severity of Road Traffic Collisions.	Ops Support Boroughs		H	✓	✓
2	Deliver fire safety education to all children in Year 5 – Key Stage 2 as a minimum. Target school-based PBA at areas with higher levels of accidental dwelling fires. (Age 9-10).	Ops Support Borough Commanders	143i 143ii 146i 146ii 206i 206ii 206iii 206iv	H	✓	✓
3	Deliver a Service strategy on children, young people and other vulnerable groups <ul style="list-style-type: none"> Extend delivery of educational activities to other age groups as appropriate:- <ul style="list-style-type: none"> a) Key Stage 2 Year 6 – arson; hoax calls education b) Key Stage 3 – Your Choice (Dying to Drive; Sparx; Arson; On The Road etc) c) Key Stage 1 (Nursery). 	Ops Support Borough Commanders	142ii 142iii 143i 143ii 146i 146ii 206i 206ii 206iii 206iv 208	M	✓	✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.2 Ensure our services meet the needs of diverse local communities

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
3	<ul style="list-style-type: none"> Work in liaison with Handsworth Red Hot Education Centre Manager, to promote uptake of Red Hot Education station facility with local schools and other relevant groups to achieve target of 12,000 young people per year. 					
4	<p>Increase the number of Home Fire Safety Checks carried out and continue to fit free, long-life smoke alarms in people's homes.</p> <ul style="list-style-type: none"> Deliver at least 40,000 HFSCs in Year 1, rising to 80,000 in Year 3. Provide and fit special smoke alarms for those with particular needs, such as the deaf and hard of hearing. Improve tools and supply of information to enable efficient targeting of PBA at risk areas and groups. Develop our call centre facility and centralised booking service to streamline the process of promoting and managing our HFSC service. Community Advocates will be utilised to help us in our work to target the fire safety message and deliver advice to local people. 	Ops Support Operations	142ii 143i 143ii 144 208 209i 209ii 209iii	H H H H H	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.2 Ensure our services meet the needs of diverse local communities

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
5	Implement a team of Risk Reduction Officers to co-ordinate PBA across boroughs and provide guidance and assistance to local staff	Ops Support		H	✓	
6	Re-located HQ to incorporate Urban Safety Village (Life Skills/Safety Centre) and Fire Control.	TS/Relocation Project	142ii 142iii 146i 146ii	H		✓
7	We will actively gather information about the location and nature of HMOs and use operational staff to carry out safety inspections and give advice to the person responsible.	Ops Support	142ii 142iii 209i 209ii 209iii	H	✓	✓
8	Scan potential for research and promote installation of sprinklers and other automatic fire suppression systems judged necessary to protect life and property in both domestic and non-domestic premises.	IRM	143i 143ii	L		✓
9	Revise attendance time targets and reporting to provide more effective measure of performance.	IRM Statistics		M	✓	

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.2 Ensure our services meet the needs of diverse local communities

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
10	Develop the asset management plan - align asset plan with IRM requirements - short, medium, long term - examine station distribution and propose changes as required - investigate feasibility of hierarchy of station types - liaise with regional neighbours - potential for partnerships - strategic plan for community risk-reduction facilities.	IRM TS		H	✓	✓
11	Assess Service's environmental impact/footprint and propose improvements to performance - building design and maintenance - vehicle usage - waste management - purchasing and supplies.	TS		M		✓
12	Scan research into climate change and potential impact on service demand.	IRM		L		✓
13	Incorporate evidence from district/regional development plans and predicted demographic/social change into risk analysis and forecasts.	IRM		M	✓	

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.3 Advice and enforcement

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
14	Implement and consolidate requirements of RR(FS)O - Support and guidance for business and other sectors of community. - Continue to promote awareness	Ops Support		H	✓	
15	Research impact of fire-engineered building designs and other improvements in modern design and construction: - impact on speed and Levels of Response - training and skills needs of firefighters - need for revised operational tactics.	Ops Support		L		✓
16	Review Risk Based Inspection Programme to confirm effective system in place. Utilisation of fire safety inspecting staff is to be reviewed to facilitate targeting of inspection and enforcement activity into areas of highest risk. • Ensure that our inspections take place across the full range of properties. • Establish programme of fire safety inspections by station personnel - 'During Performance' inspections - basic HMO checks - training support as required. • Instigate legal enforcement action against those who fail to comply with their obligations in relation to fire safety.	Ops Support	142ii 142iii 207	H M M M	✓ ✓ ✓ ✓	✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.3 Advice and enforcement

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
17	Existing paper-based records and plans relating to property and inspection history are to be transferred into electronic format.	Ops Support	157	H	✓	✓
	Resulting electronic data to be linked to Coalesce Property Pool to facilitate access to property information via Intranet and MDT 4. We will develop a facility for people to submit relevant risk information via the website.			H	✓	✓
18	Review West Midlands Fire Service capacity and requirement to assess and comment on fire safety provisions in design of fire-engineered premises. Investigate alternative solutions. Investigate collaboration with other FRA(s) or other service providers.	Ops Support		M	✓	✓
19	Reduce the number of calls from Automatic Fire Alarm systems (AFAs) a. Domestic- continue to monitor and act as required, to control calls from Careline centres b. Non-domestic – (i) Negotiate with Alarm Receiving Centre operators to introduce mutually agreeable protocol for reduction in number of calls referred. (ii) Work in tandem with Borough Command staff to target persistent offenders.	Ops Support	149i	H	✓	✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.4 Combat arson and fire crime

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
20	Extend awareness and take-up of arson protection in the commercial and education sectors through marketing of the Keep Your Business in Business and Keep Your School in Business.	Ops Support	206i	H	✓	✓
21	Continue to support the work of the Arson Task Force. Develop further initiatives to reduce the incidence of arson in school buildings. Continue to support Local Education Authorities (LEAs) with fire safety and arson prevention support and guidance. Address the increasing problem of fires in void properties.	Ops Support	206i 206ii 206iii 206iv	H	✓	✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.5 Work with partner agencies to achieve our common objectives

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
22	Develop and refine partnerships with agencies who share our involvement in the care and safety of the community to assist in delivery of PBA to risk areas and the vulnerable. Through increased partnership working, we will:- - Increase capacity - Improve outreach - Target the vulnerable	Ops Support Operations	142ii 142iii 143i 143ii 206i 206ii 206iii 206iv	H	✓	✓
23	We will work with strategic partners to carry out research and development into fire protection systems.	Ops Support	143i 143ii	H	✓	✓
	Promote provision of sprinklers and protective systems: - schools and public buildings - domestic sprinklers in risk-appropriate dwellings - including temporary/portable systems.			H	✓	✓
24	Investigate potential for greater collaboration within the region: - general incident response - FDS officer cover - Specialist equipment and skills - FRIS.	Ops Support		M	✓	✓

KEY PRIORITY: 1 COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.5 Work with partner agencies to achieve our common objectives

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
25	Review and develop data-sharing protocols and systems with other agencies: - NHS/West Midlands Ambulance Service (burns; RTCs) - HMO information - Development plans of councils/region.	Statistics IRM		M	✓	✓
26	Campaign for introduction of Reduced Ignition Propensity cigarettes (RIP).	OPs Support	142ii 142iii 143i 143ii	M	✓	✓

1.6 Contribute to improvements in local well-being

27	Involvement in Local Strategic Partnerships (LSPs), Local Area Agreements (LAAs) and Crime and Disorder Reduction Partnerships (CDRPs) to contribute to the social, economic and environmental benefits to the community	OPs Support Operations	142ii 142iii 206i 206ii 206iii	H	✓	✓
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KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.1 Deploy appropriate resources

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
28	Further research will be conducted into the type and scale of response to be sent to calls that do not pose a significant risk to life or property, including: (a) Outdoor fires involving rubbish (b) Grass fires (c) Car fires on open land	IRM		M	✓	✓
29	Deploy Automatic Vehicle Location Systems (AVLS) to enhance efficiency in mobilising and response.	TS ICT		H	✓	✓
30	Investigate and report on appropriate Levels of Response (LOR) to various incident types and officer activity and response.	Ops Support		M	✓	

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.2 Deal effectively with incidents

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
31	Conduct research into future requirements of intervention techniques, equipment and skills to improve efficiency and reduce environmental impact.	Ops Support		M	✓	✓
32	Review and develop risk-based approach to water supplies - hydrant provision - hydrant testing and monitoring - hydrant maintenance.	Ops Support		M	✓	✓
33	Develop reinforcement schemes to support regional and national mutual aid	Ops Support		H	✓	✓

2.3 Provide appropriate vehicles, equipment and information

34	Revise and improve business processes: - operational preparedness and pre-incident planning - Post Event Analysis - development of information systems.	Ops Support IRM		H	✓	✓
35	Review scale and nature of emergency response fleet and analyse evidence in relation to deployment, usage and travel times to assess potential for change. Examine potential overlap/compatibility of Service vehicles and equipment with those provided by DCLG.	IRM Ops Support		M	✓	✓

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.3 Provide appropriate vehicles, equipment and information

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
36	Assess impact of Concept Vehicle and potential refinement of aerial fleet.	IRM		M	✓	✓
37	Carry defibrillators in service vehicles, following appropriate staff training.	Ops Support		M	✓	
38	Introduce flexible servicing and maintenance of WMFS fleet to support full availability of front line appliances.	TS		H	✓	
39	Lobby for the removal of acetylene from the workplace and investigate alternative methods of dealing with incidents involving acetylene cylinders.	Ops Support	207	L	✓	✓

2.4 Develop civil resilience and planning

40	Co-ordinate activities and delivery of key elements of the National FiReControl and Firelink Projects	Convergence Manager		H	✓	✓
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KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.4 Develop civil resilience and planning

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
41	<p>Co-ordinate and consolidate capacity for resilience and Business Continuity:</p> <ul style="list-style-type: none"> • Urban Search And Rescue facilities and resources centred at Bickenhill station with associated training facility. • Technical Rescue capability. • Plans for staff shortage (flu pandemic etc). • Capability to meet requirements of Civil Contingencies Act 2004. • Policies and procedures to meet emerging threats including terrorism. • Build capacity and links with partner agencies such as CAT 1 and CAT 2 responders and the military. 	TCP		H	✓	✓

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.1 Maintain the health, safety and welfare of our staff

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
42	Refine and develop pre-arranged overtime and flexible working for staff	HR		H	✓	✓
43	Upgrade rehabilitation facilities for personnel and equipment, to support incident ground operations	Ops Support		M	✓	
44	Continue to promote and support a positive health and safety culture and to provide an effective occupational health and welfare service for all our staff.	Health & Safety OH & W		M	✓	✓

3.2 Enable a skilled and competent workforce to achieve their full potential

45	Continued development of IPDS to support skilled and competent workforce	HR		H	✓	✓
	Determine and support personnel skill requirements in line with IRM/National Framework			H	✓	✓
46	Succession planning to anticipate and meet expected staff requirements in terms of numbers, skills and competence	HR		H	✓	✓

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.2 Enable a skilled and competent workforce to achieve their full potential

No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
47	Ensure adoption of the Establishment Model as a performance management tool	HR		M	✓	
	• Provide sufficient staff with appropriate skills, required to achieve stated appliance staffing levels at all times			H	✓	✓
	• Provide sufficient staff with appropriate skills, required to achieve staffing levels at Fire Safety Centres at all times			H	✓	✓
48	Review the role of the IRM team to provide an enhanced capacity to supply risk information in support of the decision making process and to promote awareness and consultation in the IRM process	IRM		M	✓	

3.3 Embrace the values; Equality and Diversity

49	Ensure all of our staff support Equality and Diversity and our Core Values and appreciate their significance in the way that we work.	E&D All Staff	2b	H	✓	✓
	Carry out Equality Impact Assessments for all policies and functions.			H	✓	✓
	Provide appropriate training in Equality and Diversity for all staff.					

KEY PRIORITY 4: VALUE FOR MONEY						
IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY						
No.	Action	Task owner	BVPI	Priority (H = High M = Med L = Low)	Implementation	
					2007/08	2008/09– 2009/10
50	Budget holders will ensure the service they are responsible for represents value for money	All Budget Holders	150	H	✓	✓
51	Demonstrate value for money through the Authority's Efficiency Statements	Finance & Procurement	150	H	✓	✓
52	Produce appropriate comparison information of expenditure against available funding to enable pro-active budget monitoring of the Authority's resources.	Finance & Procurement		H	✓	✓

Key to abbreviations

Ops Support	Operations Support
TS	Technical Services
IRM	Integrated Risk Management Team
TCP	Terrorism and Contingency Planning
HR	Human Resources
OH and W	Occupational Health and Welfare
E and D	Equality and Diversity

Best Value Performance Indicator Definitions

BVPI 2b	The Duty to Promote Race Equality	BVPI 157	Electronic Service Delivery
BVPI 142ii	The number of property and vehicle fires per 10,000 population	BVPI 206i	The number of arson property fires (excluding arson fires in vehicles) per 10,000 population
BVPI 142iii	The number of accidental fires in dwellings per 10,000 dwellings	BVPI 206ii	The number of arson fires in vehicles per 10,000 population (excluding derelict vehicles)
BVPI 143i	The number of deaths from accidental fires in dwellings per 100,000 population	BVPI 206iii	The number of arson fires not involving property or vehicles (e.g. grass or rubbish fires) per 10,000 population
BVPI 143ii	The number of injuries from accidental fires in dwellings per 100,000 population	BVPI 206iv	The number of arson fires in derelict vehicles per 10,000 population
BVPI 144	The percentage of accidental fires in dwellings confined to the room of origin	BVPI 207	The number of fires in non-domestic premises per 1,000 non-domestic premises
BVPI 146i	The number of malicious false alarm calls not attended by the Brigade per 1,000 population	BVPI 208	The percentage of people in accidental dwelling fires who escaped unharmed without any assistance
BVPI 146ii	The number of malicious false alarm calls attended by the Brigade per 1,000 population	BVPI 209i	The percentage of dwelling fires attended where a smoke alarm activated and raised the alarm
BVPI 149i	The number of false alarms caused by automatic fire detection per 1,000 non-domestic properties	BVPI 209ii	The percentage of dwelling fires attended where a smoke alarm was fitted but did not activate
BVPI 150	Net expenditure on the Authority per head of the population	BVPI 209iii	The percentage of dwelling fires attended where no smoke alarm was fitted

Glossary

AFA	Automatic Fire Alarm	IPDS	Integrated Personal Development System
AVLS	Automatic Vehicle Location System	IRMIS	Integrated Risk Management Information System
BVPI	Best Value Performance Indicator	IRMP	Integrated Risk Management Plan
CAT 1	Category 1 emergency responder	LAA	Local Area Agreement
CAT 2	Category 2 emergency responder	LEA	Local Education Authority
Coalesce	Coalesce Community Explorer	LOR	Levels of Response
CDRP	Crime and Disorder Reduction Partnership	LSP	Local Strategic Partnership
CFP	Community Fire Protection	MDT4	Mobile Data Terminal (4th generation)
CPA	Comprehensive Performance Assessment	NHS	National Health Service
DCLG ...	Department for Communities and Local Government	ODPM	Office of Deputy Prime Minister
DAP	Directed Action Planning	PBA	Prevention Based Activity
FDS	Flexible Duty System	Precept	District Council Levy
FRA	Fire and Rescue Authority	PSA	Public Service Agreement
FRS	Fire and Rescue Service	RIP	Reduced Ignition Propensity
FRIS	Fire Research and Investigation Section (of WMFS)	RR(FS)O	Regulatory Reform (Fire Safety) Order
HFSC	Home Fire Safety Check	RTC	Road Traffic Collision
HMO	Houses in Multiple Occupation	WMATF	West Midlands Arson Task Force
IPDR	Individual Performance and Development Review	WMRART	West Midlands Region Arson Reduction Team

Other Formats

This document contains information about how we intend to improve your Fire Service. This information can also be made available in other languages and formats including large print, Braille and audiotape. Please phone 0121 380 6116 (24 hour answerphone).

Arabic

هذه الوثيقة تحتوي على معلومات حول ما تنوي القيام به لتحسين خدمة الإطفاء والإنقاذ. إذا كنت تريد أن تقدم لك هذه المعلومات بشكل آخر فنرجو أن تتصل بالرقم أعلاه (خدمة 24 ساعة لتسجيل رسالتكم).

Bengali

আপনার জন্য 'ফায়ার এবং সেকিউরিটি সার্ভিস' এর উন্নয়ন আমরা কিভাবে করতে চাই সে বিষয়ে তথ্যাদি এই কাগজপত্রে দেয়া হয়েছে। আপনি যদি কোন বিকল্প মাধ্যমে (ফরম্যাট) তথ্যাদি পেতে চান, তাহলে অগ্রহণ করে উপরোক্ত নম্বরে ফোন করুন (২৪ ঘণ্টা করে এলাপারফোন চালু থাকে)।

Chinese

這份文件的內容解釋了我們如何計劃改善公共消防拯救服務。如果你想得到其它語言或其它版式的這份文件，請致電上面列出的號碼（24小時電話錄音）。

Czech

Tento dokument obsahuje informace o tom, jak chceme zdokonalit Vaši požární službu. Tyto informace můžeme Vám můžeme zprostředkovat také v dalších řečech a formátech, mimo jiné vytiskneme velkými písmeny, slepeckým písmem a ve zvukové nahrávce na páse. Volejte, prosím, 0121 380 6116 (záznamník v provozu 24 hodin).

Farsi

این مدرک حاوی اطلاعات درباره نحوه اقدامات ای که در نظر داریم جهت بهتر ساختن خدمات آتش سوزی و نجات شما انجام بدیم می باشد. اگر میخواهید چاپ اطلاعات را به شکل و نوع دیگر دریافت کنید لطفاً به شماره بالا تلفن کنید (تلفن پیام گیر 24 ساعته موجود است).

French

Ce document contient des renseignements sur la manière dont nous envisageons d'améliorer votre service Secours et Feu. Pour obtenir des renseignements sous un autre format, veuillez appeler le numéro indiqué ci-dessus (répondeur 24h/24).

Gujarati

આગ અને આગથી બચાવની તમારી સેવાને સુધારવાનો અમારો કેવો ઇરાદો છે તે વિષે આ દસ્તાવેજમાં માહિતી છે. જો તમારે વૈકલ્પિક આકારમાં માહિતી જોઈએ તો કૃપા કરી ઉપર જણાવેલ નંબર પર ફોન કરો (૨૪ કલાક આન્સર ફોન).

Kurdish

لەم بەلگەنامە پەدا زانیاری هەیە دەربارەی ئەوەی کە ئێمە چۆن دەمانەوێت گەشه بدهین بە خزمەتگوزاری ئاگر کوژاندن و هه فریاکۆتن. ئەگەر حەز دەکەیت زانیاریت دەستکەوتێت بە شێوەی ئەندازەی ئێرێکایە پەیوەندی بکە بۆ ژمارە تەلەفۆنی سەرەو (24 سەعات تەلەفۆنی پەیام وەرگر له کاردایه).

Polish

W niniejszym dokumencie zawarte są informacje nt. sposobu, w jaki zamierzamy usprawnić Waszą służbę przeciwpożarową. Informacje te dostępne są również w innych językach i formatach, włącznie z dużym drukiem, piśmem Braille'a oraz na kasetach dźwiękowych. Prosimy dzwonić 0121 380 6116 (24-godzinny aparat zgłoszeniowy)

Punjabi

ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿੱਚ ਇਹ ਦੱਸਿਆ ਗਿਆ ਹੈ ਕਿ ਅਸੀਂ 'ਫਾਇਰ ਐਂਡ ਸੈਕਿਊਰਿਟੀ ਸਰਵਿਸ' ਨੂੰ ਕਿਵੇਂ ਸੁਧਾਰਨਾ ਚਾਹੁੰਦੇ ਹਾਂ। ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਢੰਗ ਵਿੱਚ ਲੈਣੀ ਚਾਹੁੰਦੇ ਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਉੱਪਰ ਦਿੱਤੇ ਨੰਬਰ ਉੱਤੇ ਟੈਲੀਫੋਨ ਕਰੋ ਜਿੱਥੇ ਤੁਹਾਡੇ ਸੁਣੇ ਹੋਏ ਲੈਣ ਲਈ 24 ਘੰਟੇ ਆਨਲਾਈਨ ਮਸ਼ੀਨ ਚਾਲੂ ਰਹਿੰਦੀ ਹੈ।

Other Formats

Russian

В данном документе содержится информация о том, как мы собираемся улучшить вашу противопожарную службу. Данная информация также может быть предоставлена на других языках и в других форматах, включая крупный шрифт, шрифт Брайля и на аудиокассете. Звоните по телефону 0121 380 6116 (круглосуточный автоответчик).

Somali

Dokumentigani wuxu ka kooban yahay warar ku saabsan sida aanu ugu talo jiro inaan u hor marino adeegaaga dabka iyo badbaadada. Hadaad rabto inaad warka ku hesho qaab kale oo kan ka duwan fadlan nagala soo hadal telefoonka kor ku qoran (Telefoon 24ka saacba kuu jawaabaya).

Urdu

اس دستاویز میں یہ معلومات دی گئیں ہیں کہ ہم آپ کے لیے فائر ایڈریسنگ سروس (آگ سے بچانے کی خدمات) کو کیسے بہتر کرنے کا ارادہ رکھتے ہیں۔ اگر آپ چاہتے ہیں کہ یہ معلومات آپ کو کسی اور انداز میں پیش کی جائے تو ہمارے دیے گئے نمبر پر فون کیجئے (24 گھنٹہ آفس فون دستیاب ہے)۔

Vietnamese

Hồ sơ này chứa đựng các chi tiết về việc chúng tôi dự định làm thế nào để cải tiến phục vụ cứu hỏa cho quý vị. Nếu quý vị muốn có chi tiết trong hình thức khác làm ơn điện thoại theo số trên đây (máy trả lời hoạt động 24 tiếng đồng hồ).

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If you have access to the Internet, our own website provides everything you need to know about the services we provide, our performance, fire safety advice and recruitment.

www.wmfs.net

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