

# The Best Value Performance Plan & Business Plan 2005/2006

## Preventing



## Protecting



## Responding

**If you would like to obtain further information about any aspect of this Best Value Performance Plan and Business Plan, or would like information in alternative formats or translations, please see information on pages 104 and 105 of this document.**

## Statement of Responsibility

The West Midlands Fire and Rescue Authority (henceforth referred to as 'the Authority') is responsible for West Midlands Fire Service. In this capacity, the Authority is also responsible for the preparation of this combined Best Value Performance Plan and Business Plan, for the information and assessments set out within it and the assumptions and estimates on which they are based.

The Authority is also responsible for putting in place appropriate performance management and control systems from which the information and assessments in the Performance Plan have been derived. The Authority is satisfied that the information and assessments included in the Plan are, in all material respects, accurate and complete and that the Plan is realistic and achievable.



*Chair*

**Councillor David Hinton**

West Midlands Fire &  
Rescue Authority



*Chief Fire Officer*

**Frank Sheehan**

QFSM  
West Midlands Fire Service

This Best Value Performance Plan and Business Plan provides a focus for reporting the measures being undertaken by this Authority to deliver service improvements to local people.

Its principal audiences are likely to be the staff and Elected Members of the Authority, groups and organisations with an interest in the activities of the Authority, regulatory bodies and central Government. Nevertheless, it is a public document and potentially an important means of communicating with local people directly. For this reason, it will be made available on this Authority's website and in main libraries in the West Midlands area.

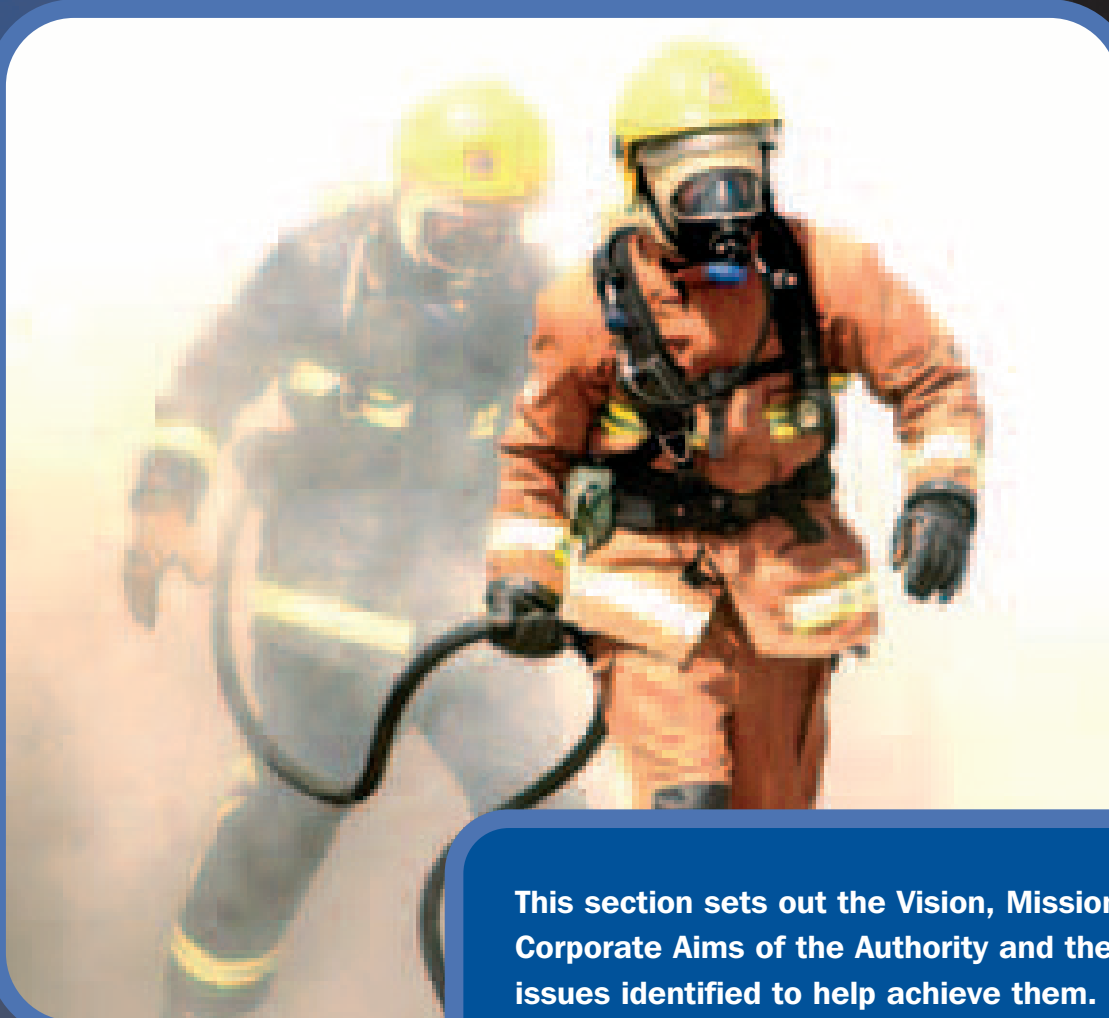
## Contents for the Business Plan 2005/2006

	pages
The Authority's Business Plan 2005/2006	6 – 21
The Authority's Vision and Mission Statements	7
The Authority's Corporate Aims	8
Business Planning/Medium Term Financial Plan	9
The Ten Year Scan	10 – 19
The Departmental Action Plan Objectives 2005/2006	20
Provision of Services	21

# Contents for the Best Value Performance Plan 2005/2006

	pages
<b>The Authority's Best Value Performance Plan</b>	<b>22 – 102</b>
The Authority's Approach to Best Value	23
The Five Year Cycle for Best Value Reviews	25
The Timetable for 2005/2006 Reviews	26
The Methodology for Best Value Reviews	27
The Best Value Review Process	28
Assessment of Last Year's Performance	29
Assessment of Progress on Action Plans for the Previous Year	75
Action Plans for 2005/2006 to meet Performance Targets	83
Regional Collaboration	95
Partnerships	97
Glossary of Terms and Abbreviations	100
How to Contact us	103

# THE AUTHORITY'S BUSINESS PLAN 2005/2006 (pages 7 – 21)



This section sets out the Vision, Mission and Corporate Aims of the Authority and the key issues identified to help achieve them.

Objectives are short, medium and long term and only those considered of major importance are detailed in this section. Others appear in Departmental/Fire Station Action Plans.

## **The Authority's Vision and Mission Statements**

### **The Vision Statement:**

**“Making West Midlands Safer”**

### **The Mission Statement:**

**“Providing a quality  
service to reduce risk by:**

- Preventing**
- Protecting**
- Responding”**

## The Authority's Corporate Aims

Summary of the Authority's Corporate Aims in relation to the exercise of the Authority's functions to support the Vision and Mission Statements.

1. Meeting the Fire Authority's statutory duties, standards and expectations.
2. Creating a financial plan, operating within the budget, ensuring the most efficient use of resources.
3. Reducing risk in the community.
4. Working in partnership with communities, other agencies and the Government.
5. Planning for and responding appropriately to all emergencies.
6. Caring for the health, safety and welfare of all our people.
7. Operating within a culture of equality and valuing diversity.
8. Contributing to the well-being of the environment.
9. Developing and supporting sustainable outcomes.
10. Ensuring all our people are competent, enabled and achieving their full potential.
11. Modernising and improving the quality of service.
12. Improving channels of communication.
13. Maximising the benefits from the latest technology.
14. Developing a positive attitude to change.
15. Being an influential Fire Authority.



## Business Planning/Medium Term Financial Plan

There are a number of key planning processes undertaken on an annual basis. These are all summarised in a Brigade Standing Order which identifies the integrated planning process for the Authority.

One of the key interdependencies reflected within the integrated planning process is the relationship between the Business Plan and the medium term financial plan. It is essential that all of the corporate objectives identified in the Business Plan are fully accommodated within the overall budget resources. Furthermore, as part of the business planning process, any new corporate demands on the Authority which have a financial implication need to be identified and subsequently reflected within the resource forecasts of the medium term financial plan.

In addition, the medium term financial plan will increasingly need to ensure that it appropriately assesses the implications from changing policies and practices arising under the modernisation programme. The Government believe that efficiency is an integral component of the wider modernisation agenda. Consequently, the Fire Service nationally is expected to contribute to the Government's 2.5% efficiency target across the public sector. The expectation of English Fire and Rescue Authorities is that they will, together, deliver £105m cashable efficiency savings by 2007/2008. There will be a requirement on the West Midlands Fire and Rescue Authority to contribute to this total and this requirement will need to be considered throughout the year and specifically as part of the business planning process and medium term financial plan.

## The Ten Year Scan

Following a Political, Environmental, Societal and Technological (PEST) analysis, the Brigade's senior managers have identified a ten year scan of topics which may impact on the Authority. The items in blue below are topics which the Brigade will respond to in 2005/2006 and these are further detailed on pages 12 – 18.

Items in yellow are also objectives that the Brigade will respond to in 2005/2006. However, they will appear in Departmental Action Plans, as detailed on page 20.

Items in red are topics considered likely to have major consequences for the Brigade in years 2007 to 2015.

### 2005/2006 Business Plan Key Issues

- |  |  |
|--|--|
| 1. Regional Management Board (RMB)               | 4. Comprehensive Performance Assessment (CPA) and Performance Management |
| 2. Integrated Risk Management Plan (IRMP)        | 5. Health and Safety   |
| 3. Integrated Personal Development System (IPDS) | 6. Cultural Change   |
|  | 7. New Duty Systems  |

### 2005/2006 Departmental Action Plan Objectives

- |  |   |
|--|---|
| 8. Emergency Planning Unit (EPU) Future          | 25. Fire Service Spending (FSS) Formula Review    |
| 9. Appliance and Equipment Review                | 26. Hydraulic Cutting Equipment                   |
| 10. System Integration                           | 27. Work Life Balance                             |
| 11. ICT Functions                                | 28. BVR Action Plan                               |
| 12. Mobile Data Terminal (MDT) Software          | 29. Headquarters Relocation                       |
| 13. Fireground Information                       | 30. E-Government                                  |
| 14. Thermal Image Cameras                        | 31. IRMP Team Funding                             |
| 15. Station Security                             | 32. Occupational Health & Welfare                 |
| 16. Programme Support Office                     | 33. Multi-Tier Entry                              |
| 17. Ordnance Survey Charges                      | 34. Pensions                                      |
| 18. Directed Action Planning (DAP)               | 35. Procurement                                   |
| 19. Geospatial Information System (GIS)          | 36. Structure of Brigade                          |
| 20. Water Hydrant Section                        | 37. Transport Engineering Workshops (TEW) Storage |
| 21. Home Fire Risk Assessment (HFRA) Call Centre | 38. Regulatory Reform Order                       |
| 22. Community Fire Safety (CFS) Support Vehicles | 39. Command Units                                 |
| 23. Working at Height Regulations                | 40. Blue Light Policy                             |
| 24. Balance of Funding Review                    |   |

## The Ten Year Scan – continued...

### 2007/2015 Issues Likely To Impact In Years 2 to 10

- |                                    |  |
|------------------------------------|--|
| 41. Traffic Volumes                | 53. Alternative Forms of Responding      |
| 42. General Election               | 54. Firefighters' Pay Formula            |
| 43. External Audit Provision       | 55. Safer Dwellings                      |
| 44. Firefighters' Pay Arrangements | 56. The Euro                             |
| 45. Regional Referendum            | 57. Local Elections                      |
| 46. Integrated Clothing Project    | 58. Demographic Changes                  |
| 47. FiReLinK                       | 59. Alternative Response Options         |
| 48. Regional Control Centre        | 60. Equality & Diversity Thematic Review |
| 49. Comprehensive Spending Review  | 61. Recruitment Targets                  |
| 50. Government Transport Policy    | 62. Birmingham Metro                     |
| 51. Government Ten Year Scan       | 63. Climate Change                       |
| 52. Arson Task Force               |  |

## The Ten Year Scan: Key Issue No. 1

### Quality Assurance for Regional Management Board Objectives

#### Key Issue

The West Midlands Regional Management Board has created a number of projects designed to integrate a successful regional framework which provides improved service delivery to the communities of the West Midlands and includes:

- Expertise and resilience when responding to emergencies relating to chemical, biological, radiological or nuclear attack (CBRN)
- Specialist or common services where appropriate, for example Fire Investigation
- Establishing a regional Fire Control
- Regional or national procurement policies designed to create economies of scale and shared expertise
- The introduction of regional personnel and human resource management functions
- Shared training strategies and resources designed to improve service delivery

#### Objective

To monitor and quality assure regional projects as identified by the Regional Management Board (RMB) and report back in a timely fashion progress achieved and the contribution made by West Midlands Fire and Rescue Authority and Brigade to regional projects.

#### Performance Measures

The delivery of the objectives in the agreed timescale, which provide the predetermined goals and within the defined budget.

#### Corporate Aims

4. Working in partnership with communities, other agencies and the Government.
9. Developing and supporting sustainable outcomes.
11. Modernising and improving the quality of service.

#### Project Management Responsibility

Director (Performance and Planning)

#### Target Date

31st March 2006

#### Milestones

Quarterly RMB meetings

## The Ten Year Scan: Key Issue No. 2

### Integrated Risk Management

#### Key Issue

The Fire and Rescue Services Act 2004 and the National Framework Document imposes a requirement for the Fire Authority to produce, consult and publish an Integrated Risk Management Plan and annual Action Plans.

Integrated Risk Management is an overriding principle that unifies the provision of an economic, efficient and effective service for the management of risk to the community.

Other key issues:

- Regional Integrated Risk Management
- Risk appropriate response
- Performance Indicators
- A strategy for preventing
- A strategy for protecting
- A strategy for responding
- Integrated Risk Management Information System
- Continuous research
- Data issues
- Corporate Risk Management

#### Objective

To implement the 2005/2006 IRMP Action Plan and produce an Action Plan for public consultation for the 2006/2007 financial year.

#### Performance Measures

Implementation of the 2005/2006 IRMP Action Plan. Publication of an Action Plan for consultation for the 2006/2007 period.

#### Corporate Aims

3. Reducing risk in the community.
11. Modernising and improving the quality of service.

#### Project Management Responsibility

Director (Community Protection)

#### Target Date

31st March 2006

#### Milestones

- |                    |  |
|--------------------|--|
| 1st April 2005     | – Action Plan implementation to commence                         |
| 9th September 2005 | – full implementation of 2005/2006 Action Plan                   |
| 1st November 2005  | – commence consultation on Action Plan for 2006/2007 Action Plan |

## The Ten Year Scan: Key Issue No. 3

### Integrated Personal Development System

#### Key Issue

The Fire Service has recognised that its traditional training and development strategies needed to be modernised in order to effectively manage its human resources. This will be achieved by implementing an Integrated Personal Development System (IPDS) for all employees.

The Government has also recognised the need for the development of IPDS in order to support the introduction of Integrated Risk Management Plans, as outlined in the Fire and Rescue Service National Framework.

IPDS will radically change the way employees in the Brigade are recruited, selected, trained and developed to nationally agreed occupational standards.

#### Objective

To develop and introduce an integrated personal development system for all employees in the West Midlands Fire Service.

#### Performance Measures

The move from a rank based structure to one based upon roles;  
The introduction of workplace assessment;  
The introduction of individual performance and development reviews;  
The establishment of assessment and development centres;  
The implementation of role based development programmes.

#### Corporate Aims

1. Meeting the Fire Authority's statutory duties, standards and expectations.
10. Ensuring all our people are competent, enabled and achieving their full potential.
11. Modernising and improving the quality of service.

#### Project Management Responsibility

Director (Human Resources)

#### Target Date

31st March 2006

#### Milestones

30th June 2005

## The Ten Year Scan: Key Issue No. 4

### CPA and Performance Management

<b>Key Issue</b>	The process of managing Comprehensive Performance Assessment (CPA) is enshrined within the overall Performance Management Framework policy. Implementation and consolidation of the Performance Management Framework will, as a matter of course, include the Service Improvement Planning process which is an integral part of CPA.
<b>Objective</b>	Improve service delivery to the communities of the West Midlands through the implementation of a coherent Performance Management Framework and Service Improvement Action Plan following CPA.
<b>Performance Measures</b>	Audit of the Service Improvement Action Plan and its milestones.
<b>Corporate Aims</b>	<ol style="list-style-type: none"> <li>1. Meeting the Fire Authority's statutory duties, standards and expectations.</li> <li>9. Developing and supporting sustainable outcomes.</li> <li>10. Ensuring all our people are competent, enabled and achieving their full potential.</li> </ol>
<b>Project Management Responsibility</b>	Director (Performance and Planning)
<b>Target Date</b>	March 2006
<b>Milestones</b>	April 2005 CPA Inspection

## The Ten Year Scan: Key Issue No. 5

### Health and Safety

#### Key Issue

The West Midlands Fire Service (WMFS) is fully committed to achieving the highest standards in health and safety practice, developing a positive health and safety culture and securing compliance with our duties under the Health and Safety at Work etc. Act 1974 and associated legislation for the benefit of all employees and the people that we serve.

Furthermore, in June 2000, the Government and the Health and Safety Executive issued a document titled 'Revitalising Health and Safety'. This document sets targets, over a 10 year period, to reduce the number of work related major injuries and fatalities and the number of working days lost through injury. West Midlands Fire Service achieved a dramatic reduction in injuries during the 1990s and is committed to meeting or exceeding the targets in Revitalising Health and Safety.

#### Objective

1. We aim to achieve an annual reduction in injuries.
2. To fully support the regional health and safety collaboration project, in discharging its responsibilities to the Regional Management Board, the Health and Safety Team will contribute to the development and implementation of the annual project plan.

#### Performance Measures

- LI8 The number of serious injuries (RIDDOR) to employees – 67 or fewer injuries in 2005/2006.
- LI8a The number of serious injuries (RIDDOR) to firefighters at incidents – 26 or fewer injuries in 2005/2006.  
(See page 74 for performance targets).

#### Corporate Aims

1. Meeting the Fire Authority's statutory duties, standards and expectations.
6. Caring for the health, safety and welfare of all our people.

#### Project Management Responsibility

Director (Community Protection)

#### Target Date

31st March 2006

#### Milestones

##### WMFS Injury Reduction Targets

- Analysis of statistics (April)
- Health and Safety Annual Report (April)
- Development of strategy for injury reduction (April)
- Targets set for Stations/Departments (April)
- Production of campaigns (May onwards)
- Audit and support stations (June onwards)
- Health and safety training programme (throughout the year)

##### Regional Collaboration

- Production of Project Plan (April)
- Monthly checkpoint reports



## The Ten Year Scan: Key Issue No. 6

### Cultural Change

#### Key Issue

The Government's vision for the Fire Service, outlined in its White Paper 'Our Fire and Rescue Service', will require a significant change in the way Brigades carry out their role within the community. This will involve West Midlands Fire Service refocusing its efforts in reducing risk to everyone in the community through new and more innovative methods. It will also require a workforce more reflective of the local community and a working environment which will enable individuals to reach their full potential.

The culture in the Fire Service has been criticised in recent years both in terms of its reluctance to change and in its recognition, understanding and application of equality and diversity best practice. Without a more positive attitude to change throughout the whole organisation, modernisation of the Fire Service is unlikely to be achieved.

#### Objective

To introduce a corporate equality strategy.

#### Performance Measures

In order to ensure success is being achieved, performance will be measured by the following outputs:

- Undertake a cultural audit
- Cultural audit action plan
- Monitor targets in relation to change
- Demonstrations of leadership commitment
- External involvement from interested parties
- Enlisting the assistance of advisors on cultural change
- Commitment to communication.

#### Corporate Aims

1. Meeting the Fire Authority's statutory duties, standards and expectations.
11. Modernising and improving the quality of service.
14. Developing a positive attitude to change.

#### Project Management Responsibility

Director (Human Resources)

#### Target Date

31st March 2006

## The Ten Year Scan: Key Issue No. 7

### Review of Duty Systems and Shift Patterns

#### Key Issue

The Authority is required to produce an Integrated Risk Management Plan explaining how it will improve community safety through the effective use of its resources. Critical to this will be the way the Authority deploys its operational personnel through efficient and effective duty systems and shift patterns.

Prior to the introduction of Integrated Risk Management Plans, the Brigade had provided the same level of fire cover 24 hours a day, seven days a week, despite differing levels of demand throughout the day. The duty systems and shift patterns for operational personnel reflected this and have been in place since 1978.

Having now analysed the historical data surrounding call demand, the Brigade will be determining the level of fire cover required throughout the day. This may result in changes to the duty system and shift patterns for operational personnel. In addition to this, the existing duty system does not comply with the principles of the Working Time Directive in respect of night-time working and this will inevitably require a modified duty system and shift pattern.

#### Objective

To research and implement a duty system and shift pattern for operational personnel that meets the requirements of the Integrated Risk Management Plan and is compliant with modern legislation.

#### Performance Measures

The production of a duty system and shift pattern that meets the requirements of the 6th Edition of the National Joint Council for Local Authorities' Fire Brigades Scheme of Conditions of Service.

The implementation of the new duty systems and shift patterns across the Brigade supported by the new HR Computer System.

#### Corporate Aims

1. Meeting the Fire Authority's statutory duties, standards and expectations.
2. Creating a financial plan, operating within the budget, ensuring the most efficient use of resources.
7. Operating within a culture of equality and valuing diversity.

#### Project Management Responsibility

Director (Human Resources)

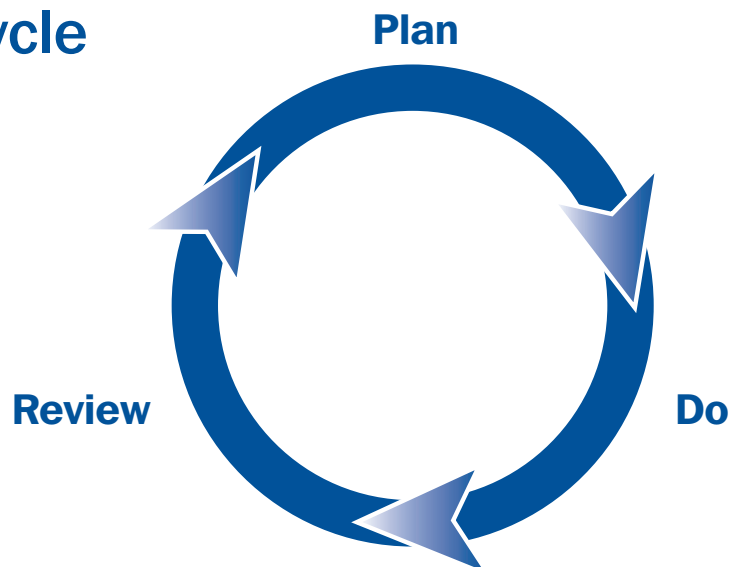
#### Target Date

9th September 2005

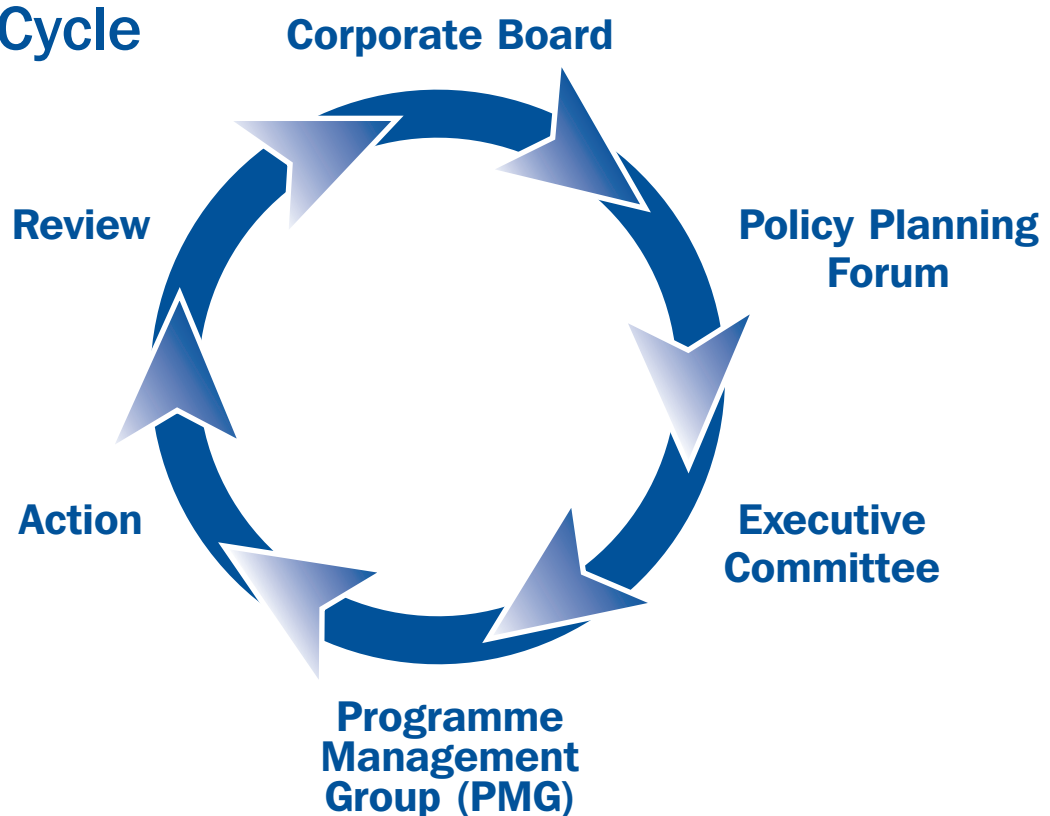
## The Ten Year Scan: Key Issues

### Cycle for Implementation

#### Basic Cycle



#### Actual Cycle



## Departmental Action Plan Objectives for 2005/2006

Detailed below are those topics to which the Authority will respond in 2005/2006 (see page 10). They will appear in Departmental Action Plans and their priority may be affected by any new demands or pressures falling on the Authority in this financial year as it progresses. They will be supplemented by any local objectives which Departments wish to pursue.

Objective	Department
8. Emergency Planning Unit (EPU) Future	Community Protection
9. Appliance and Equipment Review	Technical Services
10. System Integration	Technical Services
11. ICT Functions	Technical Services
12. Mobile Data Terminal (MDT) Software	Technical Services
13. Fireground Information	Technical Services
14. Thermal Image Cameras	Technical Services
15. Station Security	Technical Services
16. Programme Support Office	Administration
17. Ordnance Survey Charges	Administration
18. Directed Action Planning	Community Protection
19. Geospatial Information System (GIS)	Technical Services
20. Water Hydrant Section	Community Protection
21. Home Fire Risk Assessment (HFRA) Call Centre	Community Protection
22. Community Fire Safety (CFS) Support Vehicles	Community Protection
23. Working at Height Regulations	Technical Services
24. Balance of Funding Review	Finance
25. Fire Service Spending (FSS) Formula	Finance
26. Hydraulic Cutting Equipment	Technical Services
27. Work Life Balance	Human Resources
28. BVR Action Plan	Community Protection
29. Headquarters Relocation	Chief Fire Officer
30. E-Government	Technical Services
31. IRMP Team Funding	Community Protection
32. Occupational Health and Welfare	Human Resources
33. Multi-tier Entry	Human Resources
34. Pensions	Finance
35. Procurement	Technical Services
36. Structure of Brigade	Performance & Planning
37. Transport Engineering Workshops (TEW) Storage	Technical Services
38. Regulatory Reform Order	Community Protection
39. Command Units	Community Protection
40. Blue Light Policy	Technical Services

## Provision of Services

### Profile

Area (in hectares):	91,276
Population:	2,578,400
Fire Stations:	41
Wholetime Uniformed Posts:	1,944
Retained Uniformed Posts (fte):	10.5
Control Staff Posts:	68
Non-Uniformed Posts (fte):	409
Operational Vehicles:	91
Revenue Budget (out turn):	£107.19m

### West Midlands Fire and Rescue Authority

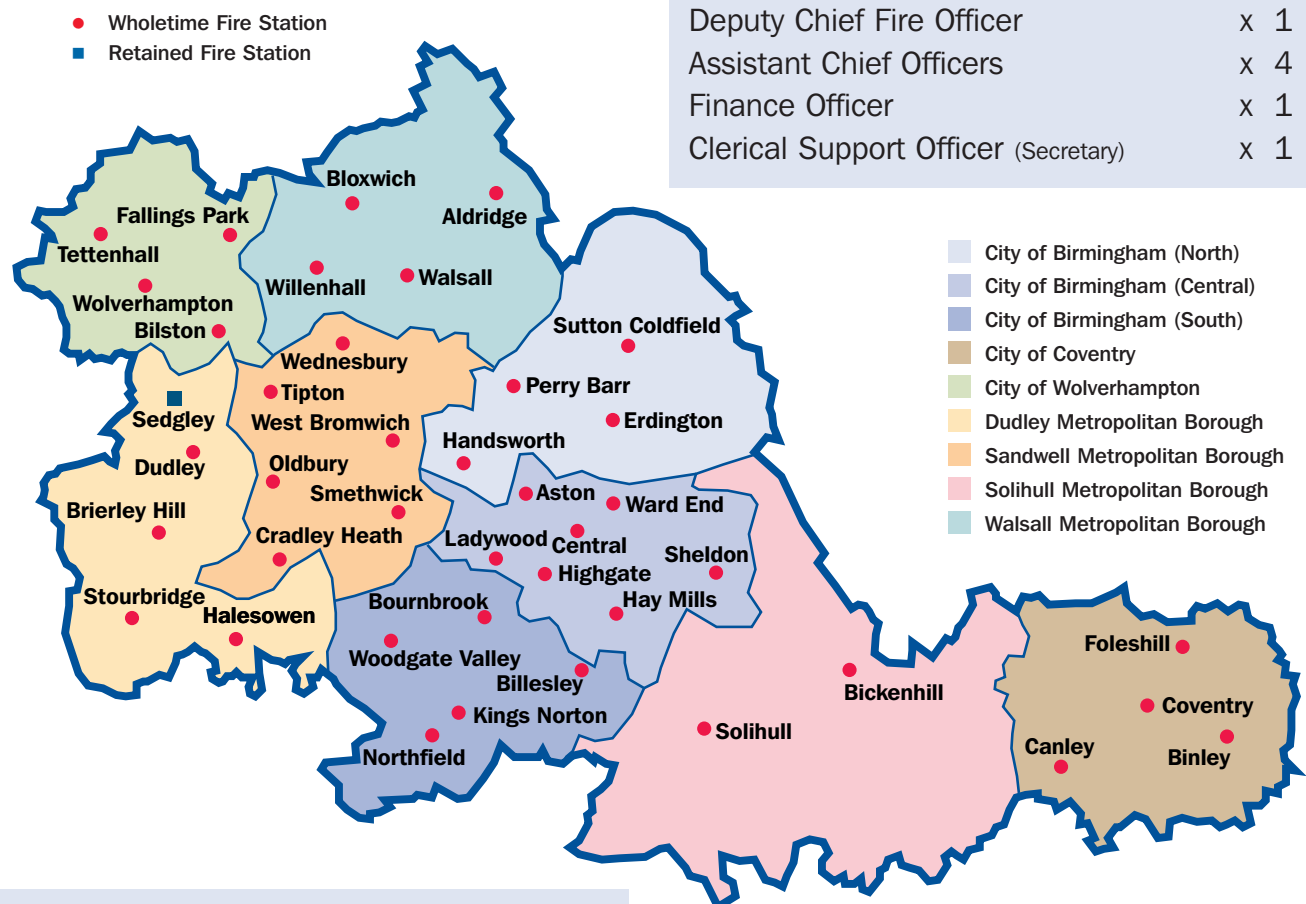
Authority Chair:	Cllr. D.P. Hinton
Vice Chair:	Cllr. P. Hogarth
Councillors:	27 in total

### Statutory Officers

Chief Fire Officer:	F. Sheehan
Clerk:	F. N. Summers
Treasurer:	L. Bateman

### Fire Service Corporate Board

Chief Fire Officer	x 1
Deputy Chief Fire Officer	x 1
Assistant Chief Officers	x 4
Finance Officer	x 1
Clerical Support Officer (Secretary)	x 1



### Operational Responses 2004/2005

Fires:	21,841
Other Emergency Incidents:	7,094
False Alarms:	
• Good Intent	7,243
• Automatic Detection Systems	12,832
• Malicious	3,214
<b>Total</b>	<b>52,224</b>

### Fire Safety 2004/2005

Fire Certificates In Force:	6,478
Outstanding Applications:	51
Deaths from accidental dwelling fires	12
Injuries from accidental dwelling fires	196

# THE AUTHORITY'S BEST VALUE PERFORMANCE PLAN 2005/2006

(pages 22 – 99)



The Best Value Performance Plan (BVPP) sets out the Authority's approach to Best Value. It also provides details of its success in meeting Performance Indicator targets as well as detailing progress against action plans from various audits and assessments.

## **The Authority's Approach to Best Value** (pages 23 – 99)



These pages detail the Authority's approach and methodology for Best Value, as well as the timetable for Best Value Reviews for the five years 2005/2006 to 2009/2010.



## The Best Value Process

**Best Value is part of the Government's agenda for modernising public services. The requirements of Best Value, which are laid out in the Local Government Act 1999, state that...**

**"A Best Value Authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness."**

Our approach has been to understand the philosophy and overall aims of Best Value and to integrate Best Value principles into the decision making process of the Authority.

### **In process terms, the Authority:**

- updates staff on Best Value issues via awareness sessions,
- considers and approves completed reviews via the Authority meetings,
- measures performance against previously identified Performance Indicators including Local Indicators,
- undertakes consultation using a variety of methods,

- revises and amends the Best Value Performance Plan and Business Plan in light of consultation responses.

### **The Authority has put in place arrangements to:**

- achieve even greater efficiency, economy and effectiveness,
- respond to the requirements to challenge, compare, consult and compete,
- pursue its Vision and Mission Statements and Corporate Aims.

### **The Authority has been awarded the following quality accreditation standards:**

- ISO 9000 Award for its Transport Engineering Workshops,
- Institution of Fire Engineers' Accreditation for its Recruits' Training Course,
- Approved Centre Status for its Training Centre.

### **Code of Practice on Workforce Matters**

In producing this Best Value Performance Plan and Business Plan, the Authority confirms that it will comply fully with Annex D of ODPM circular 09/2004 in respect of the code of practice on workforce matters in Local Authority Service Contracts.

### **The Cycle of Best Value Reviews**

During 2004/2005 the Best Value Team was involved in a major review of the Brigade's Community Protection activities. Because of the size and complexity of this Review, a final report will not be submitted to the Authority until September 2005.

An update on progress made with this Best Value Review (BVR) can be found on pages 91 – 93.

Plans for the timing of individual Reviews take into account the Corporate Board's assessment of public satisfaction, importance of the service unit to the public, user satisfaction, budget performance, cost, market alternatives, strategic fit and quality accreditation. This year, the implications of the Authority's first Comprehensive Performance Assessment (CPA) were also taken into account.



**Table 1****The Five Year Cycle for Best Value Reviews**

Year 1	Year 2	Year 3	Year 4	Year 5
Registry	Corporate Support	Procurement	Property Management	Community Protection Management
Secretariat	Media Relations	Personnel	Appliances & Equipment	Community Fire Safety
Word Processing	Public Relations	Equality & Diversity	Transport Engineering Workshops	Fire Research & Investigation
Brigade Instructions	Communications and Control Room Functions	Recruitment	Breathing Apparatus Services	Dog Handler
Catering	Performance & Planning	Litigation		Youth Service
Computer-aided Design	Commercial Partnerships	Occupational Health & Welfare		Arson Task Force
Cleaning	Commercial & Industrial Training (CITU)	Discipline		Fire Safety
Creative Services		IT Technical Support		Officer Response
Data Management		Mobilising & Communications Support		Operational Issues
Internal Communications		Communications		Water
Printing		Helpdesk		Health & Safety
Photographic		Principal Management		Emergency Planning
Security		Finance		IRMP Team
Statistics				
Training				
<b>Total: 2</b>	<b>Total: 3</b>	<b>Total: 5</b>	<b>Total: 2</b>	<b>Total: 1</b>

**Notes:**

**a)** the above lists for each year do not represent the actual sequence of Reviews within that year. The actual sequence will be determined by the Authority at a later stage.

**b)** Topics in boxes will be covered in one Review

**c)** Changes to the Five Year Cycle have been made:

- i) to take into account guidance from the Audit Commission and HMFSI that Reviews should be more strategic and should address larger functional areas.
- ii) for work balance purposes

## Table 2

### The Timetable for 2005/2006 Reviews and Justification for Sequencing

The Corporate Board, at its meeting on 12th April 2005, agreed that Best Value Review work in 2005/2006 would be in support of the outcomes and action planning requirements of the CPA process.

The work undertaken will be...

**Details to come – 5th June**

**Notes:**

**a)** Best Value Reviews can be designated 'full' or 'light touch' Reviews.

**b)** In addition to the Review work shown above, consultation work will also be carried out in support of the Authority's IRM Action Plan for 2006/2007.

## The Methodology for Best Value Reviews

Pages 27 and 28 set out the Best Value Review Process and the resources which the Authority devote to this activity.

We have defined two distinct teams in the Best Value Review Process. These are:

- the Best Value Team (BVT)
- the Service Area Review Team (SRT)

### The Best Value Team

The BVT will ensure that the Best Value Review is properly carried out and that the application of the “4 Cs” (Challenge, Compare, Consult and Compete) is fully met. The BVT will convene initial meetings, help identify the detailed areas for review, provide external performance data and organise appropriate consultation. The Team, which will comprise three Best Value Officers, will take the lead and work in conjunction with the SRT ensuring that the review remains strategic. The BVT will not be closely involved in the implementation of recommendations arising from the Review. This is the responsibility of the lead officers identified within each report assisted by the Performance Management Section of the Performance and Planning Department.

### The Service Area Review Team

The SRT will comprise a Service Team Leader (STL) and a cross section of staff from the function under review and will assist the BVT in carrying out the Review process. The role of the STL is essential and it is vital that he/she meets regularly with the SRT to keep them and all members of staff informed.

The SRT will help identify performance data from within their area and have input into the application of the “4 Cs”. The STL will champion the findings of the Review to senior level meetings within the Brigade and the SRT will act as expert advisors if required. When targets and Action Plans have been agreed and published, the STL will be responsible for monitoring the implementation and reporting progress on targets each year for inclusion in future years’ Plans.

### The Review Process

At the conclusion of each Best Value Review, a report explaining how the “4 Cs” have been applied will be submitted to the Authority’s Executive Committee.

Once approved, recommendations from the report will be formulated into an Action Plan which will be monitored and reviewed in conjunction with the SRT.

Copies of Action Plans are available on the website at [www.wmfs.net](http://www.wmfs.net).

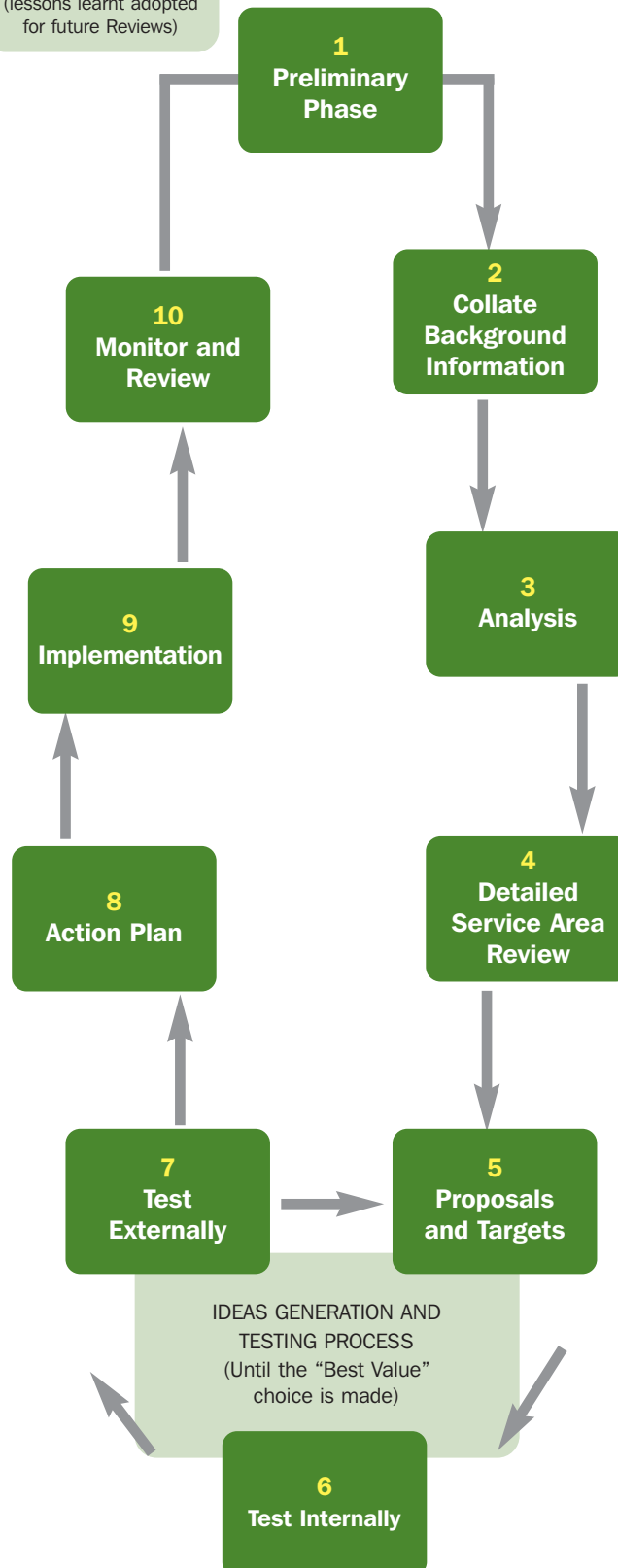
# The Best Value Review Process

## Responsibilities at Key Stages

### Best Value Team (BVT)

- 1** Training and establishment of the SRT.
- 2** Gather information to produce an outline description of the Service Area being reviewed.
- 3** Identify Performance Indicators, check for relevance and analyse data received.
- 4** Obtain benchmarking data from comparable sources, manage processes and agree review programme/ deadlines.
- 5** Develop proposals, set challenging, achievable, targets. Perform leading role only where restructuring is envisaged.
- 6** Present proposals and targets to the Corporate Board.
- 7** Consult internally and externally with respect to the agreed proposals and targets.
- 8** Agree action plan with the SRT and submit it to the Corporate Board and the Authority.
- 9** Report on progress and results of reviews in Best Value Performance Plan & Business Plan.
- 10** Continue monitoring completed reviews and reporting progress in subsequent Plans.

FEEDBACK LOOP  
(lessons learnt adopted for future Reviews)



## Responsibilities at Key Stages

### Service Area Review Team (SRT)

- 1** Appoint a Service Team Leader and select Service Team representatives.
- 2** SRT answers review questions from Methodology Questionnaire.
- 3** Identify comparable data collected and its accuracy.
- 4** Work with BVT in self examination, think the unthinkable, analyse the business and ask challenging questions.
- 5** SRT sets targets in conjunction with the BVT.
- 6** SRT Leader sponsors proposals at Corporate Board and has opportunity of championing alternatives.
- 7** SRT review and comment, as necessary, on feed-back from consultation.
- 8** SRT assists in generating action plan including specific, measurable, agreed, realistic and timely (SMART) targets.
- 9** SRT implement Best Value Action Plan in conjunction with Performance & Planning.
- 10** Monitor, review and report back to Corporate Board, and BVT.

# Assessment of Last Year's Performance Against Target and Against Performance Over Previous Years (pages 29 – 74)



The following section details our results for 2004/2005 against each of our Performance Indicators, as well as targets for 2005/2006, 2006/2007 and 2007/2008.

These figures are set alongside our year on year performance since 2001/2002. We have also provided some comments on our performance generally, and in comparison with other Fire Authorities.

At the end of the section we list a number of Local Indicators.



**Note:** Best Value requires us to report against two types of Indicator; Best Value Performance Indicators (BVPIs) and Local Indicators (LIs). BVPIs are designated either 'Service Specific' or 'Corporate Health' (see Glossary on page 101 for definitions).

## Indicators Relating to Fires

### BVPI 142i The total number of fires per 10,000 population

#### LI 1 The total number of fires



**DEFINITION:** The total number of fires attended by the Brigade. These include fires in dwellings, other buildings and vehicles, and outdoor fires e.g. refuse and grass fires.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 142i	Service Specific	107.48	111.56	126.99	116.20	84.71	Deleted Indicator	
LI 1	Local	28,249	28,496	32,709	29,931	21,840	Deleted Indicator	

### BVPI 142ii The number of property and vehicle fires per 10,000 population

#### LI 10 The total number of property and vehicle fires

**DEFINITION:** The number of fires in dwellings, other buildings and vehicles attended by the Brigade.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 142ii	Service Specific	49.02	46.63	43.38	42.44	36.41	35.74 <sup>†</sup>	
LI 10	Local	12,868	11,912	11,175	10,931	9,387	9,216	

<sup>†</sup> Targets for BVPI 142ii have been set at 35.09 for 2006/2007 and 34.45 for 2007/2008.

### KEY

To aid understanding, all indicators in this section are marked as follows:



For indicators where the target has been met or exceeded



For new indicators where it is not possible to comment on performance





For indicators where the target has not been met

## Indicators Relating to Fires

<b>BVPI 142iii</b>	<b>The number of accidental fires in dwellings per 10,000 dwellings</b>
<b>LI 11</b>	<b>The number of accidental fires in dwellings</b>

**DEFINITION:** Dwelling fires where the cause was an accident or not known.  
Fires where the suspected cause was arson, are excluded.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 142iii	Service Specific	28.31	25.23	25.35	24.90	23.52	23.10 <sup>†</sup>	
LI 11	Local	2,939	2,720	2,647	2,600	2,466	2,422	

<sup>†</sup> Targets for BVPI 142iii have been set at 22.69 for 2006/2007 and 22.28 for 2007/2008.

### Background to BVPI 142

We are constantly striving to reduce the damage and loss caused by all types of fire.

We focus particularly on fires in the home, which pose the greatest threat to the lives and safety of the community, by acting to prevent fires before they occur.

We will always be there to respond quickly to emergencies should the worse happen, but we would rather prevent fire by informing the community of the dangers, helping educate children about fire risks and working with others to make those most at risk from fire safer.

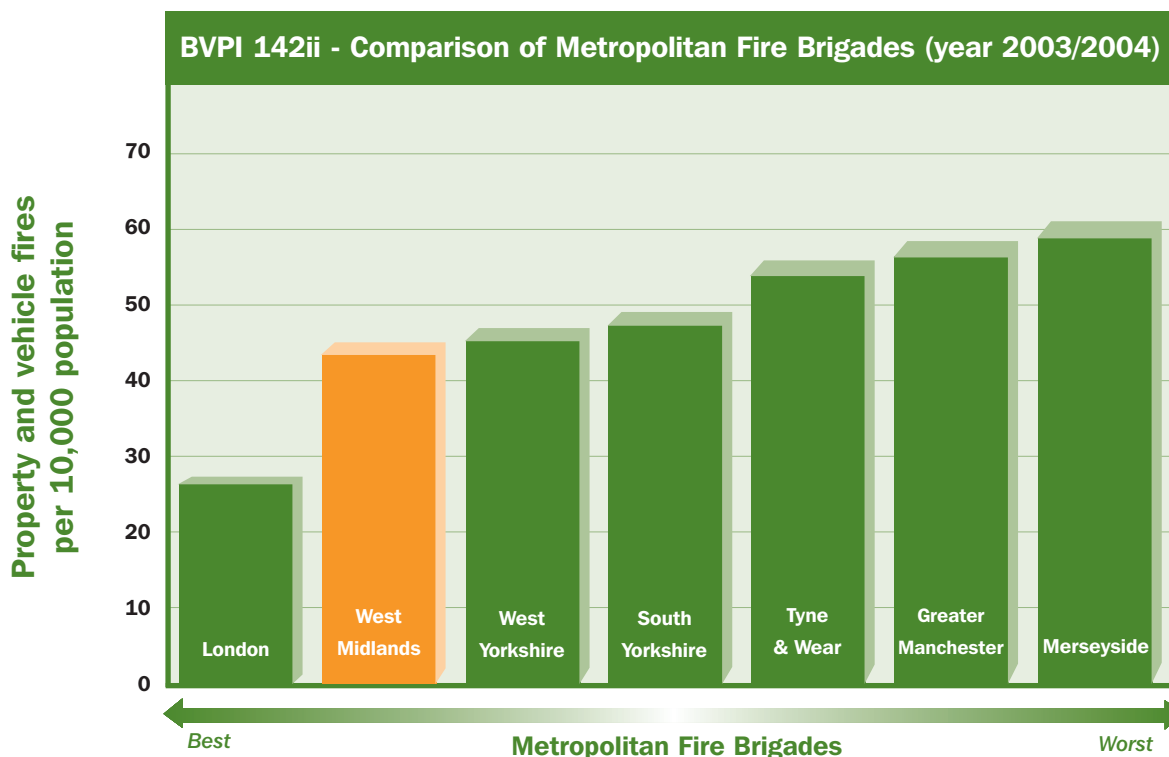
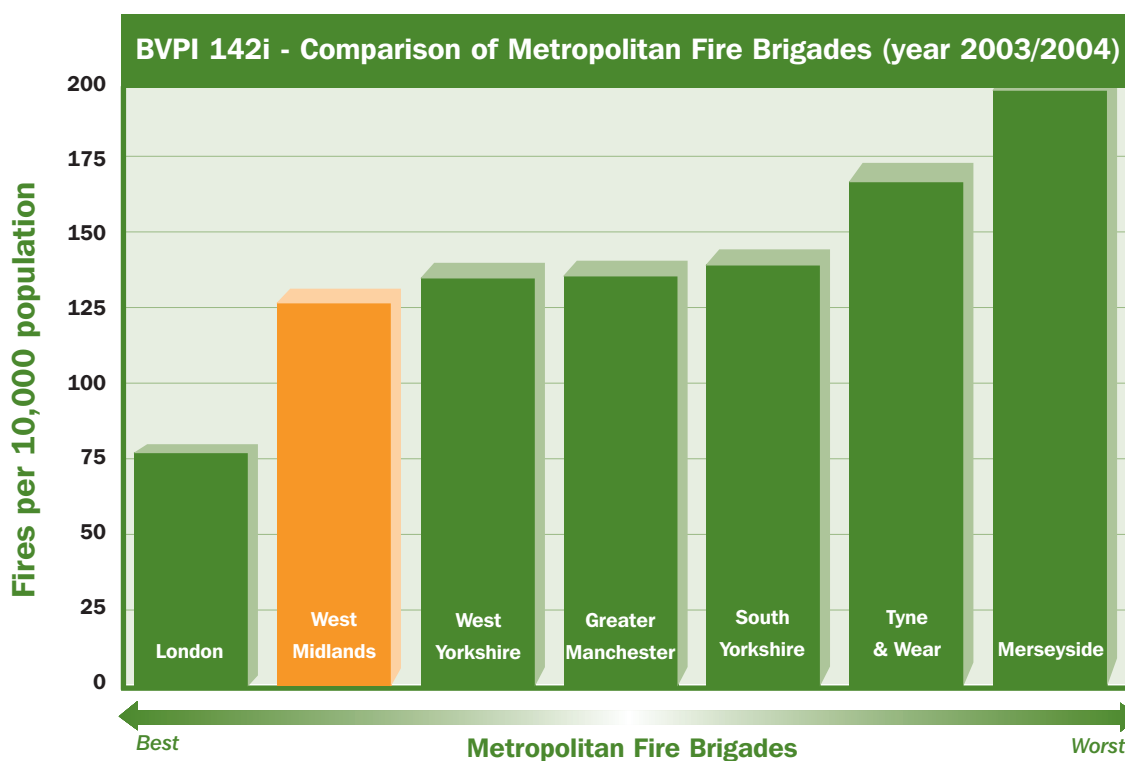
### How the New Target will be met

We can never be complacent about the number of primary fires and accidental dwelling fires and we must continue to find new ways to make the community safer.

- We will continue to work in partnership with other external agencies including local authorities, schools and health agencies
- We will actively target high risk community areas with the aim of carrying out Home Fire Risk Assessments (HFRA)
- We will use our Fire Safety Education Programme to promote the understanding and ownership of fire safety within the community. This will be achieved through programmes such as SPARKS (Key Stage II education resource), the Arson Key Stage II presentation pack for schools and 'Dying to Drive'
- We will enforce legislation, for which the Authority is responsible, to manage fire risk in a range of premises

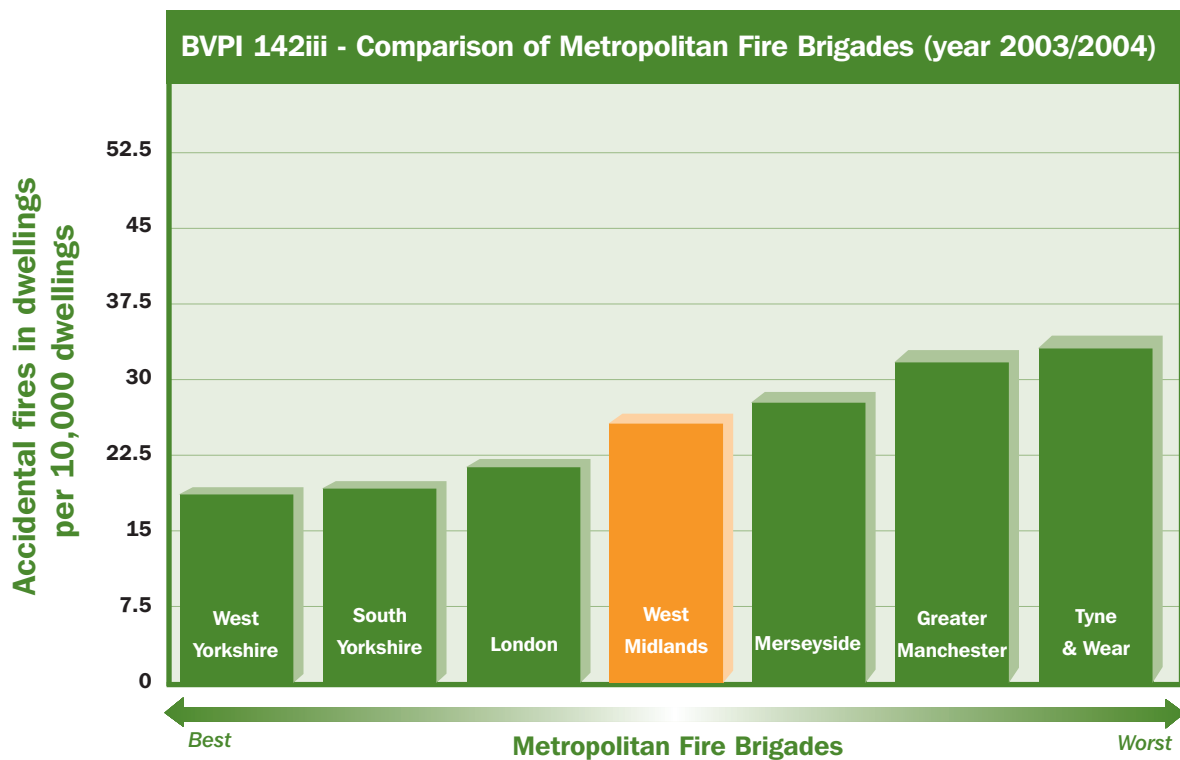
## Indicators Relating to Fires

The following three charts show the comparison of the West Midlands against other Metropolitan Fire Brigades' results, relating to the number of fires in the three category areas shown on pages 30 and 31.







## Indicators Relating to Fires



## Indicators Relating to Fires



<b>BVPI 206</b>	<b>The number of arson fires in property and vehicles per 10,000 population</b>
<b>LI 23</b>	<b>The number of arson fires in property and vehicles</b>

**DEFINITION:** The number of fires in property and vehicles where the cause was arson.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 206	Service Specific	29.11	28.02	25.35	24.87	19.8	Deleted Indicator	
LI 23	Local	7,624	7,158	6,530	6,407	5,104	Deleted Indicator	

<b>BVPI 206i</b>	<b>The number of arson property fires (excluding arson fires in vehicles) per 10,000 population</b>
<b>LI 24</b>	<b>The number of arson property fires (excluding arson fires in vehicles)</b>



**DEFINITION:** The number of fires in dwellings or other buildings where the cause was arson.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 206i	Service Specific	10.38	9.14	9.48	New	7.56	7.56†	
LI 24	Local	2,725	2,334	2,443	New	1,948	1,948	

† Targets for BVPI 206i have been set at 7.56 for 2006/2007 and 7.56 for 2007/2008.

<b>BVPI 206ii</b>	<b>The number of arson fires in vehicles per 10,000 population (excluding derelict vehicles)</b>
<b>LI 3</b>	<b>The number of arson fires in vehicles (excluding derelict vehicles)</b>

**DEFINITION:** The number of fires in vehicles where the cause was arson (excluding derelict vehicles).



Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 206ii	Service Specific	18.67	18.60	15.83	15.53	12.24	12.02†	
LI 3	Local	4,901	4,750	4,077	4,000	3,156	3,100	

† Targets for BVPI 206ii have been set at 11.81 for 2006/2007 and 11.60 for 2007/2008.

## Indicators Relating to Fires

<b>BVPI 206iii</b>	<b>The number of arson fires not involving property or vehicles (e.g. grass or rubbish fires) per 10,000 population</b>
<b>LI 25</b>	<b>The number of arson fires not involving property or vehicles (e.g. grass or rubbish fires)</b>



**DEFINITION:** The number of arson fires not involving property or vehicles e.g. grass or rubbish fires.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 206iii	Service Specific	50.11	54.55	73.37	New	41.24	56.19 <sup>†</sup>	
LI 25	Local	13,153	13,933	18,898	New	10,633	14,488	

<sup>†</sup> Targets for BVPI 206iii have been set at 56.91 for 2006/2007 and 51.45 for 2007/2008.

<b>BVPI 206iv</b>	<b>The number of arson fires in derelict vehicles per 10,000 population</b>
<b>LI 26</b>	<b>The number of arson fires in derelict vehicles</b>

**DEFINITION:** The number of arson fires in derelict vehicles per 10,000 population.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 206iv	Service Specific	1.19	1.70	1.74	New	0.93	0.93 <sup>†</sup>	
LI 26	Local	313	433	449	New	239	239	

<sup>†</sup> Targets for BVPI 206iv have been set at 0.93 for 2006/2007 and 0.93 for 2007/2008.

## Indicators Relating to Fires

### Background to BVPI 206i, ii, iii and iv

The West Midlands Arson Task Force (WMATF) has been specifically established to support the targeting of all deliberate fires, initially concentrating on the reduction of vehicle arson by working with our partners in local authorities.

The work is divided between prevention, education, investigation and detection.

The WMATF combines the information from its partners disseminating those results to determine its priority for that year, thus being efficient in managing the work to achieve the best impact.

This approach of data exchange allows all concerned to understand the real issues and minimises misconceptions or distorted views.

### How the New Target will be met

It is accepted that each type of deliberate fire requires a different strategy.

- **Building Fires**

The successful 'Play it Safe' campaign with West Midland schools introduced in 2004 will be further developed in 2005. In addition, a similar pack 'Keep Your Business in Business' has been developed for businesses which are also vulnerable to arson.

- **Vehicle Fires**

Working with local authority partners to remove abandoned vehicles quickly helps prevent crime and deliberate vehicle fires.

- **Secondary fires\***

Our new Key Stage II pack (detailed on page 31) will support local firefighters in delivering an arson message and also a fire safety message in schools.

Key Stage III initiatives including theatre productions will be concluded this year.



We will continue to profile arson 'hotspots' thus reducing a specific risk to any given high risk area, this will include target hardening and the identification of 'at risk' empty buildings.

\* Secondary fires include grass, rubbish etc...

## Indicators Relating to Fires

<b>BVPI 207</b>	<b>The number of fires in non-domestic premises per 1,000 non-domestic premises</b>
<b>LI 27</b>	<b>The number of fires in non-domestic premises</b>

**DEFINITION:** The number of fires in non-domestic premises per 1,000 non-domestic premises.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
<b>BVPI 207</b> <small>Service Specific</small>	26.60	23.32	24.06	New	20.88	20.31 <sup>†</sup>	
<b>LI 27</b>	2,369	2,074	2,138	New	1,869	1,818	

<sup>†</sup> Targets for BVPI 207 have been set at 19.77 for 2006/2007 and 19.25 for 2007/2008.

### Background to BVPI 207

We recognise the profound impact that fires in commercial premises have, not only on the economy but the environment and the community.

We will strive to deter arson and educate employers and employees in the prevention of fires.

### How the New Target will be met

The West Midlands Arson Task Force will continue to profile arson and work with our partners to manage down this crime and the causes of it.

The new 'Keep Your Business In Business' pack will initially target 6,000 businesses across the West Midlands and provide advice and support in fire prevention and disaster recovery.

Business Liaison Officers will work in partnership with stakeholders to protect their assets from arson and accidental fires.


Fire Safety Inspecting Officers will identify potential sources of ignition to occupiers in conjunction with their enforcement role.

## Indicators Relating to Fires

### BVPI 208

**The percentage of people in accidental dwelling fires who escape unharmed without any assistance at the fire**

**DEFINITION:** The percentage of people in accidental dwelling fires who escape unharmed without any assistance at the fire.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 208 <small>Service Specific</small>	91.3%	90.4%	91.8%	New	89.1%	90.1% <sup>†</sup>	

<sup>†</sup> Targets for BVPI 208 have been set at 91.1% for 2006/2007 and 92.1% for 2007/2008.

### Background to BVPI 208

In our aim of continuous improvement we are striving to reduce death and injuries from fires occurring in the home. We have identified those people in our community who are at greatest risk.

We can respond quickly to incidents but through education and a targeted programme to increase smoke alarm ownership, we aim to reduce the numbers of injuries and rescues from accidental dwelling fires, ensuring more people escape unharmed.

### How the New Target will be met

The successful Home Fire Risk Assessment (HFRA) initiative is raising awareness of the dangers of fire in the home and encourages people to make escape plans and fit smoke alarms. To support this ongoing initiative we will:


- Focus our resources on identified high risk groups and areas in our community
- Continue to deliver our multi-faceted fire safety education programme encapsulating fire safety messages which are appropriate to all primary schools across the West Midlands. This programme is delivered primarily by station personnel
- Further develop our partnership initiative with Birmingham City Council which has been designed to address fire safety issues surrounding Houses in Multiple Occupation (HMOs)

## Indicators Relating to Fires

### BVPI 209i

**The percentage of dwelling fires attended where a smoke alarm activated and raised the alarm**

**DEFINITION:** The percentage of fires attended in dwellings where a smoke alarm activated and raised the alarm.


Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 209i	Service Specific	n/a	n/a	n/a	n/a	n/a	New	

No data is available for this indicator. Data collection started 1.4.05

### BVPI 209ii

**The percentage of dwelling fires attended where a smoke alarm was fitted but did not activate**

**DEFINITION:** The percentage of fires attended in dwellings where a smoke alarm was fitted but did not activate.


Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 209ii	Service Specific	10.7%	11.9%	12.0%	New	14.2%	14.2%†	

† Targets for BVPI 209ii have been set at 14.2% for 2006/2007 and 14.2% for 2007/2008.

### BVPI 209iii

**The percentage of dwelling fires attended where no smoke alarm was fitted**

**DEFINITION:** The percentage of fires attended in dwellings where no smoke alarm was fitted

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 209iii	Service Specific	53.3%	55.9%	53.5%	New	47.8%	40.0%†	

† Targets for BVPI 209iii have been set at 31.0% for 2006/2007 and 20.6% for 2007/2008.

## Indicators Relating to Fires

### Background to BVPI 209i, ii and iii

Working smoke alarms play an important role in reducing the levels of death, injury and loss from fire.

These BVPIs gives us an indication of the levels of smoke alarm ownership within premises affected by fire.

### How the New Target will be met

As part of the Home Fire Risk Assessment (HFRA) initiative we now provide 10 year sealed smoke alarms which remove the need for battery replacement on an annual basis. In addition, firefighters and Fire Service trained external partners carry out HFRAs and smoke alarm fitting. With the financial support of ODPM we are increasing the amount of activity undertaken in this area.




## Indicators Relating to Fires

### BVPI 144

**The percentage of accidental fires in dwellings confined to the room of origin**

**DEFINITION:** The percentage of dwelling fires where the cause was accidental or not known, where fire and heat damage were confined to the room of origin.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 144 <small>Service Specific</small>	91.99%	92.53%	90.63%	91%	89.9%	91.37% <sup>†</sup>	

<sup>†</sup> Targets for BVPI 144 have been set at 91.74% for 2006/2007 and 92.11% for 2007/2008.

### Background to BVPI 144

This indicator demonstrates:

- The effectiveness of actions taken by members of the public to prevent fires occurring
- The protection measures that are in place to detect fire and contain it within the room of origin
- The effectiveness of the emergency response that we provide.

Through the HFRA process and other fire prevention-based activity, we will be increasing the quality of our work and the amount of time that we commit to this type of activity, so that we can improve our performance.

### How the New Target will be met

We have introduced an HFRA process that will target our resources at those most at risk from fire.



A key element to this initiative will be the fitting of smoke alarms to provide early detection of fire. In addition, we will ensure that we target our resource at the areas which present the greatest risk.

We will continue to campaign for the installation of Automatic Fire Suppression Systems in those dwellings that present the highest risk from fire.

## Indicators Relating to Fires

<b>BVPI 146i</b>	<b>The number of malicious false alarm calls not attended by the Brigade per 1,000 population</b>
<b>LI 4c</b>	<b>The number of malicious false alarm calls not attended by the Brigade</b>



**DEFINITION:** The call was made with the intention of calling the Brigade to attend a non existent fire – not attended.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 146i	Service Specific	1.27	1.32	1.27	New	1.29	1.28 <sup>†</sup>	
LI 4c	Local	3,343	3,380	3,268	New	3,331	3,300	

<sup>†</sup> Targets for BVPI 146i have been set at 1.27 for 2006/2007 and 1.26 for 2007/2008.

<b>BVPI 146ii</b>	<b>The number of malicious false alarm calls attended by the Brigade per 1,000 population</b>
<b>LI 4b</b>	<b>The number of malicious false alarm calls attended by the Brigade</b>

**DEFINITION:** The call was made with the intention of calling the Brigade to attend a non existent fire – attended.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 146ii*	Service Specific	1.97	1.70	1.58	1.55	1.25	1.24 <sup>†</sup>	
LI 4b	Local	5,176	4,352	4,069	4,000	3,214	3,200	

<sup>†</sup> Targets for BVPI 146ii have been set at 1.24 for 2006/2007 and 1.23 for 2007/2008.

\* This indicator was previously reported as BVPI 146.

## Indicators Relating to Fires

### Background to BVPI 146i and ii

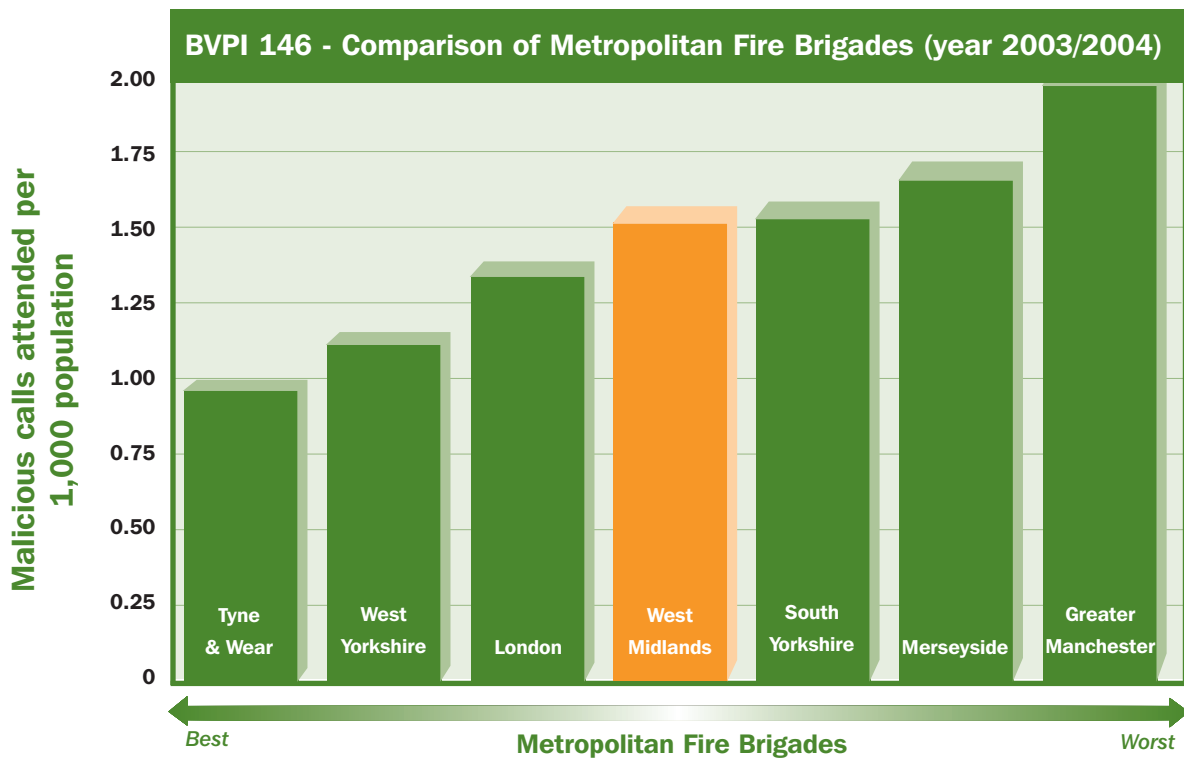
Deliberately calling the Fire Brigade when there is no emergency has a serious impact on the service that we provide and can lead to loss of life. Most of these calls are made by children. For several years, we have been working with partners, including the Police and telephone companies, to reduce this problem.

### How the New Target will be met

Our initiative to target hoax calls from mobile phones has proven to be a robust initiative which is ongoing. Procedures have been revised regarding abandoned calls; we will only attend if contact can be re-established with the mobile phone caller.

Awareness about the consequences of making hoax calls is included within our fire safety education programme.



We will continue to develop our call management strategy in line with recently issued Government guidelines.



## Indicators Relating to Fires

<b>BVPI 149</b>	<b>The total number of false alarm calls due to Automatic Fire Alarms in domestic and non-domestic properties per 1,000 non-domestic properties</b>
<b>LI 5</b>	<b>The number of false alarms calls due to Automatic Fire Alarms</b>


**DEFINITION:** The call was initiated by, or in response to, automatic fire alarms in domestic or non-domestic properties.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 149	Service Specific	107.75	118.27	133.50	118.18	143.38	134.09	
LI 5	Local	9,596	10,517	11,861	10,500	12,832	12,000	

No targets set for 2006/2007, 2007/2008 since this indicator will be reported under BVPI 149i and LI29 in future years.

<b>BVPI 149i</b>	<b>The number of false alarms caused by automatic fire detection per 1,000 non-domestic properties</b>
------------------	--

**DEFINITION:** The call was initiated by, or in response to, automatic fire alarms in non-domestic properties

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 149i	Service Specific	n/a	n/a	n/a	n/a	n/a	New	


Data not available. Data collection starting 1.6.05.

## Indicators Relating to Fires

### BVPI 149ii

The number of those properties with more than one attendance\*

**DEFINITION:** The number of those properties with more than one attendance since 1st April 2005.


Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 149ii <small>Service Specific</small>	n/a	n/a	n/a	n/a	n/a	New	

Data not available. Data collection starting 1.6.05.

### BVPI 149iii

The percentage of calls which are to a property with more than one attendance\*

**DEFINITION:** The percentage of calls to those properties with more than one attendance since 1st April 2005.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 149iii <small>Service Specific</small>	n/a	n/a	n/a	n/a	n/a	New	

Data not available. Data collection starting 1.6.05.

\* Both of these indicators are linked to BVPI 149i.

## Indicators Relating to Fires

### Background to BVPI 149

There is continuing growth in the number of Automatic Fire Alarm (AFA) systems being installed throughout the country, and this has increased the potential for false alarms.

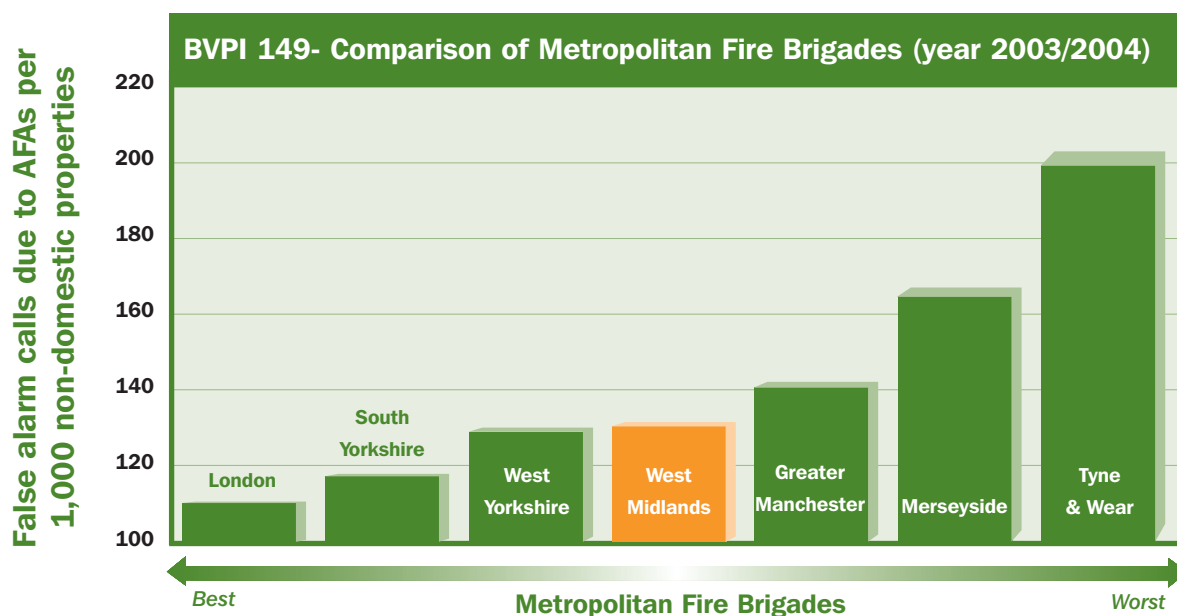
This is a national problem reflected in the number of calls received from within the West Midlands area.

### How the New Target will be met

Our Fire Alarm Technician will provide specific expertise in this area.

The responsibility for installing and maintaining reliable systems falls to the owners and occupiers of those buildings and we will be working with these people to manage down the current call rate.



We are reviewing our policy and systems in light of the recently published Chief Fire Officers' Association (CFOA) Unwanted Fire Signals report.



## Indicators Relating to Fires

<b>BVPI 143i</b>	<b>The number of deaths from accidental fires in dwellings per 100,000 population</b>
<b>LI 18</b>	<b>The number of deaths from accidental fires in dwellings</b>



**DEFINITION:** Deaths which occurred in dwelling fires where the cause of the fire was accidental or not known.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 143i	Service Specific	0.61	0.90	0.58	0.54	0.47	0.35 <sup>†</sup>	
LI 18	Local	16	23	15	14	12	9	

<sup>†</sup> Targets for BVPI 143i have been set at 0.35 for 2006/2007 and 0.35 for 2007/2008.

<b>BVPI 143ii</b>	<b>The number of injuries from accidental fires in dwellings per 100,000 population</b>
<b>LI 20</b>	<b>The number of injuries from accidental fires in dwellings</b>

**DEFINITION:** Injuries which occurred in dwelling fires, where the cause of the fire was accidental or not known. (Those people who attended hospital for a precautionary check up are not included in these figures.)

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 143ii	Service Specific	8.86	10.79	7.69	7.38	7.60	7.37 <sup>†</sup>	
LI 20	Local	233	278	198	190	196	190	

<sup>†</sup> Targets for BVPI 143ii have been set at 7.14 for 2006/2007 and 6.92 for 2007/2008.

## Indicators Relating to Fires

### Background to BVPI 143i and ii

The greatest number of people who die in fire, do so in the home. Many of these victims are those who are vulnerable in society; the elderly, those on low incomes and people affected by alcohol or drugs. Smokers are at significantly higher risk. Many live in poor quality housing with lower standard furniture. Although no one can afford to be complacent about fire, this combination of circumstances means that some groups are at higher risk. We have introduced many programmes over the last ten years, substantially and consistently reducing these deaths to the current level. We need to maintain this pressure and work harder to help those most in need.

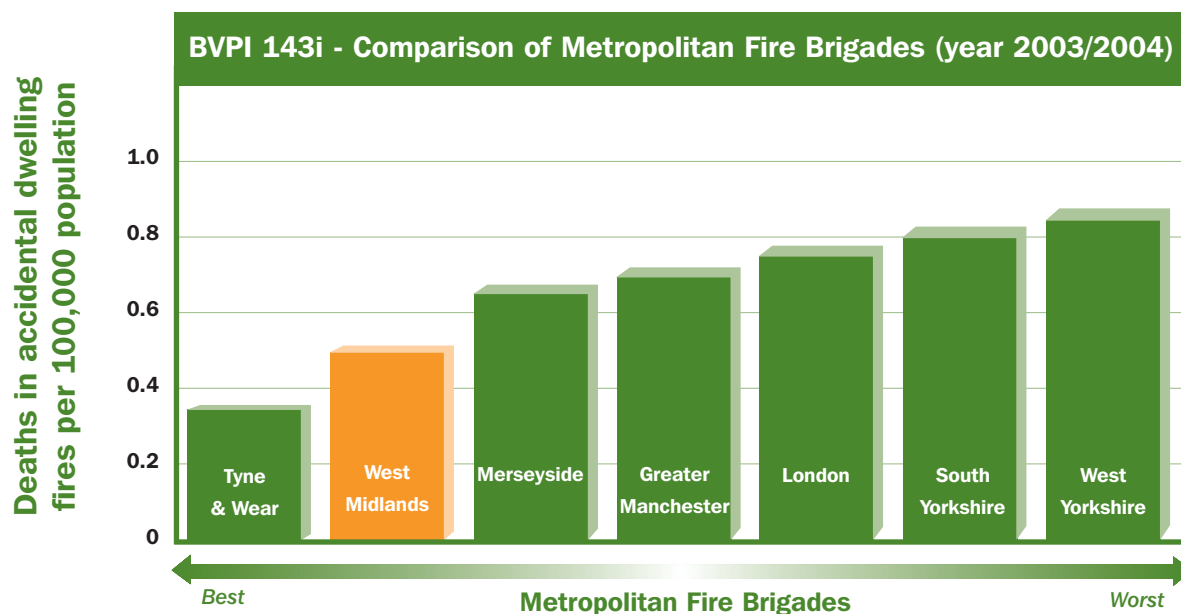
Many of the factors that lead to death from fire also result in injuries, which can be severe. The most common injuries occur in the kitchen, usually involving fat pans or grills. We campaign regularly, utilising a fleet of demonstration units, to warn of the dangers of cooking with fat or oil.

### How the New Target will be met

We have introduced a 'strategic reserve' capability that will enable us to increase significantly the amount of time that our personnel spend on prevention activity including the delivery of Home Fire Risk Assessment (HFRA).

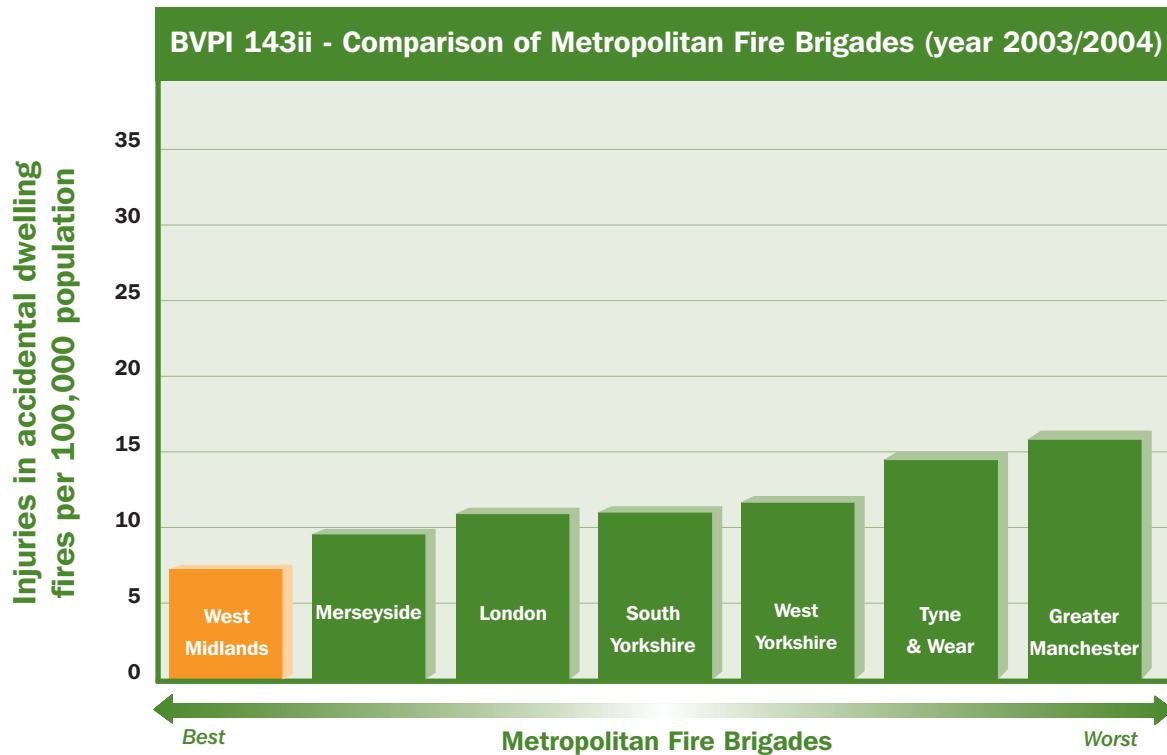
The HFRA process will reduce the potential for fire by raising awareness of the common causes of fire; chip pans, smoking and electrical faults and by encouraging people to develop escape plans.

We will work to increase the number of working smoke alarms that are fitted in dwellings and we will also continue to campaign for the installation of Automatic Fire Suppression Systems in those dwellings that present the highest risk from fire.





## Indicators Relating to Fires



### Directed Action Planning

Aimed at reducing risk across all the Fire 'Service Specific' Indicators, the Brigade has introduced a process known as Directed Action Planning (DAP).

DAP has been developed to enable a knowledge-driven planning process to direct our prevention activity and therefore embed local prevention work into the Departmental Plan, managed by Community Protection. The process involves all 41 stations in the development of nine group action plans. Local Targets, set as part of DAP, are significant in improving service because they are locally focussed and directly related to local requirements. Increased use of these targets will in turn increase the focus on the needs of service users.

Risk maps, showing 'hot spots' are produced annually, normally in November. These are

then used to develop local targets, taking into account risk and local knowledge of the area concerned. The targets are set by station groups, not by individual stations, who will utilise their combined resources to achieve the targets for the area. All targets must focus on, and help achieve, the Authority's Corporate Aims.


Once completed, the proposed action plan targets are submitted for approval and, where appropriate, for identifying/providing additional resource. The Community Protection Department instigate review meetings at specific times during the year to gain updates on progress towards achievement of the targets.

## Personnel Indicators

### BVPI 11i

### Women in Senior Management

**DEFINITION:** The percentage of top 5% of earners that are women.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 11i <small>Corporate Health</small>	4.05%	4.59%	5.29%	5.50%	4.76%	5.29%†	

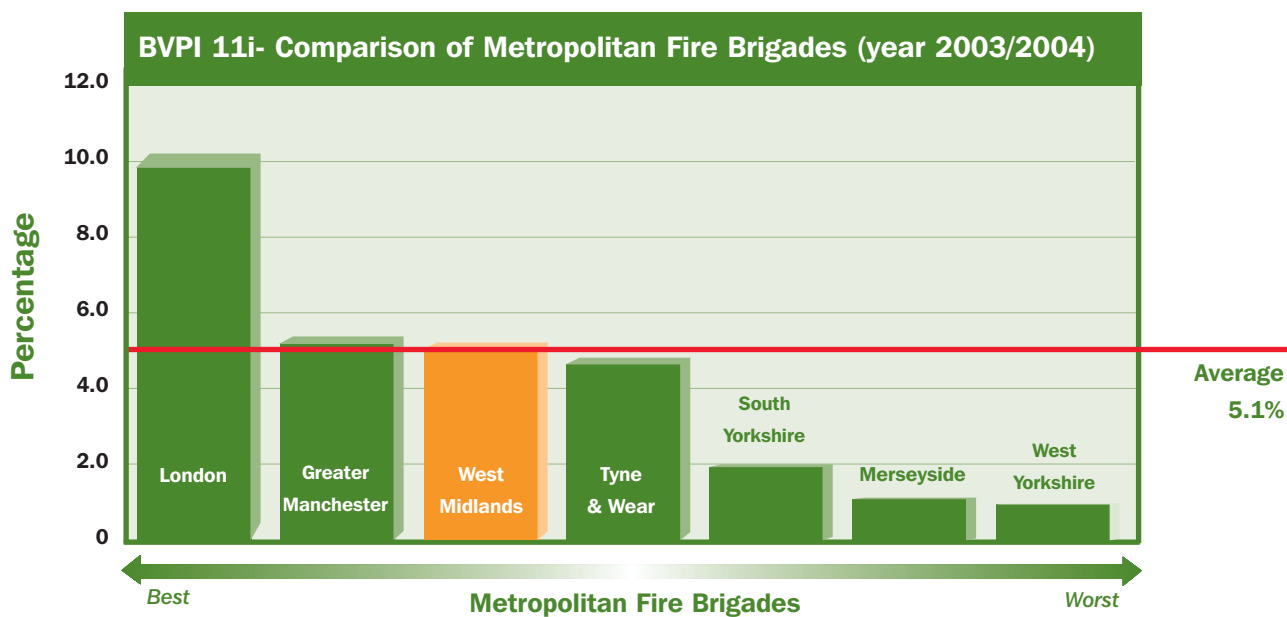
† Targets set for BVPI 11i have been set at 5.71% for 2006/2007 and 6.19% for 2007/2008.

#### Background to BVPI 11i

This figure is particularly influenced by the overall low percentage of women employed as uniformed staff (see BVPI 210), as the greater number of 'senior management' positions are held within the uniformed structure of the organisation.

#### How the New Target will be met

The Authority will continue to actively promote equality of opportunity throughout all of its organisational structures and will seek to develop women staff in middle management positions.




## Personnel Indicators

### BVPI 11ii

### Ethnic minority Staff in Senior Management

**DEFINITION:** The percentage of top 5% of earners from ethnic minority communities.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 11ii <small>Corporate Health</small>	1.80%	0.50%	1.32%	1.70%	0.95%	1.32%†	

\* Targets for BVPI 11ii have been set at 1.90% for 2006/2007 and 2.86% for 2007/2008.

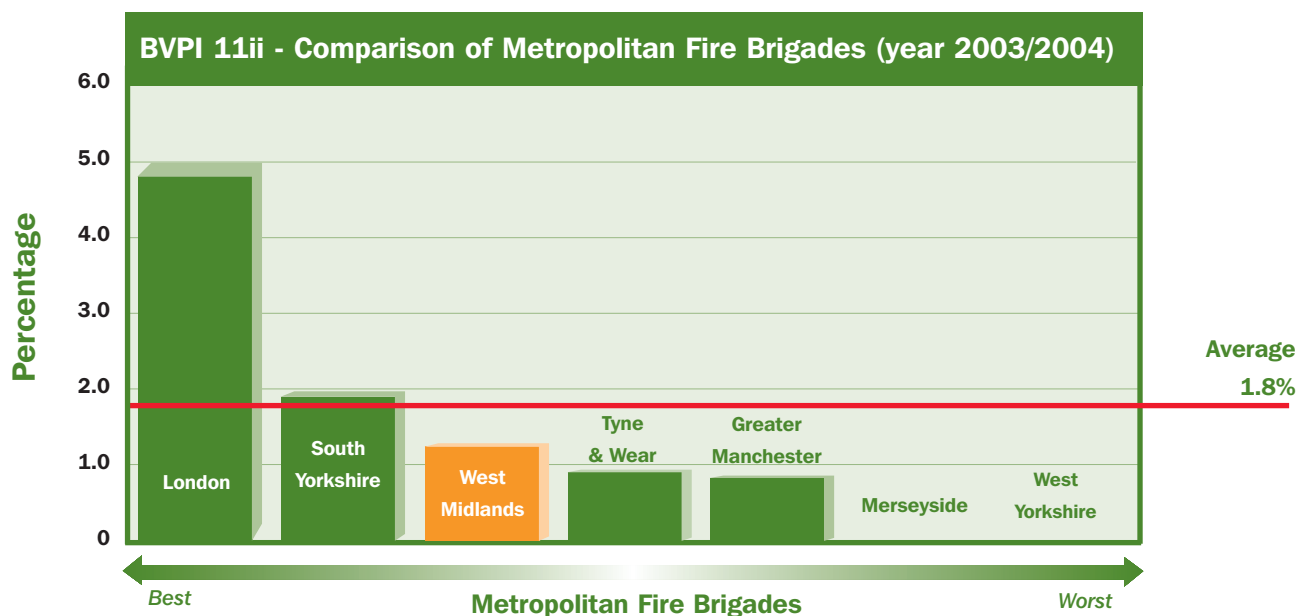
#### Background to BVPI 11ii

The Fire Service has been actively trying to secure a workforce that is reflective of the community in terms of ethnicity.

However, this Indicator is designed to monitor the progress to senior management positions achieved by those ethnic minority staff.

#### How the New Target will be met

The Authority will continue to actively promote equality of opportunity throughout all of its organisational structures and will seek to develop ethnic minority staff in middle management positions.




## Personnel Indicators

### BVPI 11iii

### The top 5% of earners that have a disability

**DEFINITION:** The percentage of the top 5% of earners that have a disability

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 11iii <small>Corporate Health</small>	n/a	n/a	n/a	n/a	0.20%	0.20%†	

† Targets set for BVPI 11iii have been set at 0.24% for 2006/2007 and 0.30% for 2007/2008.

### Background to BVPI 11iii

This is a new indicator for 2005/2006.

### How the New Target will be met


The Authority will actively promote equality of opportunity and has already recognised the need to adapt the workplace and/or the role for people with disabilities. A suitable budget has been set aside to allow this to happen.

## Personnel Indicators

### BVPI 12i

**The average number of working days/shifts lost due to sickness absence – wholetime, uniformed staff**

**DEFINITION:** The total number of working days/shifts lost due to sickness absence by all wholetime, uniformed staff, divided by the number of wholetime, uniformed staff, excluding staff working in our call handling centre (Fire Control).

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 12i	Corporate Health	8.58	10.45	10.58	9.50	9.84	9.25 <sup>†</sup>	

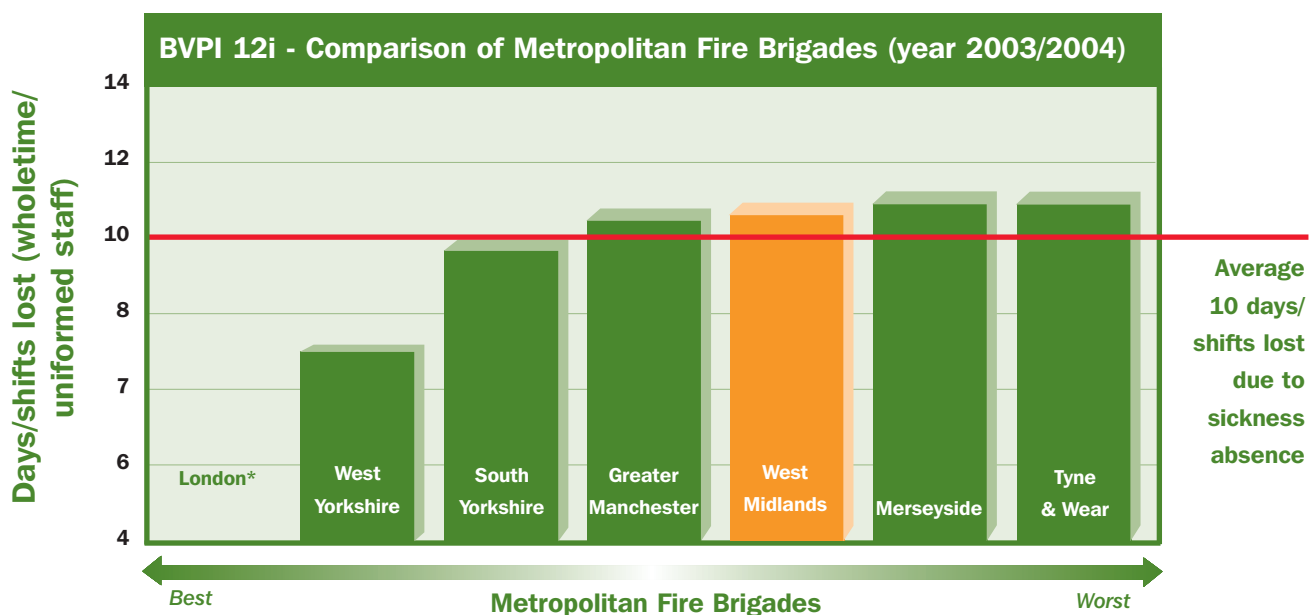
<sup>†</sup> Targets for BVPI 12i have been set at 9% for 2006/2007 and 8.75% for 2007/2008.

### Background to BVPI 12i

This Indicator was introduced following the publication of a number of Government reports on growing concerns regarding the sickness levels of Local Government employees.

### How the New Target will be met

The improvements will be achieved by reviewing the existing Absence Management Policy and improving the overall management of ill health by line managers.




\* London figures not available

## Personnel Indicators

### BVPI 12ii

**The average number of working days/shifts lost due to sickness absence – All staff**

**DEFINITION:** The total number of working days/shifts lost due to sickness absence by all staff, divided by the number of staff.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 12ii	Corporate Health	9.01	10.56	10.88	9.50	9.72	9.25 <sup>†</sup>	

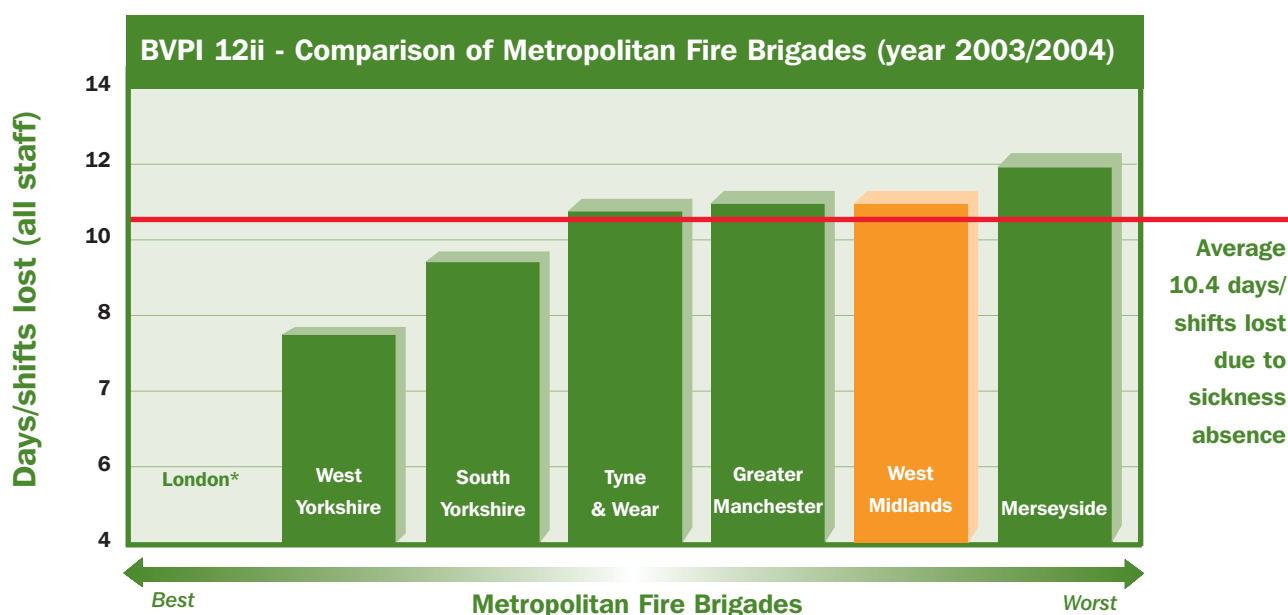
<sup>†</sup> Targets for BVPI 12ii have been set at 9% for 2006/2007 and 8.75% for 2007/2008.

### Background to BVPI 12ii

This Indicator was introduced following the publication of a number of Government reports on growing concerns regarding the sickness levels of Local Government employees.

### How the New Target will be met

The improvements will be achieved by reviewing the existing Absence Management Policy and improving the overall management of ill health by line managers.




\* London figures not available

## Personnel Indicators

### BVPI 15i

**The percentage of those staff eligible for the firefighters' pension scheme retiring on grounds of ill health**

**DEFINITION:** The percentage of those staff eligible for the firefighters' pension scheme taking ill health retirement. Ill health retirement can occur at any age where a duly qualified doctor certifies that the employee is permanently disabled for work.

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 15i	Corporate Health	1.76%	1.90%	3.00%	2.00%	1.18%	1.18%†	

† Targets for BVPI 15i have been set at 1.10% for 2006/2007 and 1.00% for 2007/2008.

### Background to BVPI 15i

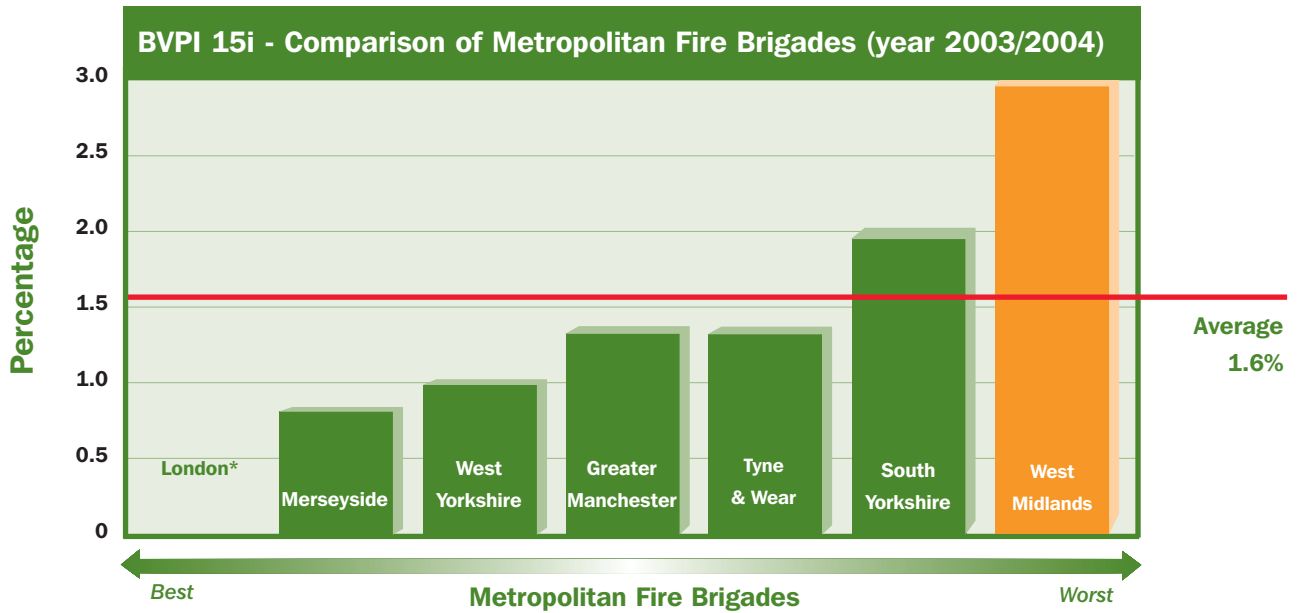
This Indicator was introduced following the publication of a number of Government reports on growing concerns regarding the levels of early retirements within the Local Government Sector. Due to the nature of the duties undertaken by uniformed staff, it is inevitable that a percentage of the workforce will sustain injuries that will preclude them from continuing as operational personnel.

However, redeployment of individuals into another position will be pursued wherever possible, thus enabling them to continue in employment.

### How the New Target will be met

The improvements will be met following changes to the way Occupational Health is managed within the Brigade. Specifically, the Authority has recently changed the contract for medical services to include practitioners with formally recognised Occupational Health qualifications.

## Personnel Indicators



\* London figures not available




## Personnel Indicators

### BVPI 15ii

**The percentage of those staff eligible for the Local Government Pension Scheme retiring on the grounds of ill health**

**DEFINITION:** The percentage of those staff eligible for the Local Government Pension Scheme (non-uniformed and Fire Control staff) taking ill health retirement. Ill health retirement can occur at any age where a duly qualified doctor certifies that the employee is permanently disabled for work.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 15ii <small>Corporate Health</small>	0.71%	0.50%	1.40%	0.71%	0.51%	0.51%†	

† Targets for BVPI 15ii have been set at 0.34% for 2006/2007 and 0.17% for 2007/2008.

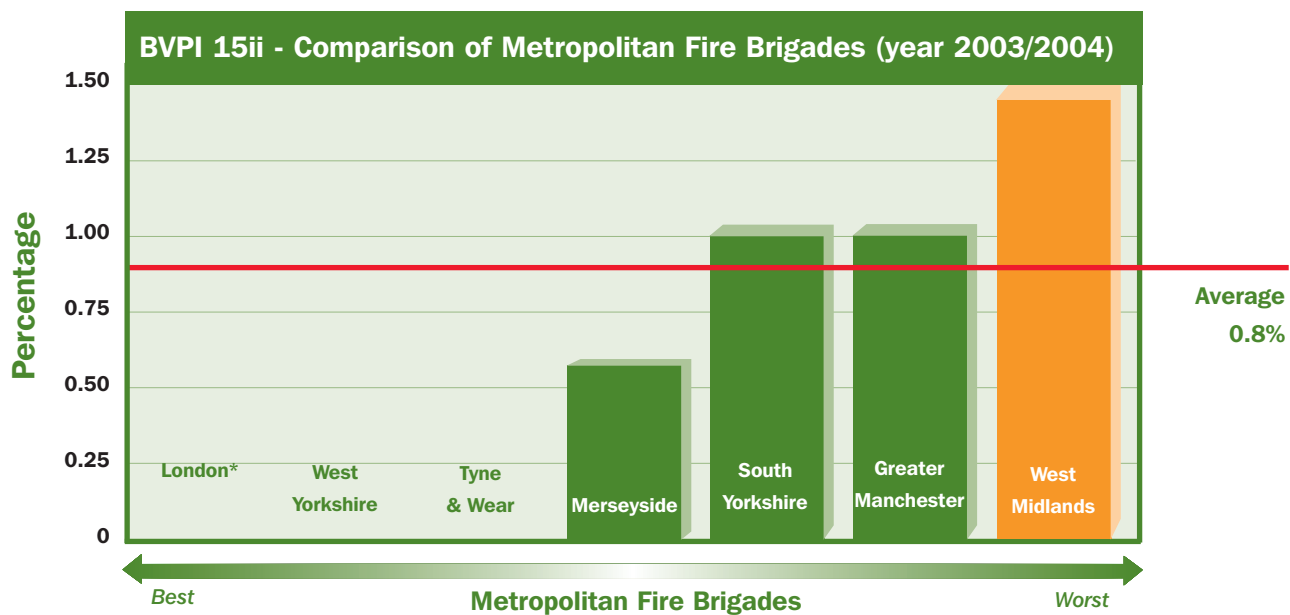
### Background to BVPI 15ii

This Indicator was introduced following the publication of a number of Government reports on growing concerns regarding the levels of early retirements within the Local Government Sector. It is inevitable that a number of employees will develop illnesses and disabilities that will preclude them from continuing to work. However, a number of initiatives are in place which will allow some individuals to be retained by the organisation, the prime initiative being that of redeployment into another position, thus enabling them to continue in employment.

### How the New Target will be met

The improvements will be met following changes to the way Occupational Health is managed within the Brigade. Specifically, the Authority has recently changed the contract for medical services to include practitioners with formally recognised Occupational Health qualifications.

## Personnel Indicators




\* London figures not available

## Personnel Indicators

### BVPI 16ai

**The percentage of wholetime uniformed and retained duty system employees with a disability**

**DEFINITION:** The percentage of wholetime uniformed and retained duty system employees with a disability.


Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 16ai	Corporate Health	n/a	n/a	n/a	New	0.2%	0.3%†	

† Targets for BVPI 16ai have been set at 0.4% for 2006/2007 and 0.5% for 2007/2008.

### BVPI 16aii

**The percentage of fire control and non-uniformed employees with a disability**

**DEFINITION:** The percentage of fire control and non-uniformed employees with a disability.


Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 16aii	Corporate Health	n/a	n/a	n/a	New	0.2%	0.3%†	

† Targets for BVPI 16aii have been set at 0.4% for 2006/2007 and 0.5% for 2007/2008.

### BVPI 16bi

**The percentage of the economically active population in the authority area who have a disability**

**DEFINITION:** The percentage of the economically active population in the authority area who have a disability

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 16bi	Corporate Health	n/a	n/a	n/a	New	12.64%	No Target	

## Personnel Indicators

### Background to BVPI 16ai, aii and bi

These are new indicators for 2005/2006.

### How the New Target will be met


The Authority will actively promote equality of opportunity and has already recognised the need to adapt the workplace and/or the role for people with disabilities. A suitable budget has been set aside to allow this to happen.

## Personnel Indicators

### BVPI 210

### The percentage of women firefighters

**DEFINITION:** The percentage of women firefighters as a percentage of all uniformed staff (excluding Fire Control)

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 210 <small>Corporate Health</small>	1.18%	1.31%	1.77%	2.00%	2.10%	2.30%†	

† Targets for BVPI 210 have been set at 2.50% for 2006/2007 and 2.75% for 2007/2008.

### Background to BVPI 210

We have been working towards local and national targets since 2000. The targets were designed to encourage Fire Services to become more reflective of the community they serve and to ensure that equality of opportunity was afforded to all those who wished to become a firefighter.

### How the New Target will be met

On the introduction of the targets, short, medium and long term strategies were put into action. Whilst progress has been slow, the longer term strategies are now resulting in significant progress. The current action plan includes the following initiatives which will support the achievement of the targets.


- Building upon the successful link into Birmingham Women's Football Association, and extending this into women's hockey.
- Working with the Armed Forces resettlement projects to promote opportunities for women leaving the services.
- Provision of support for women only fitness courses, via a local college.

## Equality & Diversity Indicators

BVPI 2a	The Level of The Equality Standard for Local Government to which the Authority conforms
---------	---

**DEFINITION:** There are six levels of The Equality Standard for Local Government:

- Level 0: The Authority has not adopted the Equality Standard for Local Government
- Level 1: The Authority has adopted a comprehensive equality policy including commitments to develop equality objectives and targets, to consultation and impact assessment, monitoring, audit and scrutiny.
- Level 2: The Authority has engaged in an impact and needs assessment, a consultation process and an equality action planning process for employment and service delivery.
- Level 3: The Authority has completed the equality action planning process, set objectives and targets and established information and monitoring systems to assess progress.
- Level 4: The Authority has developed information and monitoring systems that enable it to assess progress towards achieving specific targets.
- Level 5: The Authority has achieved targets, reviewed them and set new targets. The Authority is seen as exemplary for its equality programme.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 2a <small>Corporate Health</small>	1	1	1	2	1	3†	

† The target for BVPI 2a has been set at 3 for 2006/2007 and also for 2007/2008.

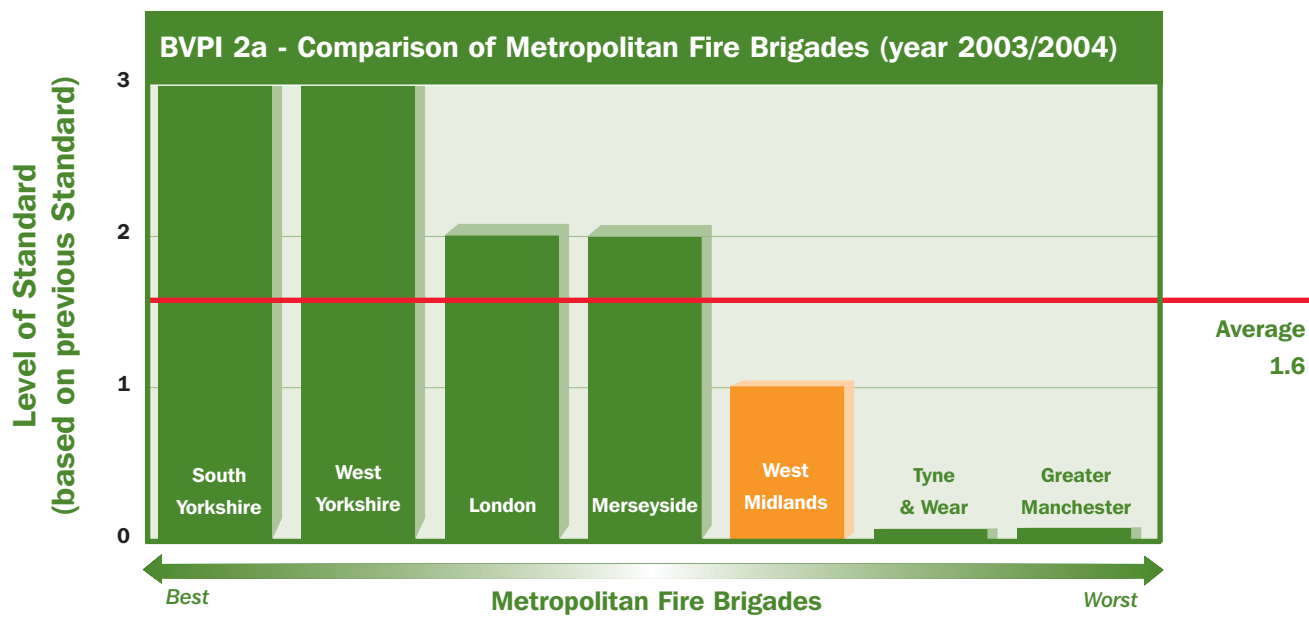
### Background to BVPI 2a

The Equality Standard has been developed as a tool to enable us to mainstream gender, race and disability into our policies and practices. It provides a framework for identifying and removing discriminatory barriers that prevent equal access to services and employment.

### How the New Target will be met

- Equality Impact Assessment training has been undertaken by key personnel, and the framework for assessing has been put into place.
- A consultation strategy will be implemented.
- An equalities action plan will be mainstreamed into the organisation, with devolved local responsibilities for targets clearly identified.

## Equality & Diversity Indicators



## Equality & Diversity Indicators


### BVPI 2b

### The Duty to Promote Race Equality

- DEFINITION:**
- 1. Does the Authority have a Race Equality Scheme (RES) in place?**  
**Does the RES:**
    - a. list the functions and policies that are relevant to the general duty?
    - b. consist of a strategy, which addresses the general duty and each of the specific duties?
    - c. contain clear priorities, targets and outcomes in order to fulfil the general and specific duties?**Is the RES:**
    - d. supported by a timetabled, three-year action plan?
    - e. clearly integrated in all corporate and service level plans and strategies?
    - f. clearly integrated in procurement and partnership strategies and policies and best value reviews?
    - g. actively communicated to members of the public and to staff?
    - h. reviewed regularly by the Authority?
    - i. owned by Council members and senior officers who share responsibility for ensuring outcomes are met and are involved in reviews of the scheme?
  - 2. Are there continuing improvements for race equality from application of the RES? Is there evidence of the measurable improvements in respect of:**
    - j. the representation in the workforce at all levels of the range of ethnic groups in the local area and relevant labour markets?
    - k. improving staff perceptions of equal opportunities for all ethnic groups and reducing any differences?
    - l. widening the ethnic profile of service users having a regard to need and relative to the local population?
    - m. improving satisfaction rates among service users of all ethnic groups and reducing any differences?
    - n. reducing the number of complaints from service users of all ethnic groups and reducing any differences?
    - o. providing services that meet the needs of all ethnic groups in the communities the Authority serves?
    - p. improving service outcomes for all ethnic groups and reducing any differences?
    - q. increasing confidence in reporting racial incidents?
    - r. increasing satisfaction in the way racial incidents resulting in further action are handled?



## Equality & Diversity Indicators

Indicator	Actual Figures			Target for 2004/ 2005	Actual Figure for 2004/2005	Target for 2005/ 2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
<b>BVPI 2b</b> <small>Corporate Health</small>	n/a	n/a	50%	75%	79%	100%	

### Background to BVPI 2b

The Race Relations (Amendment) Act 2000 places a duty on the Fire Service to promote race equality and to publish a Race Equality Scheme, identifying how we intend to achieve the general and specific duties encompassed within the legislation.

### How the New Target will be met


A review of our first Race Equality Scheme will be undertaken, with a revised scheme being issued in 2005. This scheme will address the outstanding areas not currently being met, by putting appropriate measures in place.

## Equality & Diversity Indicators

### BVPI 17

**The percentage of ethnic minority uniformed staff and the percentage of ethnic minority population of working age in the Fire & Rescue Service area**

**DEFINITION:** A. The percentage of uniformed staff from ethnic minority communities.  
B. The percentage of ethnic minority population of working age (18 - 54) in the Fire & Rescue Service area

Indicator		Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
		2001/2002	2002/2003	2003/2004				
BVPI 17	A	3.90%	4.40%	4.80%	6.00%	5.20%	6.00%†	
Corporate Health	B		16%	16%		21.17%		

† Targets for BVPI 17 have been set at 6.75% for 2006/2007 and 7.50% for 2007/2008.

### Background to BVPI 17

The Stephen Lawrence enquiry highlighted that people from ethnic minority communities were under represented within the emergency services. It recommended that steps should be taken to redress this imbalance.

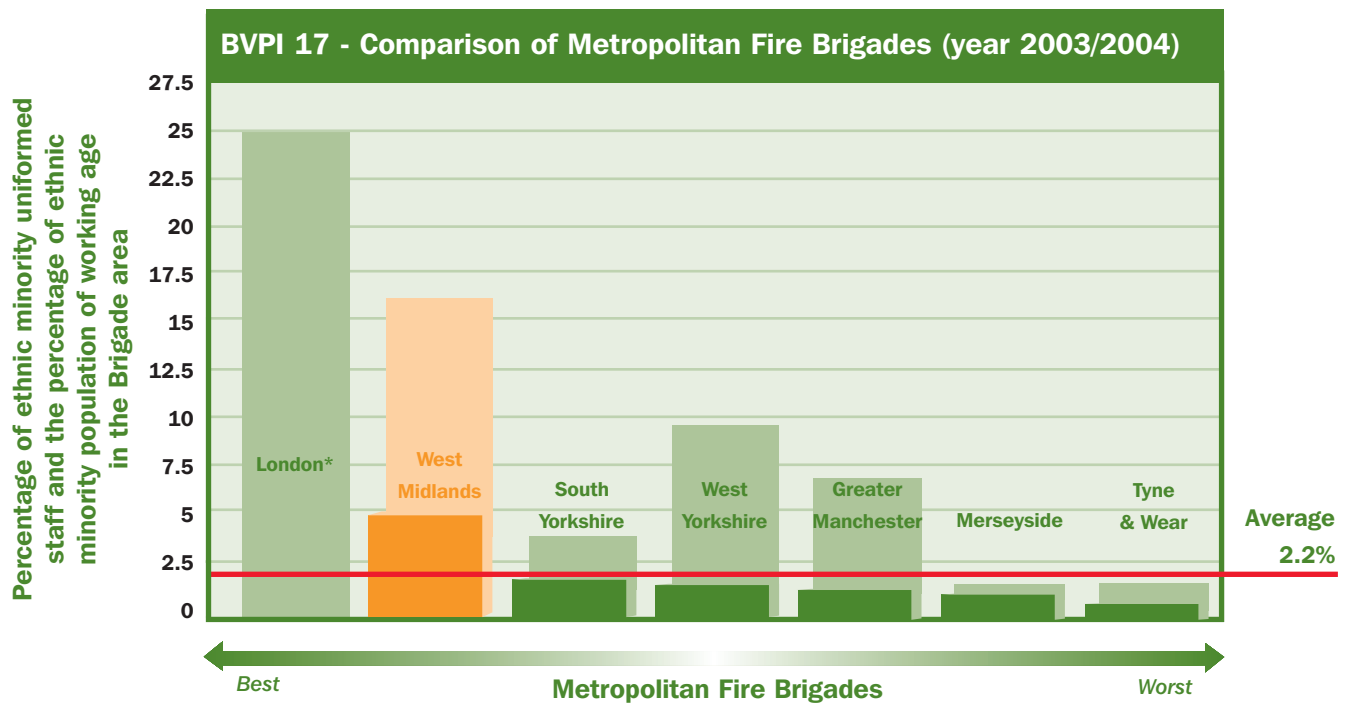
Whilst the national target is 7% (for England and Wales) the West Midlands Fire Service has been set a specific target of 16% by 2009, reflecting the area in which it operates.

### How the New Target will be met

We have in place a 'positive action' plan for 2005/06, which includes long, medium and short term strategies and measures for engaging with ethnic minority people with a view to recruitment into the role of a firefighter. Initiatives include:

- Exploring the viability of raising awareness through local community radio stations.
- Partnership working with the Bangladeshi Youth Forum.
- Development of links into Black Lead Churches.

## Equality & Diversity Indicators




\* London staff figures not available

## Financial Indicators

### BVPI 8

The percentage of invoices for commercial goods and services that were paid by the Authority within 30 days of such invoices being received by the Authority.

**DEFINITION:** The number of undisputed invoices for commercial goods and services paid to external contractors and suppliers during the year, by the Authority, within mutually agreed terms or 30 days if such terms do not exist, as a percentage of all such invoices paid by the Authority in the year.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 8 <small>Corporate Health</small>	95.47%	95.08%	83.70%	100.00%	86.61%*	100%	

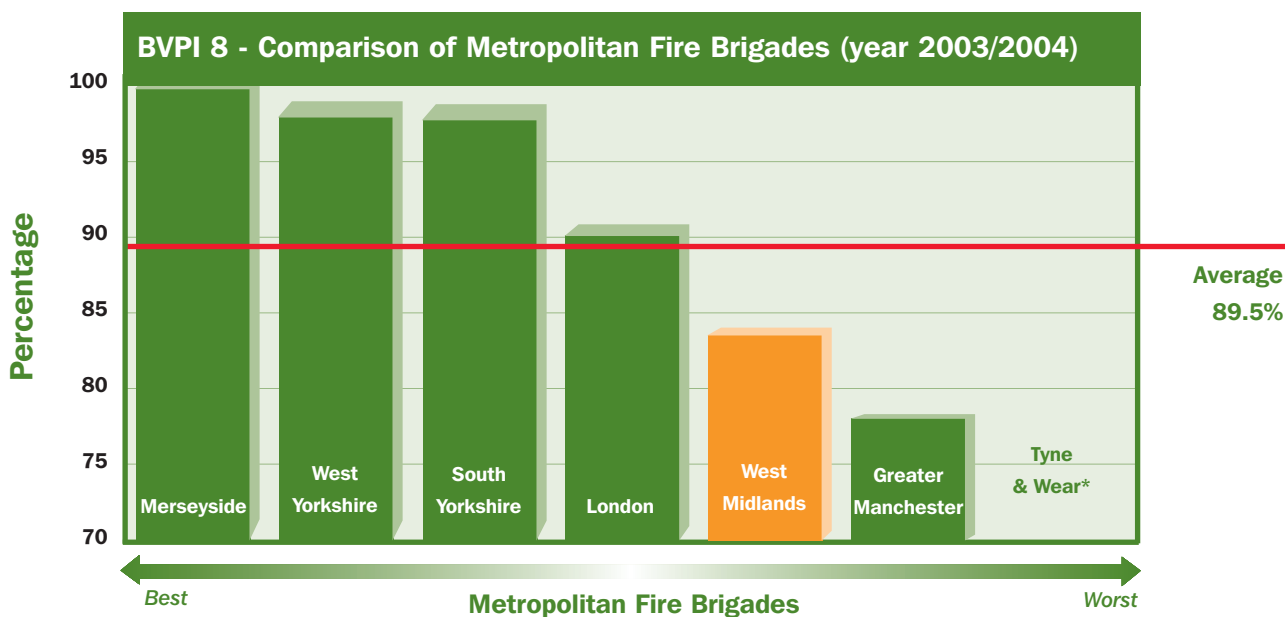
\* Estimated figure. Final figure not available at time of print.

### Background to BVPI 8

We always strive to pay undisputed invoices within agreed terms. The fall in the percentage of invoices paid on time in 2003/2004 came about as a result of changes in the processing procedures.

### How the New Target will be met

The difficulties with our new processing procedures have now been overcome and a significant improvement in meeting the performance target is anticipated in 2005/06.




\* Tyne & Wear figures not available

## Financial Indicators

### BVPI 150

### Net expenditure on the Authority per head of the population

**DEFINITION:** The net expenditure on the Authority divided by the population of the West Midlands.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 150 <small>Corporate Health</small>	£32.93	£35.50	£37.25	£41.00	*£40.65# *£36.25#	£37.50†	

† Targets for BVPI 150 have been set at £39.50 for 2006/2007 and £41.50 for 2007/2008.

\* Estimated figure. Actual figure not available until late Summer 2005.

# See 'Background to BVPI 150' below. The higher figure is calculated on the old basis.

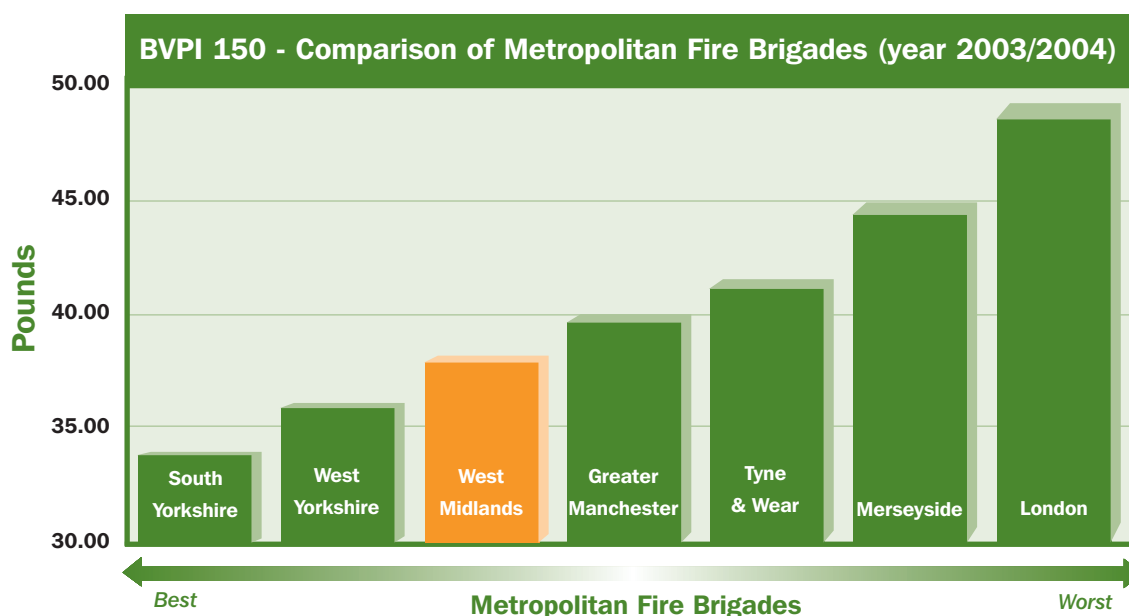
### Background to BVPI 150

The target figures are determined from budgetary assumptions and population estimates.

The basis of Net Expenditure is now affected by Financial Reporting Standard 17 (FRS 17), which is an accounting code applied to the costs of pension schemes. For comparison purposes the 2004/2005 'Actual' column shows figures with and without the impact of FRS 17.

### How the New Target will be met

The Authority continues to maintain a better than average performance when measured against the Metropolitan Fire Brigades generally. This is achieved by pro-active and strict budgetary control, combined with the identification of efficiency savings, wherever possible.




## E-Government Indicators

### BVPI 157

### Electronic Service Delivery

**DEFINITION:** The number of types of interactions, that are enabled for electronic delivery, as a percentage of the types of interactions that are legally permissible for electronic delivery.

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
BVPI 157 <small>Corporate Health</small>	13.92%	18.60%	38.93%	65%	86%	100%	

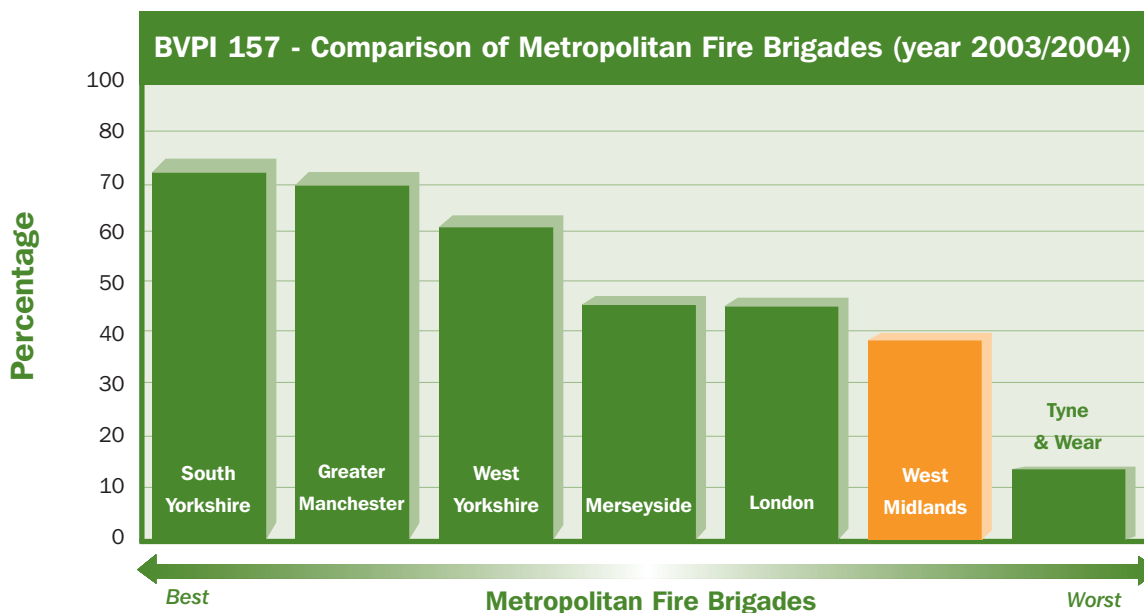
### Background to BVPI 157

The Government has set a target for the public sector, including the Fire Service, to provide all of its services, wherever possible, electronically by 2005.

Delivering services electronically will not replace existing, more traditional, means of delivery. However, it will help to make our services more accessible, more convenient and make us more responsive to the people we serve.

### How the New Target will be met


The remaining ESD work predominantly centres around the payment of accounts on line. Work will be undertaken by ICT to ensure that the Brigade's web site facility is able to address, and be compliant with, the Government's 'Gateway' requirements. Once this work has been completed, it is intended that online payment facilities will be enabled for relevant Departments in the Brigade in an agreed timescale.




## Other Local Indicators

### Indicators relating to Fires


<b>LI 12</b>	<b>The number of arson fires in dwellings</b>						
--------------	---	--	--	--	--	--	--

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 12	1,063	936	947	930	789	789	


<b>LI 13</b>	<b>The number of accidental fires in buildings other than dwellings</b>						
--------------	---	--	--	--	--	--	--

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 13	1,295	1,150	1,154	1,100	1,101	1,050	

<b>LI 14</b>	<b>The number of arson fires in buildings other than dwellings</b>						
--------------	--	--	--	--	--	--	--

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 14	1,074	924	984	965	768	768	

<b>LI 16</b>	<b>The number of fires not involving property or vehicles e.g. grass fires</b>						
--------------	--	--	--	--	--	--	--


Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 16	15,381	16,584	21,534	19,000	12,454	16,857	

Driving down the number of fires, and in particular arson fires, is central to our prevention agenda. These Local Indicators, together with the BVPIs/LIs detailed earlier in this Plan will help us to measure our success in achieving this. See narratives on pages 31 and 36.

## Other Local Indicators

### Indicators relating to Fires


#### LI 4a The number of malicious false alarms calls received by the Brigade

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 4a	8,519	7,732	7,337	7,250	6,545	6,500	


Recording the number of malicious false alarm calls received will assist us to measure the success of our efforts to drive down the number of calls made. Potential offenders are targetted through our fire safety education programme. See page 43 for further details.

### Indicators relating to non-fire emergency calls

#### LI 6a The number of incidents not involving a fire e.g. lift releases

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 6a	7,401	7,114	6,011	6,000	4,812	4,800	

#### LI 6b The number of Road Traffic Collisions attended

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 6b	2,252	2,424	2,431	New	2,282	2,200	


Protocols for dealing with incidents such as lift releases through other agencies were implemented during 2003/2004, resulting in a significant reduction in incidents attended for 2004/2005. As part of our role in managing risk in society we will work with the Police to reduce the number of Road Traffic Collisions. We will continue to use the 'Dying to Drive' initiative as a key tool in our approach to this area of work.




## Other Local Indicators

### Indicators relating to Fire Safety

#### LI 7a The percentage of dwelling fires where a smoke alarm was fitted

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 7a	46.8%	44.1 %	46.5%	48%	52.2%	60%	


#### LI 7b The percentage of dwelling fires where a working smoke alarm was fitted

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 7b	38.0%	35.6%	38.4%	40%	42.2%	46%	

Ownership of a working smoke alarm is central to our protection activity. These additional smoke alarm indicators will help us to measure the success of our Home Risk Fire Assessment (HRFA) initiative, as detailed on page 40.

### Equality & Diversity Indicators

#### LI 22 The percentage of non-uniformed staff from ethnic minority communities

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 22	6.18%	8.90%	8.90%	9.25%	11.20%	11.50%	


Significant positive progress has been made in this area. The recruitment process has undergone changes which have been very beneficial for all applicants, and has been particularly successful in our target areas. The initiatives include:

- Ability to apply on-line; with a dedicated area on our website for vacancies.
- Re-branding and utilisation of new methods of advertising – for example local radio.
- Compilation of profiles of existing employees and their roles.


## Other Local Indicators

### Personnel Indicators

#### LI 8 The number of serious injuries to employees

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 8	72	68	58	70	77	67	

#### LI 8a The number of serious injuries to firefighters at incidents

Indicator	Actual Figures			Target for 2004/2005	Actual Figure for 2004/2005	Target for 2005/2006	How good our performance is against the 2004/05 target
	2001/2002	2002/2003	2003/2004				
LI 8a	33	25	27	27	36	26	

The local indicators LI8 and LI8a have increased due to a higher number of slips, trips and falls and manual handling injuries than in the previous year. Overall, the total number of injuries fell slightly in the Brigade and the number of days lost from injury was of a similar number to the previous year. The Brigade will target slips, trips and manual handling specifically during 2005/2006, including poster campaigns and raising awareness. Additional support will be given to Stations and Departments who report a higher proportion of accidents. The Health and Safety Team will also raise awareness about specific months when a higher proportion of injuries are reported and on other patterns and trends that are identified.

## **The Assessment of Progress on Action Plans for the Previous Financial Year** (pages 75 – 82)



In our Best Value Performance Plan for 2004/2005, we detailed four specific action plans resulting from recommendations made during inspection/audit of the Authority, as well as a summary of recommendations arising from our Best Value Reviews. This section explains our progress in meeting the requirements detailed in each.

**Note:** All action plans resulting from inspections/audits and Best Value Reviews are available in full on our website at [www.wmfs.net](http://www.wmfs.net)

## Progress on Action Plans resulting from KPMG Audits carried out during 2003/2004

### KPMG BVPP Audit

#### Background

The report detailing the audit of the Authority's BVPP for 2003/2004 was received in December 2003.

The report made no recommendations and an unqualified opinion was given:  
*"In our opinion the West Midlands Fire and Civil Defence Authority has prepared and published its Best Value Performance Plan in all significant respects in accordance with Section 6 of the Local Government Act 1999 and Statutory Guidance issued by the Government... On the basis of our audit work, there are no matters which should be brought to your attention."*

#### Response

The Authority was pleased to receive this opinion and will continue in its efforts to fully meet BVPP requirements.

## Progress on Action Plans resulting from KPMG Audits carried out during 2003/2004

### KPMG Annual Audit

#### Background

During their annual audit of the Authority generally, KPMG identified five key areas for improvement:

#### Recommendations

- The Authority should develop and formalise the forward financial plan and ensure it reflects the priorities outlined in the Business Plan, whilst remaining responsive to short term demands.
- The Authority should ensure that an effective risk management approach is developed, approved and taken forward within the organisation. This should build on the good practice already in place and should include a review of the current internal control arrangements, to ensure they satisfy the requirements of the overall statement of internal control for 2003/04.
- The Authority should ensure that its three year financial plan incorporates the requirements of the new Prudential Code.
- The Authority should ensure that it makes arrangements to meet the accelerated deadlines for producing the accounts whilst ensuring compliance with appropriate accounting requirements.
- The Authority should ensure that it reviews the performance management arrangements in relation to Stations, taking account of the recommendations made in the detailed report (KPMG Review of Performance Management at Devolved Fire Stations).

#### Response

The Authority accepted all five points and reports the following progress:

- The updated current forward financial plan has been established. Stronger links have been made with this exercise and the business plan (e.g. identifying development proposals as part of Principal Officers' away day managers' briefing on 8th October 2004) to comply with action.
- A Strategic Risk Management group has been formed, Members of the Authority have been briefed and an action plan produced (for detailed action plan see page 86).
- The impact of the Prudential Code is fully reflected in the Authority's three year financial plan.
- Plans and timetables are in place to ensure accounting requirements and deadlines are achieved.
- Directed Action Planning has begun and further improvements will be made following a second tranche of work by KPMG.

## Progress on Action Plans resulting from KPMG Audits carried out during 2003/2004

### KPMG Review of Performance Management at Devolved Fire Stations

#### Background

During 2003, KPMG conducted a review of performance management arrangements at Station level, particularly in respect of Performance Indicators and target-setting.

Their report detailed nine recommendations to further develop performance management arrangements:

#### Recommendations

- All officers at the Station need to be involved in developing the priorities to be included in their Action Plan and these need to be reflected within individuals' priorities and development records, to promote ownership and accountability. Appropriate issues identified at a Station level need to be formally recognised corporately, to encourage the development of priorities from the bottom up.
- Objectives need to be clearly prioritised in the Action Plan, to ensure they remain focussed and manageable.
- Targets should be set in the context of long or medium term objectives, with clear, documented milestones on how these targets will be achieved. This should promote a more continuous approach to action planning and bring Station Action Plans in line with the Corporate Aims and BVPIs.
- Specific training and guidance should be introduced to promote effective target-setting with the focus on medium to longer term improvement.
- Performance Indicator performance, as part of the Action Plan, should be included as a standard item on the agenda for Station briefing. The Authority should also investigate ways of making the raw data more accessible, to allow for prompt interrogation and action.
- The implications of poor performance should be emphasised to all officers through appropriate reporting, including the financial implications for community fire safety and prevention.
- The Authority should ensure that appraisal and development procedures for Station Commanders are consistently applied, and identify clear lines of responsibility and accountability.
- The Authority should investigate opportunities to broaden the knowledge and experience of Station Commanders to promote greater understanding of performance management and planning.
- A central resource should be established to share best practice and success stories. This should set protocols for seeking specialist advice, including that of the Community Fire Safety Team. Successful initiatives should be corporately endorsed to ensure consistency of application and help drive improvement.

## Progress on Action Plans resulting from KPMG Audits carried out during 2003/2004

### KPMG Review of Performance Management at Devolved Fire Stations continued...

#### Response

The Authority accepted all of the recommendations and a detailed Action Plan was developed to address all of the issues. Details are as follows:-

- Guidance documents have been issued to assist stations in the action planning process, along with management briefings to assist in the understanding of the process.
- Training modules have been developed to support the action planning audit and performance measurement processes.
- Milestones and targets are now set and reported upon.
- Station Managers have been trained in PRINCE2 project management to help them effectively set and monitor targets and outcomes.
- Raw data is readily available on the Intranet for all users as well as a help screen for use with the action planning process. This is complemented by a two day in-house training course to assist officers in the use of raw data.
- A formal scrutiny/feedback process has been introduced to monitor progress.
- Individual Performance Development Review (IPDR) and workplace assessment will be fully implemented within the Brigade. Training of Station and Group Managers will be completed by the end of June 2005 and by July 2005, all Station and Group Managers will have received an IPDR.
- The 'Certificate in Public Sector Management' has been completed by ten staff. A further ten will start the programme in July 2005. A Middle Management Development Programme has also been designed to assist the development of staff from Watch Manager to Group Manager.
- Best practice and sharing of information, including the seeking of specialist advice, is included in the formal scrutiny/feedback process.



## Progress on Action Plans resulting from 2003/2004 Best Value Reviews

### Update on 2003/2004 Best Value Reviews

During 2004 work was completed on two individual BVRs, namely, Sandwell Services (Review of Financial and Legal Services provided by Sandwell MBC and Review of External Audit) and Property Management.

To date the following progress has been made on actions arising from these Reviews.

#### Financial and Legal Services provided by Sandwell MBC and Review of External Audit

- A recommendation was made to bring the finance function in-house by transferring staff in the Brigade's Finance Department, employed by Sandwell MBC, to the West Midlands Fire and Rescue Authority. This recommendation has been achieved.
- A second recommendation was made to introduce an integrated computer system. The target for the implementation of this recommendation is April 2006 and work to achieve this recommendation is ongoing.

#### Property Management

- A recommendation was made to produce a strategic property management policy. To date a draft property management strategy and a revised asset management plan have been written and will be considered by the Brigade's Corporate Board at the end of July 2005. Furthermore, in support of the property management policy, a 3 year capital plan and a 3 year planned revenue programme have been produced. An annual maintenance programme is in place. Consultation regarding protocols for the management of the minor modifications budget has taken place. Improved protocols

will be implemented following Corporate Board approval of the property management strategy.

- The BVR also recommended that contracts be set up, by way of tender, for the procurement of services. Preliminary work in respect of the use of term consultants for capital works and major revenue projects has taken place with the Supply Chain Manager. For responsive works the roles of the internal and external service providers are currently being determined. In support of this, a contract has been awarded for Portable Appliance Testing. All aspects of this recommendation are to be fully implemented by October 2005.
- The final recommendation in this BVR concerned the introduction of a suite of performance indicators for the Brigade and Suppliers. Work in this area is ongoing.



## Progress on Action Plans resulting from the 2003/2004 Integrated Risk Management plan

### IRMP Action Plan

#### Background

The Authority prepared its first Integrated Risk Management Plan (IRMP) in response to the Government's requirement for the Fire Service nationally to reform and modernise the framework in which it operates.

This Action Plan resulted from a detailed assessment and analysis of risk within the West Midlands. The draft IRMP was subjected to a comprehensive consultation exercise and the final Plan published on 31 March 2004.

#### Recommendations

The recommendations detailed in the plan are as follows:

1. We will introduce and expand effective prevention programmes including Home Fire Risk Assessment (HFRA).
  2. In the interests of community safety, we will increase the amount of time our staff spend on prevention activities.
  3. We will provide an efficient and flexible emergency response to deal with the fluctuating demand. We intend to do this by better use of resources and the creation of an appropriate "Strategic Reserve", to deliver prevention work, provide flexibility for training and improve preparedness for emergencies.
  4. We intend to operate effectively, efficiently and economically. We will evaluate the effect of the changes we make. If and when the evidence in practice confirms our planning assumptions, we will schedule vehicles and staffing levels according to demand at different times of the day.
- This will enable us to use our resources more effectively for prevention work.
5. No changes will take place to staffing levels at different times of day until the evidence is clear. We expect our evaluation and planning to take some months, so this will not take place before 1st January 2005.
  6. We will provide a suitable level of response appropriate to risk. This means providing two fire engines to all property fires; this will be increased to three where we know someone is still in the building. We will send two fire engines to RTCs and similar incidents where we know people are trapped. Additional fire engines will be sent if the risk or safe working practices demand it. For the first year of our Plan, we will send two fire engines to automatic fire alarm calls in hospital premises. We will send one fire engine to other automatic fire alarm calls and further fire engines if they are required. We will continue to send one fire engine to minor incidents such as grass and rubbish fires.
  7. We will reduce the number of aerial appliances that we have available from eight to five. Consequently, the number of firefighting posts will be reduced by 36. At the same time, we will change our working practices, so that we only send these vehicles to incidents where they are needed. This will result in improved attendance times.
  8. We will maintain or improve on our average attendance times of five minutes for the first fire engine, seven minutes for the second fire engine and 17 minutes for all aerial appliances.

## Progress on Action Plans resulting from the 2003/2004 Integrated Risk Management plan

9. In Coventry, we currently have two fire engines at our fire station in Canley, and one at Binley. Our analysis shows that it would be better to move one of Canley's engines to Binley, where it would provide improved coverage of the risk in Coventry.
10. We will continue to develop our risk assessment and analysis process.
11. We will research new ways of delivering the service, and of measuring our effectiveness.
12. We will develop our data systems to provide the information we need for developing strategy and service delivery.

### Response

All of the recommendations detailed have been addressed, notably:-

- Home Fire Risk Assessment (HFRA) checks are now established as an effective prevention measure. All projects to support implementation of HFRA, e.g. guidance documentation, training, trial of the process, marketing, etc. were completed by June 2004, when the project went live.
- Aerial appliances were reduced from eight to five in April 2004 and working practices for the use of these vehicles have been updated, so that they are only sent to incidents where they are needed.
- 'Strategic Reserve' is now up and running. A computer software package was developed to assist in the management of the Strategic Reserve. Following training, the system went live in September 2004.
- The move of one fire engine in Coventry from Canley Fire Station to Binley was completed in December 2004.

## **Action Plans for 2005/2006 to Meet Performance Targets** (pages 83 – 94)



During 2004/2005, the Authority responded to two specific audit reports, two assessments and its second year IRM proposals. This section gives details of the recommendations arising from each of these along with key actions and completion dates. It also provides an update on the ongoing Best Value Review.

Local Fire Stations also develop action plans to tackle issues specific to your area. These are available from Fire Stations – details of their locations are available in telephone directories under 'FIRE.'

## Action Plans for 2005/2006 resulting from KPMG Audits reported to the Authority in 2004

KPMG, the Authority's external auditor, is responsible for carrying out an annual independent audit of the Best Value Performance Plan (BVPP) as well as a management audit of the Authority generally.

### KPMG BVPP Audit

#### Background

The report detailing the audit of the Authority's BVPP for 2003/2004 was received in December 2004.

The report made no recommendations and the following unqualified opinion was given:  
*"In our opinion the West Midlands Fire and Civil Defence Authority has prepared and published its Best Value Performance Plan in all significant respects in accordance with Section 6 of the Local Government Act 1999 and Statutory Guidance issued by the Government."*

#### Response

The Authority was pleased to receive this opinion for the second year running and will continue in its efforts to meet current and future BVPP requirements.

## Action Plans for 2005/2006 resulting from KPMG Audits reported to the Authority in 2004

### KPMG Annual Audit

#### Background

During their annual audit of the Authority generally, KPMG identified eight key areas for improvement.

- The Medium Term Financial Plan (MTFP) should include:
  - the impact of risk management on the MTFP
  - strong links between the asset management, capital strategy, treasury management strategy and capital programme and
  - an understanding of the relationships between the MTFP, business and service planning.
- The Authority should further develop its financial modelling to assess the implications of changing policies and practices under the modernisation programme. This is important if the Authority is to realise efficiencies and savings in line with the modernisation agenda.
- The Authority should consider incorporating the Authority's action in response to key risks in the statement of internal control.
- The Authority should closely monitor progress in implementing its action plan to ensure that its risk management policy is translated into actions that are applied across all levels of the Authority. It is also important that risk management is embedded in business and service planning to identify the necessary countermeasures to reduce risk.
- The Internal Audit Plan should reflect the risks facing the Authority as outlined in the Authority's risk register to ensure audit resources are directed to the areas of greatest risk.
- It is important that the Authority resolve outstanding discrepancies caused by the transfer to a new finance system and determine clear lines of accountability between itself and Sandwell MBC in addressing these problems and maintaining reconciliations.
- The Authority will need to establish and monitor compliance with standing orders and financial regulations as the Treasurer is responsible for financial matters for the Regional Management Board.
- The Authority should develop a framework for assessing and demonstrating value for money through developing key unit costs and efficiency targets.

#### Response

The Authority accepted all eight points.

## Action Plans for 2005/2006 resulting from Assessments carried out during 2004/2005

### Corporate Risk Management

During July and August 2004 a strategic risk management exercise was conducted at West Midlands Fire Service, managed by Zurich Municipal Management Services. This exercise was an opportunity to identify, analyse and prioritise those risks that may affect the ability of West Midlands Fire Service to achieve its corporate objectives. The exercise was not designed to be a one-off initiative but rather something which the organisation can take forward in the long term as part of its risk management strategy and embed within existing planning processes.

The exercise involved conducting interviews with senior managers to identify the key strategic risks. 33 risks were presented back to senior managers during two workshops on 23rd July and 6th August 2004. During these workshops each risk was rated and plotted on a matrix and a risk tolerance line was agreed in order to prioritise the risks. The risk matrix measured each risk for its likelihood and impact in terms of its potential for affecting the ability of the Service to achieve its objectives.

As a result, the top strategic risks facing West Midlands Fire Service were identified as:

Strategic Risk	Action
Funding shortfall	<ul style="list-style-type: none"> <li>• Identify savings arising from modernisation of the Fire Service.</li> <li>• Identify general efficiency savings.</li> <li>• Contribute to the Comprehensive Spending Review of the Fire Service.</li> </ul>
Regional Control Room Project	<ul style="list-style-type: none"> <li>• Project to be closely monitored.</li> <li>• Establish joint team to audit risk critical systems in Fire Control.</li> <li>• Carry out audit to determine requirements to maintain a resilient Command and Control facility.</li> <li>• Carry out feasibility study.</li> </ul>
Need to work with Representative Bodies (RBs) to enhance ability to change	<ul style="list-style-type: none"> <li>• Review guidance on consultation.</li> <li>• Review 'time off' arrangements for Trade Union activities.</li> <li>• Consult with RBs over protocol and gain agreement by the Joint Consultative Panel.</li> </ul>
New 'back office' system does not deliver	<ul style="list-style-type: none"> <li>• Let contract for Human Resources (HR)/ Finance system by January 2005.</li> <li>• Tender for ICT applications that meet the needs of HR rostering and Integrated Personal Development System (IPDS) and ensure end users have direct input into the selection of the product.</li> </ul>

## Action Plans for 2005/2006 resulting from Assessments carried out during 2004/2005

Strategic Risk	Action
Relocation of Headquarters	<ul style="list-style-type: none"> <li>• Adopt PRINCE2 project management.</li> <li>• Provide initial funding.</li> <li>• Identify potential value, use and implications of listing of Headquarters site.</li> <li>• Apply for Certificate of Immunity from listing.</li> </ul>
Line management for Station Managers	<ul style="list-style-type: none"> <li>• Implement station management structure.</li> </ul>
Public resistance to change in focus from emergency response to prevention	<ul style="list-style-type: none"> <li>• Emphasise benefits of prevention in safety campaigns and consultation exercises.</li> <li>• Use evidence of effectiveness of prevention versus intervention as part of public awareness campaign.</li> </ul>
Information not targeted to staff who need it	<ul style="list-style-type: none"> <li>• Undertake a staff survey.</li> <li>• Work with Departments and Stations to match communications processes to staff needs.</li> <li>• Incorporate into the Internal Communications Strategy.</li> </ul>
WMRMB fail to deliver collaborative agenda	<ul style="list-style-type: none"> <li>• Identify practicable savings and service improvements arising from collaboration.</li> <li>• Enter into multi or bi-lateral agreements to realise such benefits.</li> </ul>
Perception of low staff morale	<ul style="list-style-type: none"> <li>• Adopt effective method of measuring morale.</li> <li>• Review methods of consultation and involvement in change.</li> <li>• Promote, recognise and reward good practice and performance.</li> <li>• Actively seek opportunities to deliver benefits for staff arising from modernisation.</li> </ul>

The next stage is to manage those risks. This will require assessing the adequacy of existing actions and to identify the need for further action in order to move the risk to below the tolerance line.

In addition, it will be necessary to agree a timescale for revisiting these risks in order to

assess if they are still relevant and to identify new scenarios. In addition, a strategic risk assessment at departmental level as an approach to identifying priorities will be considered in order to embed risk management into the organisation.



## CPA Self Assessment Action Plan

Comprehensive Performance Assessment (CPA) was devised and is run by the Audit Commission, who have carried out CPA on all Fire and Rescue Authorities in England during the first half of 2005.

CPA is an independent review of how the Elected Members in the Fire Authority and the Management Team are running the fire service and meeting the needs of the communities they serve.

It aims to analyse our performance and indicate where we have strengths and weaknesses. It will rate us, and every other fire authority in England, to give a baseline for future improvement.

Prior to the Audit Commission assessment, the Authority prepared a self-assessment to determine how well it was performing against set criteria laid down in the CPA guidance. This was followed by a process called 'peer challenge'.

West Midlands Fire and Rescue Authority commissioned its Peer Challenge Assessment through the West Midlands LGA/Excellence in Business partnership, an accredited provider. The Authority undertook this activity entirely voluntarily in order to strengthen its own self-awareness and inform continuous improvement and operational planning as part of its ongoing commitment to modernisation.

A team of six peer assessors was recruited to conduct the peer challenge, comprising individuals from neighbouring Brigades, led by an Excellence in Business representative.

A high level summary action plan has been developed at Corporate level to address the areas for development, underpinned by more detailed action plans with specific ownership, measurable outcomes etc. Our high level action plan is shown on the following two pages.



## CPA Self Assessment carried out during March 2005

Key Priority	Timescale	Actions	What the benefits will be
1. Management Restructure	1st September 2005 to 1st April 2006	<ul style="list-style-type: none"> <li>• We will complete the current restructure of station management.</li> <li>• We will review Headquarters management structure to meet functional requirements of modernisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measurable improvements in performance, communications, staff satisfaction and staff ownership of objectives.</li> </ul>
2. Partnership Working	1st September 2005	<ul style="list-style-type: none"> <li>• We will build on our new partnership management arrangements by completing our partnership audit.</li> <li>• We will gather data on existing partnerships and manage new ones in line with new arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved outcomes for the public from our partnership work.</li> </ul>
3. Integrated Risk Management Ownership	1st August 2005	<ul style="list-style-type: none"> <li>• We will involve a broader range of staff and representative bodies in developing the IRMP and its action plans.</li> <li>• We will publicise the benefits of prevention work as a preferred option for reducing risk while giving reassurance about effective response.</li> </ul>	<ul style="list-style-type: none"> <li>• Measurable increase in positive responses and reduction in negative responses to the IRM from the public and our staff. More effective implementation of IRM work, borne of improved staff ownership.</li> </ul>
4. Business and Operational Planning	Between now and July 2006	<ul style="list-style-type: none"> <li>• We will provide better definition and clarity of our business planning process.</li> <li>• We will enhance our current methods of prioritisation for both strategic and operational planning.</li> <li>• We will assess ourselves annually to help with prioritisation and continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Clearer explicit understanding by staff of links between planning processes.</li> <li>• Measurable increase in the proportion of milestones achieved on target.</li> <li>• Improved prioritisation using our capacity more effectively.</li> </ul>

## CPA Self Assessment carried out during March 2005

Key Priority	Timescale	Actions	What the benefits will be
5. Leadership and Change Management	Between now and October 2005	<ul style="list-style-type: none"> <li>• We will develop change management capacity as a key leadership factor.</li> <li>• We will involve and communicate with staff on all major change, listening and having regard to their views.</li> <li>• We will review our engagement protocols and relationships with representative bodies.</li> <li>• We will review and improve the ways in which we recognise the achievements of our staff.</li> <li>• We will conduct a staff survey after 6 months to test and publicise any changes in perceptions and satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Our staff will feel that they are involved and engaged in beneficial change, increasing the likelihood of effective outcomes.</li> <li>• Perceptions of our communications will improve.</li> </ul>
6. Programme Management of Improvement Plans	2005 to 2007	<ul style="list-style-type: none"> <li>• We will effectively manage and monitor improvement plan and the more complex interrelated plans that underpin it and flow from it.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective implementation to meet planned milestones.</li> </ul>

## Action Plans for 2005/2006 resulting from Best Value Reviews 2004/2005

### Review of Community Protection

#### What is it?

16 discrete functions, comprising approx. 180 members of staff, primarily responsible for carrying out the Brigade's Preventing, Protecting and Responding activities.

Areas falling in the scope of this review includes:

- Community Protection Management Team
- Community Fire Safety, Headquarters
- West Midlands Arson Task Force
- Youth Services
- Fire Research and Investigation
- Community Fire Safety Centres including Handsworth Community Fire Safety Centre of Excellence
- Legislative Fire Safety
- Emergency Planning Unit
- Contingency Planning Team
- Water
- Operational Procedures
- Mobilising and Resources
- Hazardous Materials
- Research and Development
- Health and Safety
- Integrated Risk Management Team

#### Methodology used for this Review

To date, the review of CP is the biggest undertaken by the Best Value Team. To meet this challenge a new methodology to ensure that the appropriate resources were allocated in the most effective and efficient manner was approved by Corporate Board. The revised methodology allowed for the review process to be undertaken in two distinct phases, namely:

- Light touch
- Full detailed review.

The 'Light touch' would cover the statutorily required elements of the 4 Cs, Challenge, Compare, Consult and Compete.

After this a decision would be made as to whether a function would be determined as 'light touch' where no step change would be identified, or whether a 'full detailed review' would be required.

The 'full detailed review' would allow the BVT and the SRT to obtain further information and develop strategic recommendations that deliver step change and continuous improvement.

## Action Plans for 2005/2006 resulting from Best Value Reviews 2004/2005

### Review of Community Protection continued...

#### 'Light Touch' v 'Full Detailed Review'

On 15th March 2005, Corporate Board approved the interim report detailing that the following functions be deemed 'light touch'

- Health and Safety
- Fire Research and Investigation
- Integrated Risk Management Team
- West Midlands Arson Task Force

- Hazardous Materials
- Operational Procedures
- Research and Development
- Mobilising and Resources

The remaining functions have moved on to phase two of the process – 'full detailed review'.

#### How have we challenged this service so far?

- We used a standard set of challenge questions
- SWOT analysis
- STEEP analysis
- Focus groups have been held with internal and external customers
- Visits have been undertaken to 22 fire stations
- Visits have been undertaken to four Metropolitan Fire Brigades

#### How have we consulted so far?

- Awareness presentations have been held with members of staff within the Community Protection Directorate
- Regular meetings have been held with Service Review Team representatives
- Bi-monthly newsletters have been produced and circulated to all members of staff within the Community Protection Directorate
- Focus groups have been held with internal and external customers
- Visits have been undertaken to 22 fire stations
- Interim report presented to Corporate Board and made available to all members of staff within the Community Protection Directorate
- Away-day held in August 2004 with the Community Protection Management Team

## Action Plans for 2005/2006 resulting from Best Value Reviews 2004/2005

### What next?

- Further investigative work to be undertaken in support of step change
- Meetings to be held with the Service Review Team representatives to produce agreed strategic recommendations
- Draft final report to be produced and agreed by Corporate Board
- Formal Consultation to commence for a period of 6 weeks
- Following formal consultation, meeting to be held with Principal Officers and Community Protection management to discuss any relevant changes.
- Final Report to be submitted to Executive Committee – anticipated completion date August 2005.

# Integrated Risk Management Action Plan for 2005/2006

## Integrated Risk Management Action Plan

### Background

Following the Authority's first Integrated Risk Management Plan (IRMP) being published in April 2004 and implementation of the recommendations contained within it (see page 81), the Authority has published a second Action Plan to further improve the service provided. Once again recommendations focus on prevention and protection, as well as providing an emergency response which is in line with the Authority's Vision and Mission statements.

The Action Plan was again subject to a period of public consultation and the final Plan was published on 1st April 2005.

### Recommendations

One specific recommendation has been made which builds on some of the actions identified in the first year Plan, namely:

- "We intend to operate effectively, efficiently and economically. We will evaluate the effect of the changes we make. If and when the evidence in practice confirms our planning assumptions, we will schedule vehicles and staffing levels according to demand at different times of the day. This will enable us to use our resources more effectively for prevention work."
- "No changes will take place to staffing levels at different times of day until the evidence is clear. We expect our evaluation and planning to take some months, so this will not take place before 1st January 2005."

Details of the recommendation is as follows:

"We have used detailed planning and data analysis to determine where we require our fire engines to be positioned to provide effective fire cover.

Between the hours of midnight and 8 am the second fire engine on 13 specific stations will not be staffed.\*

**"These changes will not affect our average attendance times as set out in our Integrated Risk Management Plan. To ensure your safety, we have built in a level of resilience which allows for effective emergency cover when you need it and includes additional protection in the event of major emergencies or terrorist incidents."**

\*Note: the stations in question are Bournbrook, Brierley Hill, Central, Coventry, Dudley, Erdington, Handsworth, Highgate, Ladywood, Oldbury, Smethwick, Solihull and Wolverhampton.

Full details of the Authority's IRM Action Plan can be found on our website at [www.wmfs.net](http://www.wmfs.net) or by contacting us by one of the methods detailed on pages 103 – 105 of this BVPP.

## Regional Collaboration

(pages 95 – 96)



The following page details our progress in developing a collaborative approach across the West Midlands region.



## Regional Collaboration

### West Midlands Regional Management Board (WMRMB)

The Government's White Paper 'Our Fire and Rescue Service' required Fire Authorities to establish Regional Management Boards (RMBs) by 1st April 2004. This requirement involves existing Fire Authorities in the currently defined English regions.

The Boards take responsibility for delivering, in accordance with national policies, six strategic functions listed in paragraph 2.9 of The Fire and Rescue National Framework namely:

- integrate common and specialist services, e.g. fire investigation
- put in place effective resilience plans for large scale emergencies
- introduce regional personnel and human resource functions
- develop a regional approach to training
- establish regional control centres
- establish regional control centres and introduce regional procurement within the context of a national procurement strategy

The West Midlands Region comprises the Fire Authorities of:

- Hereford and Worcester Combined Fire Authority
- Shropshire and Wrekin Combined Fire Authority
- Stoke on Trent and Staffordshire Combined Fire Authority
- Warwickshire County Fire Authority
- West Midlands Fire and Rescue Authority

These Fire Authorities have been meeting for a number of years as a forum and this group became a shadow Regional Board in January 2004 and then formed the West Midlands Regional Management Board (WMRMB) on 1st April 2004.

WMRMB is a joint advisory committee created in accordance with Section 102(4) of the Local Government Act. This means that, unlike a joint committee, all decision making resides with the constituent Fire Authorities. Each Fire Authority supplies three Members to the WMRMB, one of whom is the Chair and the five Chief Fire Officers act as advisors to the Board.

WMRMB has a model constitution and standing orders agreed by the constituent Fire Authorities and has a programme of public meetings.

It has appointed a Clerk, Treasurer, Legal Advisor, Assistant Legal Advisor, Programme Manager, Programme Accountant, Communications Manager and a Risk Manager.

Using the Prince2 project management system and the Office of Government and Commerce (OGC) Gateway Review system, the Board has a programme of projects to deal with the six strategic functions listed earlier. Each discrete project has been allocated to a Fire Authority, with a project manager and responsible owner appointed to each project.



## Partnerships

(pages 97 – 99)



As a public service, we can offer better value to the community if we work in collaboration with other services, agencies and community groups...

## Partnerships

The Authority recognises that it can not achieve its vision 'Making West Midlands Safer' in isolation. Below are just a few examples of partnership working being undertaken.

### **The HMO Task Force (Houses in Multiple Occupation)**

Following a major HMO fire in April 2004, a multi-agency task force including partners from Fire, Police, Housing Directorate, Building Control, Social Services, Health & Safety Executive, and others was set up.

The aim of the task force is to reduce risk within both HMOs and Hostels in the Birmingham area. This is being done by sharing data, and improving recording techniques. West Midlands Fire Service for its part is undertaking a street survey to establish the whereabouts of HMOs to enable the Housing Directorate to target these premises for licensing.

### **The Fire Intervention, Reparation and Education (F.I.R.E.) project**

This community fire safety initiative is aimed at reducing anti-social fire setting behaviour and attacks on firefighters. It involves a five day fire education and team building programme for young offenders or those at risk of offending, as identified by Coventry Youth Offending Team (YOT).

In 2004 funding was made available via the Government Office West Midlands to enable a pilot scheme of three F.I.R.E. programmes to be run in Coventry. Thirty young offenders successfully completed the programme and the project team has attracted a pledge of £16,000 to run four further courses in 2005/06.

### **Birmingham Fire Reduction Partnership**

The Birmingham Fire Reduction Partnership targets fire reduction activity, to complement existing prevention based activity. £416k has been secured for the partnership for 2005-06 and 2006-07 which will fund ten District Community Safety Co-ordinators. To ensure the best use is made of these funds a senior fire service officer is now seconded to Birmingham Community Safety Partnership Team in the role of Public Service Agreement (PSA)(Fire) Manager.

### **Wolverhampton Smoke Alarm Project**

Following two fire deaths in Wolverhampton Council dwellings, Station Commanders from Wolverhampton and Fallings Park developed a partnership with the Council that employs two technicians, each with a van and an adequate number of smoke detectors for installation in all Council owned dwellings over a three year period which started in April 2003.

Each property is leafleted and visited up to three times to gain entry to install the detector. If access is not gained, the Council writes to the tenant asking them to contact the fitters to arrange a suitable time for fitting as it now forms part of the Council's tenancy agreement.

### **Aston Ward Home Safety Scheme**

A family of four owe their life to a partnership set up between the West Midlands Fire Service, EAGA Ltd, Aston Ward and Aston Pride. The family, including two very young children, made their escape with just moments to spare, after they were alerted from their sleep by a smoke alarm fitted just a week before by the Aston Ward Home Safety Project.

## Partnerships continued...

Funded through Neighbourhood Renewal Funds and New Deal for Communities, the project has been in operation for ten months and is due for completion by May 2005.

Trained assessors are contracted to carry out home visits within the Aston area and will have completed over 9,000 appointments by the end of the project.

A critical part of the project is the compilation of a database and each assessor completes a survey form which is designed to capture all risk information pertaining to the property.

### **Willenhall Environmental Garden Project**

The Willenhall environmental garden offers its community a safe and enjoyable place for groups to meet, contributing to community safety whilst offering an opportunity to inform, educate and seek referrals for Home Fire Risk Assessments (HFRA's).

It was completed in partnership with Groundwork Black Country, the Black Country Volunteer Trust and the Environmental Agency. Funding was obtained from Advantage West Midlands.

The station is now seeking to develop partnerships with local schools to use the venue in conjunction with the Brigade's fire experience centre. In addition, a partnership is being developed with Walsall Youth Offenders Services to provide free grounds maintenance as part of the rehabilitation of young offenders programme allowing an opportunity for interaction with firefighters.

# Glossary of Terms and Abbreviations

(pages 100 – 102)



## Glossary of Terms/Abbreviations

Term/Abbreviation	Definition
<b>AFA</b>	Automatic Fire Alarm
<b>BFPSA</b>	British Fire Protection Systems Association
<b>BV</b>	Best Value
<b>BVPP</b>	Best Value Performance Plan
<b>BVPI</b>	Best Value Performance Indicator
<b>BVR</b>	Best Value Review
<b>CB</b>	Corporate Board
<b>CFOA</b>	Chief Fire Officers' Association
<b>Corporate Health Indicators</b>	Indicators relating to the general management of the Authority
<b>Executive Committee</b>	A small committee of Councillors with delegated decision making power.
<b>FTE</b>	Full Time Equivalent
<b>HFRA</b>	Home Fire Risk Assessment
<b>HMFSI</b>	Her Majesty's Fire Service Inspectorate
<b>ICT</b>	Information Communications Technology
<b>Indicator</b>	The measure of an Authority's Performance
<b>IPDS</b>	Integrated Personal Development System
<b>IRMP</b>	Integrated Risk Management Plan
<b>JCP</b>	Joint Consultative Panel
<b>LI</b>	Local Indicators decided by the Authority, or set following BVRs
<b>Member</b>	A Councillor who is a Member of the Authority
<b>Milestone</b>	Intermediate Target
<b>MTFP</b>	Medium Term Financial Plan
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>PEST</b>	Analysis of Political, Economic, Social and Technological Influences

## Glossary of Terms/Abbreviations

Term/Abbreviation	Definition
<b>Policy Planning Forum</b>	A discursive meeting of the full Authority which submits policy changes to the full Authority or Executive Committee for approval
<b>Programme Management Group</b>	The group of officers responsible for keeping projects on track
<b>RBs</b>	Representative Bodies
<b>RTCs</b>	Road Traffic Collisions
<b>Service Specific Indicators</b>	Indicators relating to fire safety and firefighting
<b>Standard</b>	The minimum acceptable level which must be met by an Authority
<b>STEEP</b>	Analysis to assess Social, Technological, Economical, Environmental and Political implications
<b>Strategic Reserve</b>	Fire engines whose personnel are not immediately available to respond to 999 calls because of undertaking fire prevention and protection work and training.
<b>SWOT</b>	Analysis to assess Strengths, Weaknesses, Opportunities and Threats
<b>Target</b>	The level of performance an Authority is expected to achieve
<b>WMFRA</b>	West Midlands Fire & Rescue Authority
<b>WMRMB</b>	West Midlands Regional Management Board

## How to Contact us

(pages 103 – 105)





## How to contact us

**If you would like to obtain further information about any aspect of this Best Value Performance Plan and Business Plan please contact us, using one of the methods shown below.**

### Arabic

إن رغبت الحصول على المزيد من المعلومات حول أي موضوع يتعلق بالخطة القيام بأداء الأفضل (Best Value Performance Plan) والخطة التجارية (Business Plan) فيمكنكم الكتابة إلينا بلغتكم على العنوان أدناه.

### Bengali

এই 'বেস্ট ভ্যালু পারফরমেন্স প্লান অ্যান্ড বিজনেস প্লান'টির যেকোন বিষয়ে আপনি আরও বিস্তারিত তথ্যাদি পেতে চাইলে, নিচে দেয়া ঠিকানায় আপনি বাংলায় আমাদের নিকট লিখতে পারেন।

### Chinese

欲要有關這份最佳價格服務計劃 (Best Value Performance Plan) 和商業計劃 (Business Plan) 方面的更多詳情，你可用中文寫信投寄下面的地址給我們。

### Czech

Pokud máte zájem o další informace o jakékoliv stránce tohoto Best Value Performance Plan (plánu plnění nejlepších hodnot) nebo Business Plan (podnikatelského plánu), prosíme obraťte se na nás jedním ze zde uvedených způsobů.

### Farsi

جهت كسب اطلاعات بیشتر در مورد ساير جوانب طرح بسيار با ارزش اجراي كار و طرح تجاري، خواهشمنديم با يكي از روشهاي زير با ما تماس بگيريد.

### French

Pour de plus amples renseignements sur divers aspects du Best Value Performance Plan (Plan de performance à rentabilité optimale) et du Business Plan (Plan commercial), veuillez nous contacter selon l'une des méthodes indiquées ci-dessous :

### Gujarati

આ બેસ્ટ વેલ્યુ પરફોરમન્સ પ્લાન અને બિઝનેસ પ્લાનનાં કોઈ પણ પાસા વિષે તમને વધારે માહિતી જોઈએ, તો તમે અમારી પર ગુજરાતી ભાષામાં નીચે આપેલા સરનામાં પર 'પત્ર લખી' શકો છો.

West Midlands Fire Service, Lancaster Circus Queensway, Birmingham B4 7DE.

Tel: 0121 380 6125, 6126 or 6062 Fax: 0121 380 7007.

E-mail: [bestvalue@wmfs.net](mailto:bestvalue@wmfs.net)

You can also visit our website at [www.wmfs.net](http://www.wmfs.net)



## How to contact us

### Kurdish

نہ گھر حە ز دە کە یە زانیاری زیاتر دەست بکە ویت مە بارەت بە ھەر  
بواریکی نە م پلانی نە نجامدان بە باشترین شیوە وە پلانی ئیش و کار، تکیە  
بە یوہ ندیمان لە گە ل بکە بە بە کارھینانی یە ک لە ورێگایانە ی خوارە وە.

### Polish

Celem uzyskania bliższych informacji nt. dowolnych aspektów "Best Value Performance Plan" (Planu najbardziej opłacalnego wykonania) oraz biznesplanu prosimy o kontakt z nami przy użyciu jednej ze wskazanych niżej metod.

### Punjabi

ਜੇਕਰ ਤੁਸੀਂ ਬੈਸਟ ਵੈਲਿਊ ਪਰਫੋਰਮੈਂਸ ਪਲੈਨ ਜਾਂ ਬਿਜਨਸ ਪਲੈਨ ਦੇ ਕਿਸੇ ਵੀ ਹਿੱਸੇ ਬਾਰੇ ਹੋਰ ਜਾਣਕਾਰੀ ਲੈਣਾ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ  
ਅਪਣੀ ਬੋਲੀ ਵਿੱਚ ਹੇਠਾਂ ਦਿੱਤੇ ਪਤੇ ਉੱਤੇ ਲਿਖ ਸਕਦੇ ਹੋ।

### Russian

Если вы желаете получить дополнительную информацию по любому аспекту данного плана эффективности работы программы «Best Value» и бизнес-плана, свяжитесь, пожалуйста, с нами с помощью любого из нижеприведенных способов.

### Somali

Hadii aad rabto inaad hesho war ama macluumaad dheeraad ah oo ku  
saabsan mid ka mid ah dhinacyada Qorshaha Ganacsiga iyo Qorshahan  
Fulinta ee ugu Qiimaha Wanaagsan fadlan nala soo xidhiidh, adoo  
isticmaalaya mid ka mid ah dariiqadaha hoos ku qoran.

### Urdu

اگر آپ بیسٹ ویلیو پرفارمنس پلان اور بزنس پلان کے کسی بھی پہلو کے بارے میں مزید معلومات حاصل کرنا چاہیں، تو آپ نیچے دیے گئے پتے پر  
ہمیں اپنی زبان میں خط لکھ سکتے ہیں۔

### Vietnamese

Nếu quý vị muốn có thêm chi tiết về bất cứ khía cạnh nào của Kế Hoạch Thực Hiện Giá Trị Tối Nhất và Kế Hoạch Kinh Doanh này, quý vị có thể viết thư cho chúng tôi bằng ngôn ngữ của quý vị gửi đến địa chỉ dưới đây.

The information contained in this document can also be provided  
in other formats including braille, audiotape and large print.

Please call 0121 380 6125.

All non-emergencies and general enquiries for the whole of the West Midlands call

**0121 359 5161**

For a **FREE** home fire safety check call

**FREE 0800 389 5525**

If you have any compliments, comments or complaints about our service please contact us.

**Customer Care Hotline**

**0121 380 7404**

**[contact@wmfs.net](mailto:contact@wmfs.net)**

Public Relations Team  
West Midlands Fire Service Headquarters,  
Lancaster Circus Queensway,  
Birmingham B4 7DE

Our website provides everything you need to know about the services we provide including details on our performance, our future plans and fire safety advice

**[www.wmfs.net](http://www.wmfs.net)**

For current recruitment opportunities go to

**[www.wmfs.net/jobsonline](http://www.wmfs.net/jobsonline)**