



WEST MIDLANDS FIRE SERVICE

Corporate Strategy
2008 - 2011

How to get in contact with us ...

If you would like to obtain further information about any aspect of this Corporate Strategy document please contact us, using one of the methods shown below:

Letter: Corporate Strategy Issues
West Midlands Fire Service Headquarters,
Lancaster Circus Queensway, Birmingham B4 7DE.

Phone: 0121 380 6901
Fax: 0121 380 7007

E-mail: corporate.planning@wmfs.net

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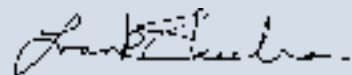
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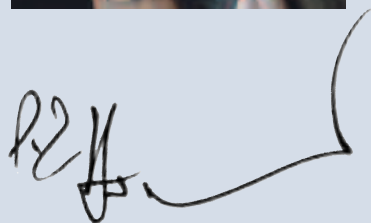
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Joint Foreword from the Chief Fire Officer and Chairman of the Authority



Frank Sheehan QFSM
Chief Fire Officer
West Midlands Fire Service



Peter Howard
Chairman West Midlands Fire &
Rescue Authority

This three year Corporate Strategy sets out our priorities and key drivers for the period 2008-2011. Representatives on the Corporate Strategy Working Group have, during the 2007/08 planning period, been consulting with colleagues to help determine what should be included in the strategy for the next three year period. The proposed work schemes build on the successes of the Comprehensive Performance Assessment processes which categorised the West Midlands Fire and Rescue Authority as being a **"good"** performing Authority. It also builds on the Direction of Travel assessment which

has indicated in its latest report that the Authority is again **"improving well"**.

Involvement and the active engagement with Members of the Authority has been crucial in these successes; whether it is through the presentations and policy steers provided by way of the Policy Planning Forum, the many reports to the formal committees, or the highly successful meetings with the Lead Members for Performance Management and Equality and Diversity, all have contributed to shaping the future plans of the Service.

Our planning processes have always been described as evolutionary and we are always striving to keep up to date and learn from best practice. In this Strategy, work is signposted to help shape the medium term future of the Service, by engaging with officers and Members and asking how the Service will need to look and what we will need to do, to meet the needs of those we serve in five years' time.

Clearly much of our focus in these next three years will be aimed at working in partnership with the seven local authorities in the West Midlands. Forging joint agendas, action plans and addressing local needs via the joined-up working arrangements of the Local Area Agreements and other statutory and non-statutory partnership arrangements will be of paramount importance.

It is hoped that the Service can build on its successes and through the priorities set out in these strategies, move forward to being one that can be proud of sustained excellence.

Introduction

The West Midlands Fire Service serves an area of 91,276 hectares (some 350 sq. miles) and a population of 2,602,455 million people.* It forms a concentrated urban conurbation surrounded by a mixture of semi-rural and rural counties. Although the West Midlands is almost continuously built up, there are clear and separate identities within the area. Birmingham is the largest city, centrally placed with a population approaching one million. Birmingham City Council is the largest local authority in the UK in terms of population served and budget. Coventry has a very strong city identity and is separated to some extent by the only significant tract of green belt within the area. Wolverhampton, Walsall, Dudley and Solihull have equally strong local identities and the Borough of Sandwell comprises six 'towns' with a strong Black Country tradition. Historically, the West Midlands has been an engineering economy and, although greatly reduced in magnitude, there are still a wide range of manufacturers including motor companies and those that support them. This economy is accompanied by an ever increasing range of commercial, high technology, retail and service industries. The West Midlands has an extremely busy road network including the M6, M6 Toll Road, M5, M42, and A38M forming the Midlands Links Motorway Network. The rail network is extensive including the West Coast Main Line and many other national and local routes. Birmingham International Airport is within the area and Coventry Airport, now seeing an increase in international traffic, is on the boundary in Warwickshire.

West Midlands Fire Service was formed in 1974 and covers the Cities of Birmingham, Coventry, Wolverhampton, and the Metropolitan Boroughs of Dudley, Sandwell, Solihull and Walsall. It is accountable to the public, via the West Midlands Fire and Rescue Authority, which is made up of 27 Elected Members from all of the previously mentioned areas, headed by a Chairman of the Fire Authority. The Service is managed directly by the Chief Fire Officer and the senior management team made up of :- Deputy Chief Fire Officer, Assistant Chief Fire Officer (Operations); Assistant Chief Fire Officer (Operations Support); Assistant Chief Fire Officer (Technical Services); Assistant Chief Officer (Corporate Planning and Support); Head of Finance and Procurement and Head of Human Resources.

The service employs approx. 2,481 members of staff, including operational firefighters, fire control and non-uniformed staff. There are five fire safety centres based in and around the West Midlands area.

There are 40 Community Fire Stations, each managed by a Station Commander. We realigned our structure to the seven city and metropolitan areas. These Operational Commands make sure that the services we deliver are based upon risk and are focussed on local need.

*2008 sub-national populations projections (number of people)

Brigade Area Map

This map shows the West Midlands Fire Service area and the locations of our stations and fire safety centres.



Risk Analysis Information

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

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

Business needs are to be driven by the IRMP and will set out when and where people and resources are needed, how they will be used and what skills they will need. Our Corporate Strategy fulfils the purpose of an IRMP and is a forward-looking, strategic document that is updated annually. It identifies the areas where we will focus our activity and efforts during the next three year period.

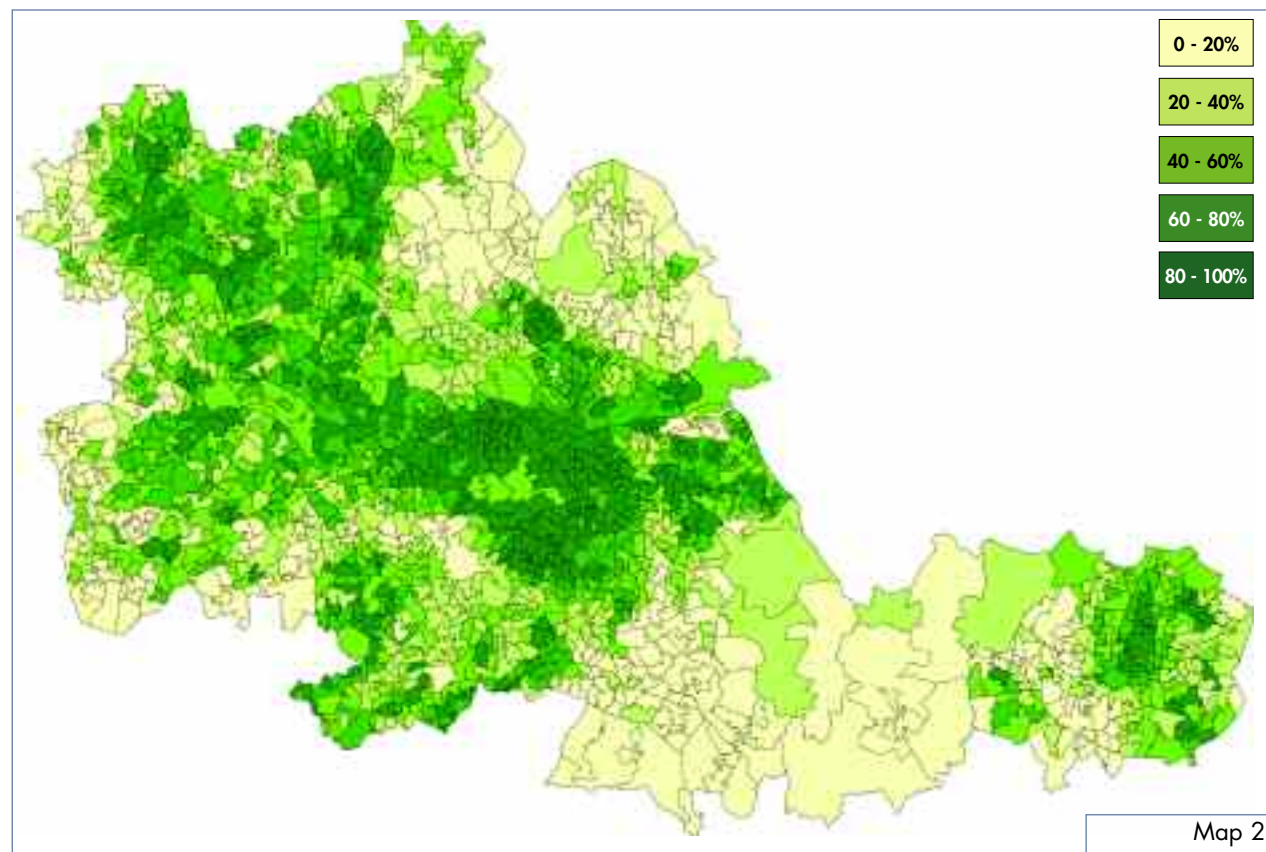
Part of the process of ensuring our emergency response is efficient and effective with resources strategically located is to regularly review and monitor regional planning regeneration schemes. Regional planning addresses links between economic, social and environmental issues and sets a coherent policy framework to guide where and when development should happen across the region through a Regional Spatial Strategy (RSS). The RSS seeks to promote the creation and development of sustainable communities across the region. The identification of areas for development and regeneration is an important process as it enables long term resource and asset planning to take place which is part of the Integrated Risk Management process.

By undertaking regular reviews of proposed schemes we can ensure that any changes to our asset plan are planned well in advance, reflecting our vision "Making West Midlands Safer." Developing an integrated Asset Development Strategy whereby we invest in our facilities and infrastructure is paramount if we are to ensure that our stations are in the right locations and accommodate the resources appropriate to the risk to which they respond.



Local Authority	Population	Local Authority	Population
Birmingham	977,087	Walsall	253,499
Solihull	199,517	Sandwell	282,904
Coventry	300,848	Dudley	305,155
Wolverhampton	236,582		

Map of the West Midlands with the Indices of Multiple Deprivation 2007

**0 - 20%**

The 20% of wards in the West Midlands with the lowest level of Accidental Dwelling Fires, Secondary Incidents, Malicious False Alarms, Road Traffic Collisions or Deprivation.

20 - 40%

The next 20%

40 - 60%

The middle 20%

60 - 80%

The next 20%

80 - 100%

The 20% of wards in the West Midlands with the highest level of Accidental Dwelling Fires, Secondary Incidents, Malicious False Alarms, Road Traffic Collisions or Deprivation.

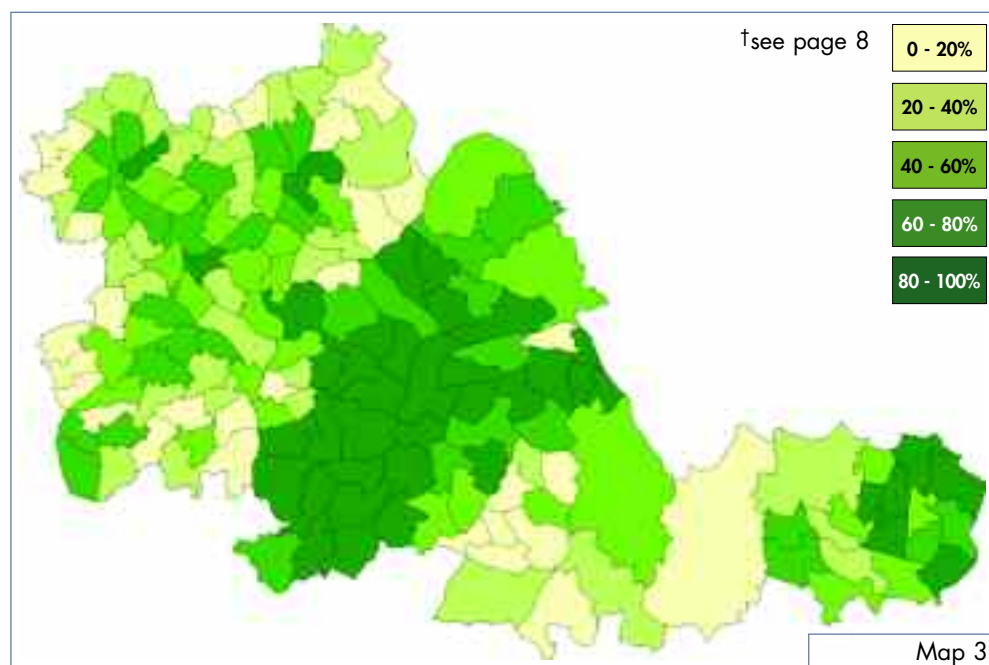
Indices of Multiple Deprivation 2007

The Indices of Multiple Deprivation 2007 are measures of deprivation for each Super Output Area (SOA) in England. SOAs are small areas derived from population figures and Ward boundaries. There are a number of indicators that constitute the overall score and rank of deprivation. These include income, employment, health and disability, education, skills and training, barriers to housing and services, crime and living environment.

The main concentration of the most deprived areas of the West Midlands according to the Indices of Multiple Deprivation 2007 are in the city centre and inner city areas of Birmingham. The City of Coventry has a range of deprivation scores as it contains SOAs with the lowest 20% of deprivation scores across the West Midlands to the highest 20%. This is the same for City of Wolverhampton and the Boroughs of Dudley, Sandwell and Walsall. The Borough of Solihull contains the largest area of SOAs with a deprivation score in the lowest 20% in the West Midlands.

†For the subsequent West Midlands maps and each of the City and Borough maps shown on pages 9 through to and including page 38, the 20% bandings are shown as a proportion of the overall figures for the West Midlands.

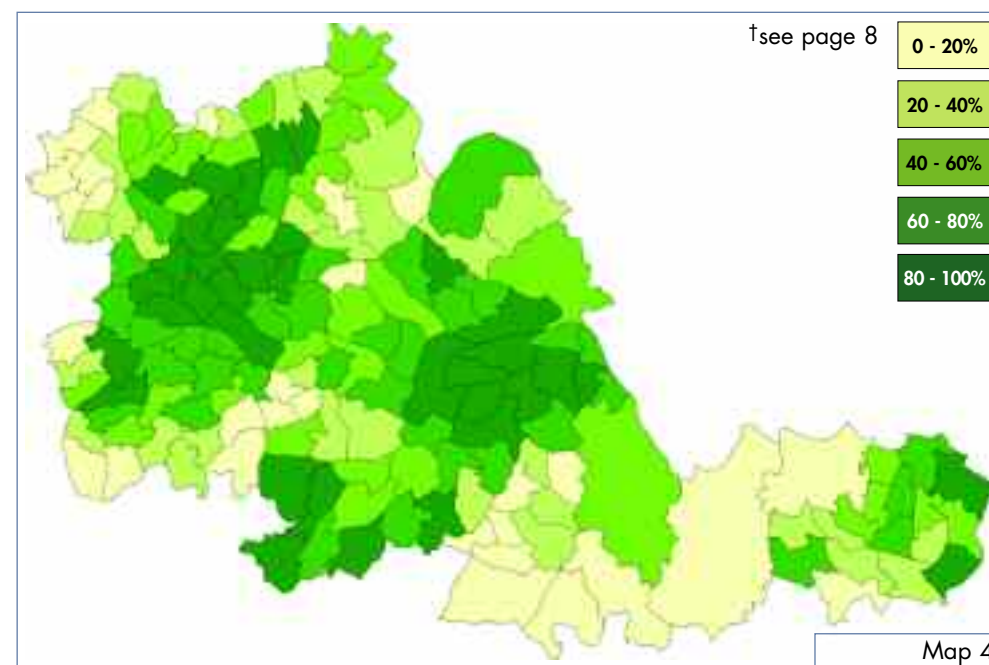
Thematic Map of West Midlands with Accidental Dwelling Fires shown.



Accidental Dwelling Fires 2006/2007

The highest concentrations of accidental dwelling fires have been in central and southern Birmingham. Coventry and the north of Solihull have also had large numbers of Accidental Dwelling Fires during 2006/2007.

Thematic Map of West Midlands with Secondary* Incidents shown.

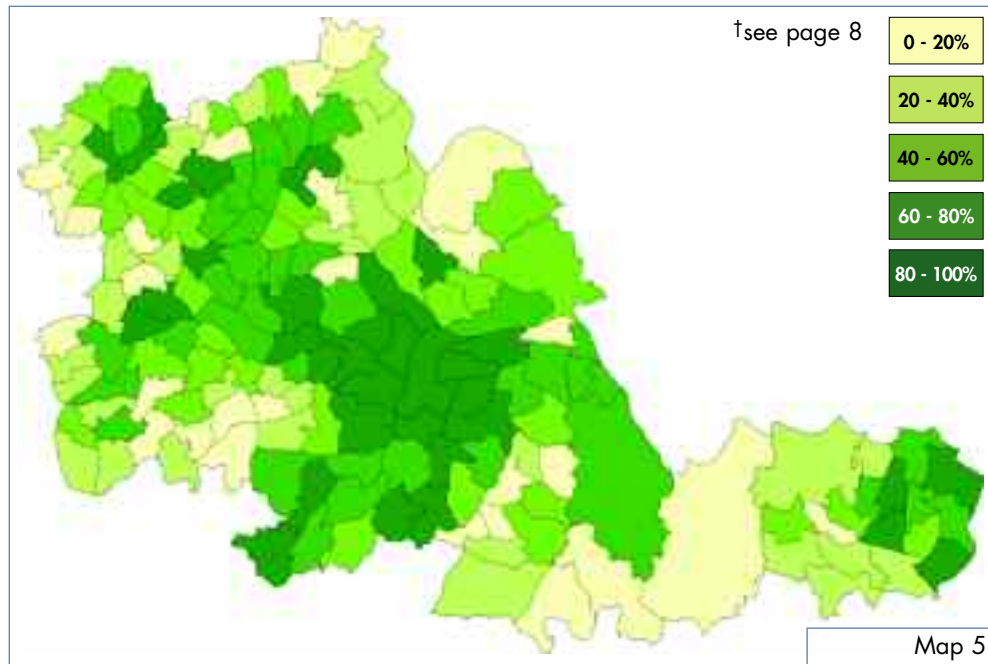


Secondary Incidents 2006/2007

There was a large concentration of secondary incidents in central Birmingham and the very southern areas of Birmingham. The wards in the Borough of Sandwell and the eastern boundary of Coventry also experienced a large number of secondary incidents. Solihull Borough, the western boundary of Wolverhampton, the southern boundary of Dudley Borough as well as the south east boundary of Walsall Borough have experienced far fewer secondary incidents.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

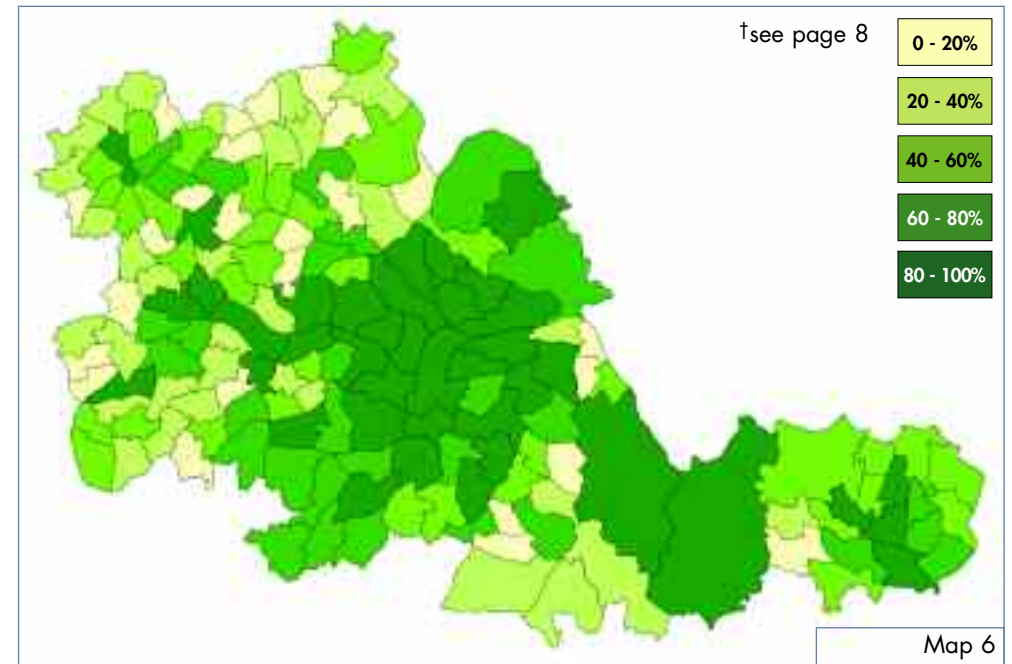
Thematic map of the West Midlands with Malicious False Alarms shown.



Malicious False Alarms 2006/2007

Large proportions of malicious false alarms either originated or were attended in central and southern Birmingham. This was also the case for Sandwell and the eastern boundaries of Coventry.

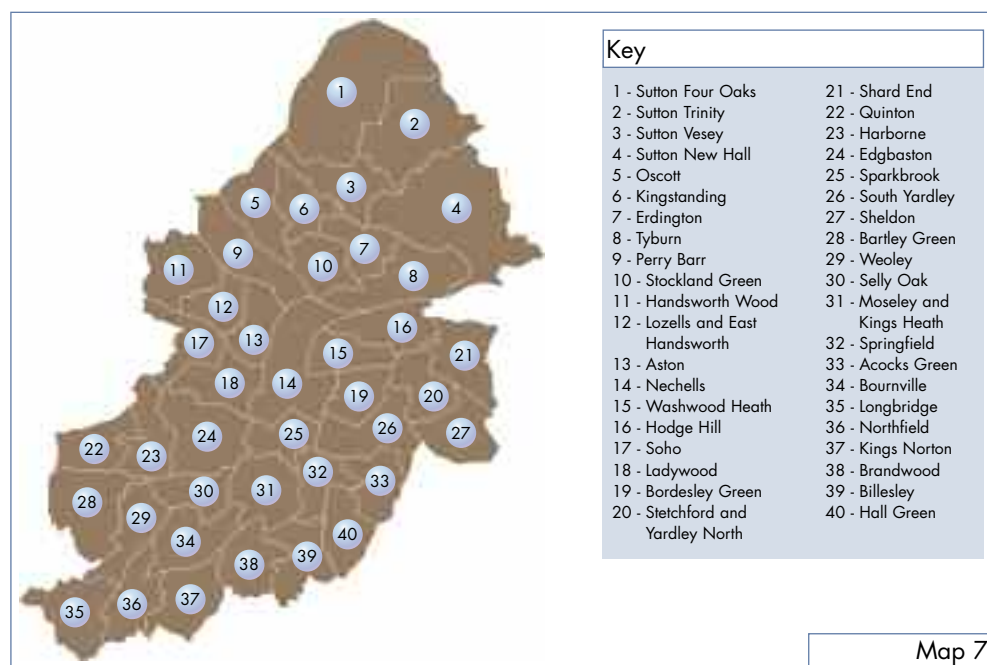
Thematic map of the West Midlands with Road Traffic Collisions shown.



Road Traffic Collisions 2006/2007

The darker areas on the map show where the highest number of road traffic collisions have occurred in the West Midlands where West Midlands Fire Service attended. Within the region there is a complex motorway network and many major roads and intersections. There is also a tendency for more road traffic collisions to occur on busy ring roads, for example Wolverhampton and Coventry.

Introductory Map of the City of Birmingham.



City of Birmingham - A Profile

The City of Birmingham has a total population of 977,087 split between 503,821 women and 473,266 men, covering an area of 2,685sq km.

Within this total, 28.3% fall into the 25-44 years age group and 19% fall into the over 60s.

In Birmingham the average distance travelled to work is greater than the national average of 2.5 km, ranging between 5-10km.

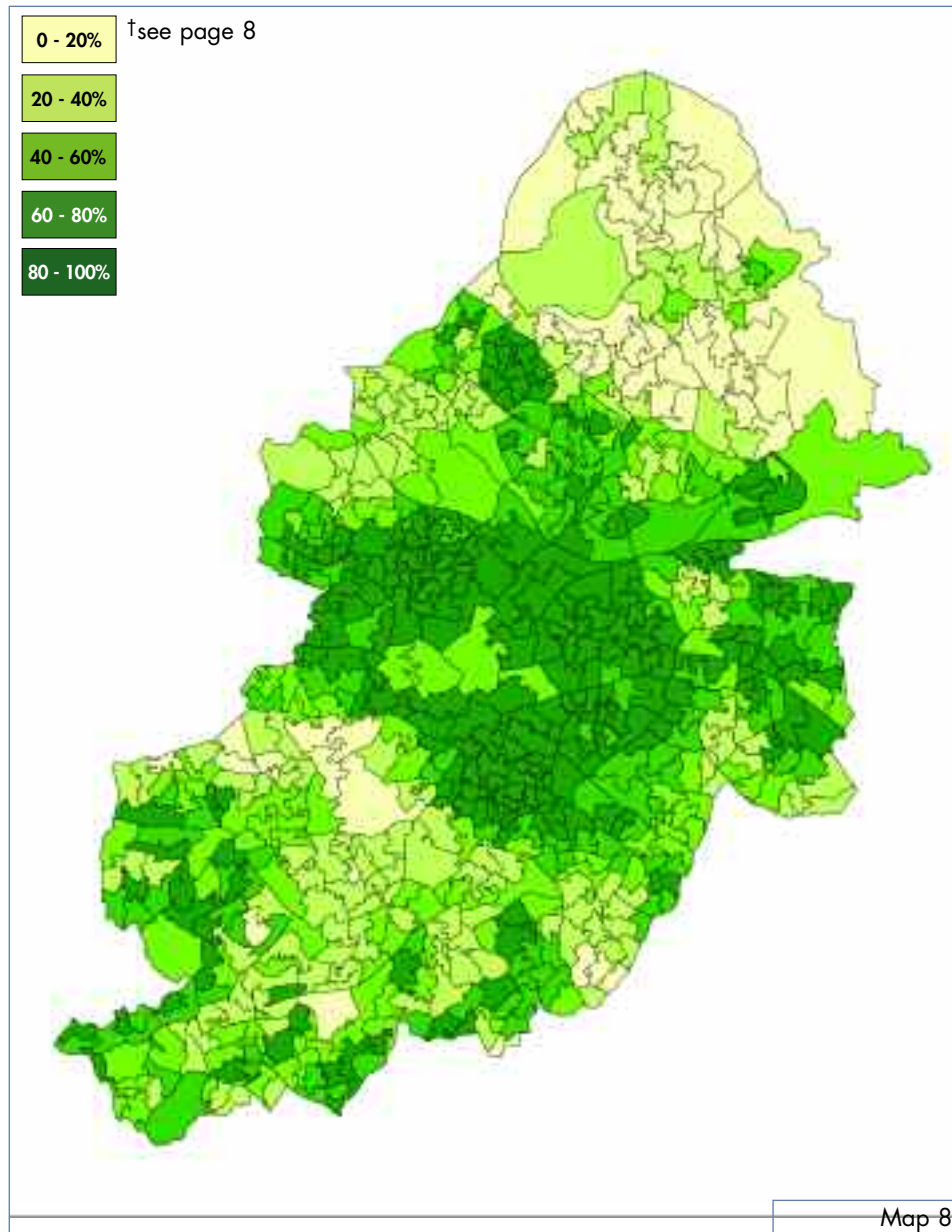
Birmingham has a total of 641 SOAs, 243 of these are classed amongst England's most deprived areas.

Semi-detached properties are the most popular type of housing, making up 34.9% of the housing stock. Purpose built blocks of flats, constituting 17.9% of the total, are more popular than the national average of 14% of the building stock. Within these premises the predominant group of households have two or more residents with dependent children.

The highest employment sector is in manufacturing at 17.4%, which is higher than the national figure for England which is 14.8%.

The most popular occupation falls into the administration and secretarial group at 14.1% whereas the national figures show managers and senior officials as being the largest group with 15.3% of the working population. The city has higher than the national average of long term unemployment at 36.3%.

Map of City of Birmingham with Indices of Multiple Deprivation.

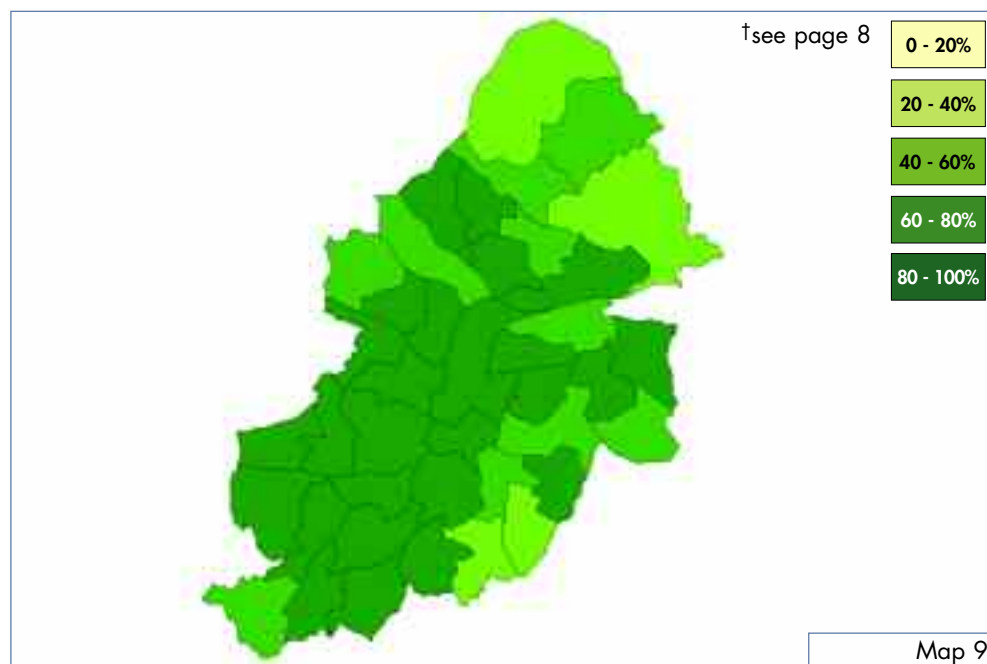


City of Birmingham Indices of Multiple Deprivation 2007

There are three distinguishable bands of deprivation scores within the City of Birmingham. The darkest areas are the SOAs that are within the highest 20% of deprivation scores in the West Midlands and are mainly concentrated in the central area but are also present in some southern SOAs. The northern area has a large proportion of SOAs that are within the lowest 20% of deprivation scores in the West Midlands. The southern SOAs present a mix of the lowest and the highest 20% of deprivation scores, relative to the whole of the West Midlands.



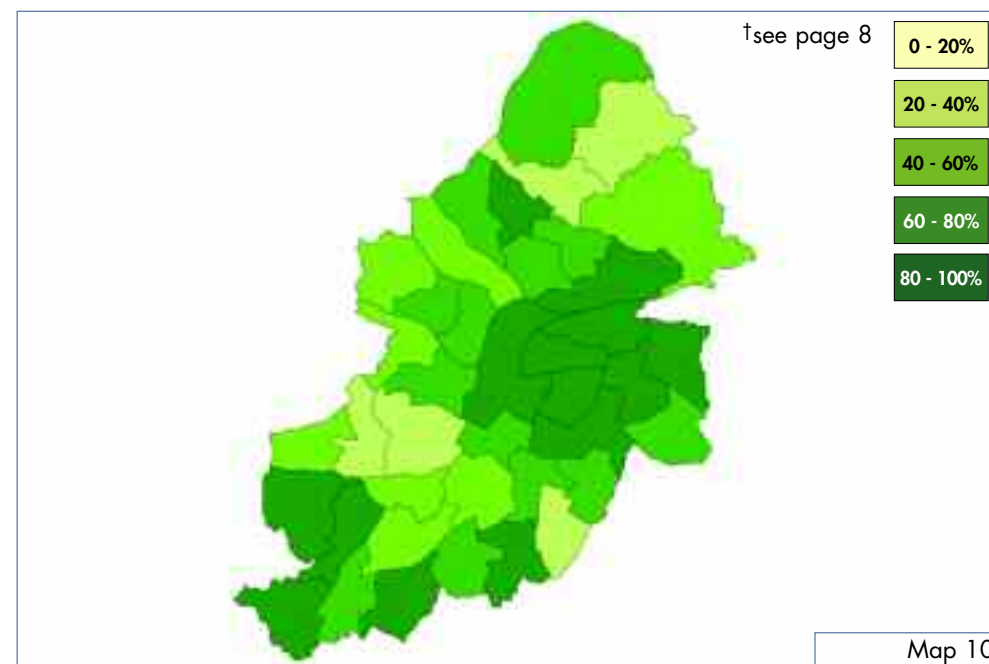
Thematic map of City of Birmingham with Accidental Dwelling Fires shown.



City of Birmingham Accidental Dwelling Fires 2006/2007

The darker areas show that these wards have had a large number of accidental dwelling fires and are in the highest 20% of the 183 wards in the West Midlands. The wards towards the northern boundary have had fewer accidental dwelling fires.

Thematic map of City of Birmingham with Secondary* Incidents shown.

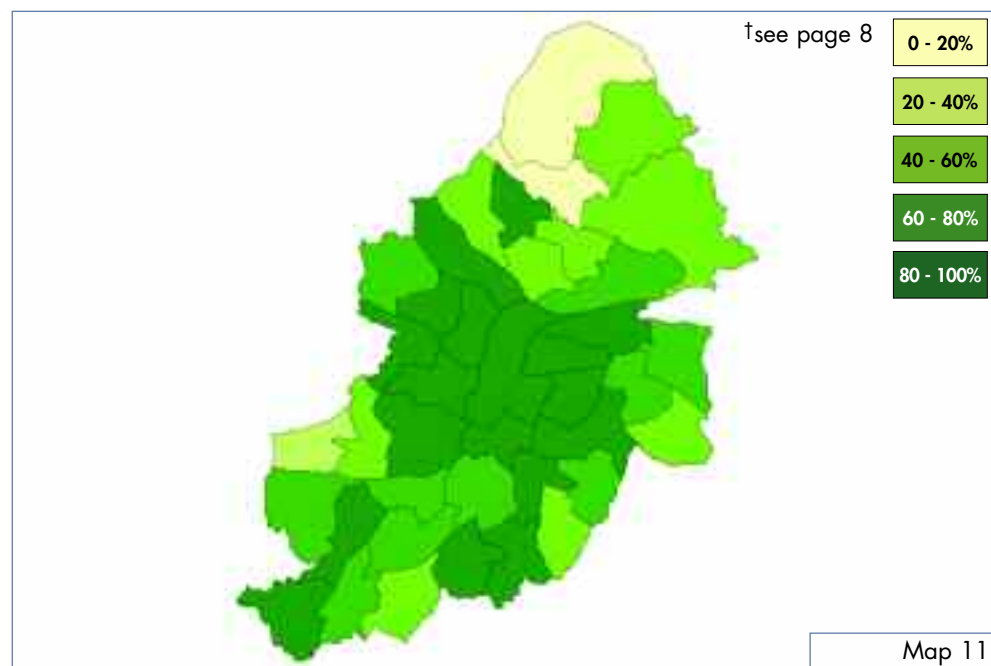


City of Birmingham Secondary Incidents 2006/2007

There is a very varied distribution of secondary incidents in the City of Birmingham. These type of incidents have occurred more often in wards within the city centre and inner city areas. Wards such as Edgbaston, Harborne, Sutton Trinity, Sutton Vesey and Hall Green have had far fewer secondary incidents.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

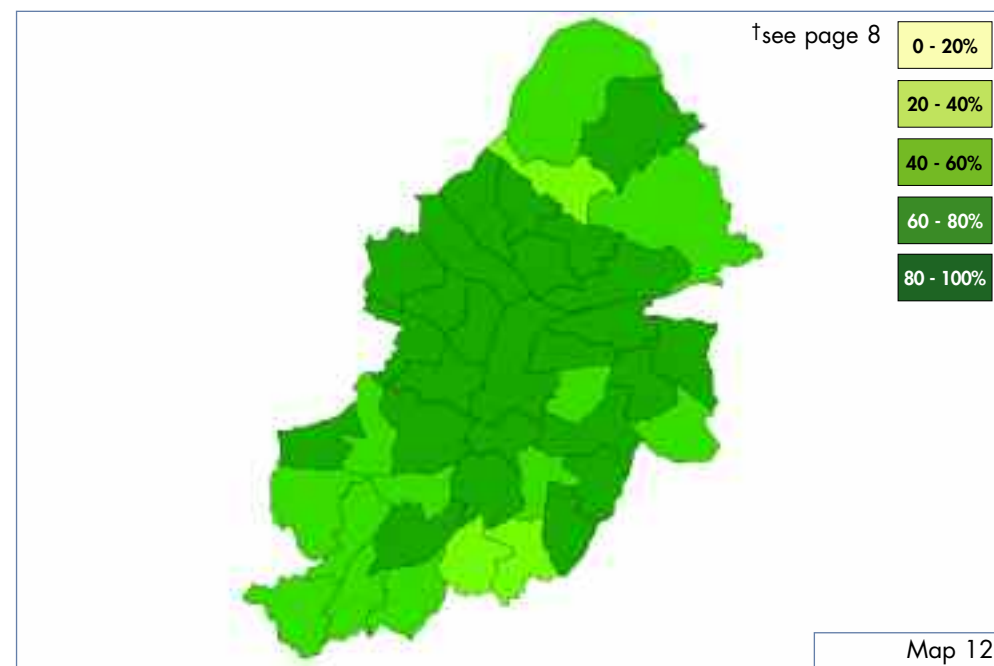
Thematic map of City of Birmingham with Malicious False Alarms shown.



City of Birmingham Malicious False Alarms 2006/2007

A large proportion of malicious false alarms either originated or were attended in central and southern Birmingham. The northern part had relatively few malicious false alarms falling in the lowest 20% of the wards in the West Midlands.

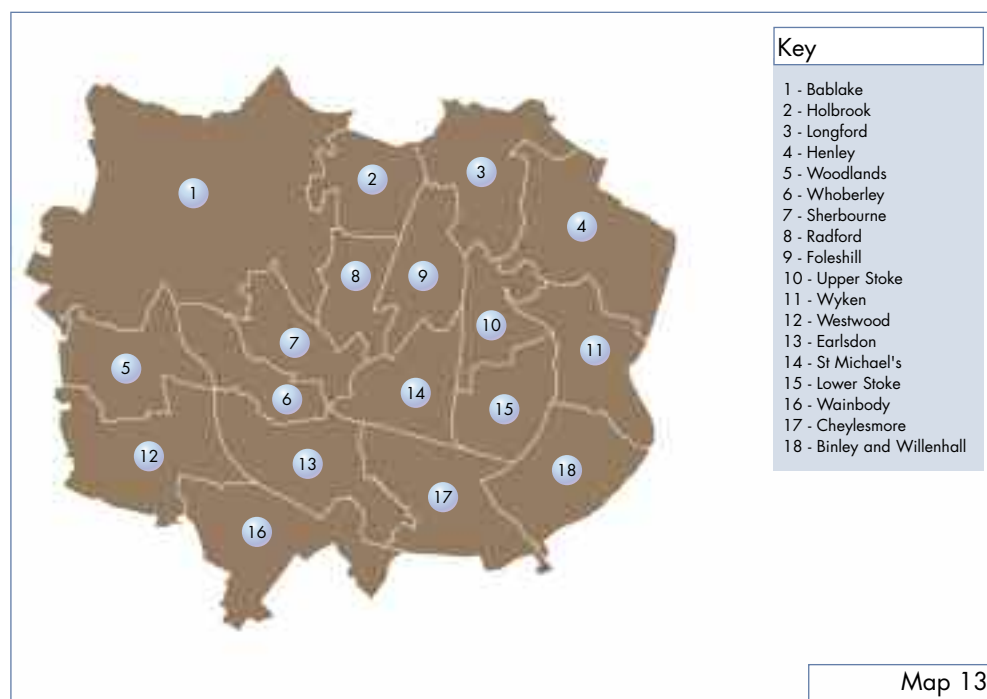
Thematic map of City of Birmingham with Road Traffic Collisions shown.



City of Birmingham Road Traffic Collisions 2006/2007

Birmingham has many major routes, including motorways and trunk roads and this is reflected in the high number of road traffic collisions attended by West Midlands Fire Service. These are concentrated in the centre of the city. None of the wards within the Birmingham area have low numbers of road traffic collisions compared to the West Midlands as a whole.

Introductory Map of the City of Coventry.



City of Coventry - A Profile

The City of Coventry is a predominantly urban area surrounded by green belt land of the West Midlands and Warwickshire. It has a total population of 300,848, split between 151,733 women and 149,115 men, covering an area of 99sq km.

Within this total 21.3% fall into the 30-44 years age group and 19.9% fall into the over 60s. Life expectancy for the area is increasing with the over 85 age group predicted to increase to 17% by 2010.

Ethnic minorities make up 22% of the population compared to 13% in England. It is currently seeing an influx of economic migrants from new member states of the European Union.

In Coventry the average distance travelled to work is equal to the national average of 2.5km.

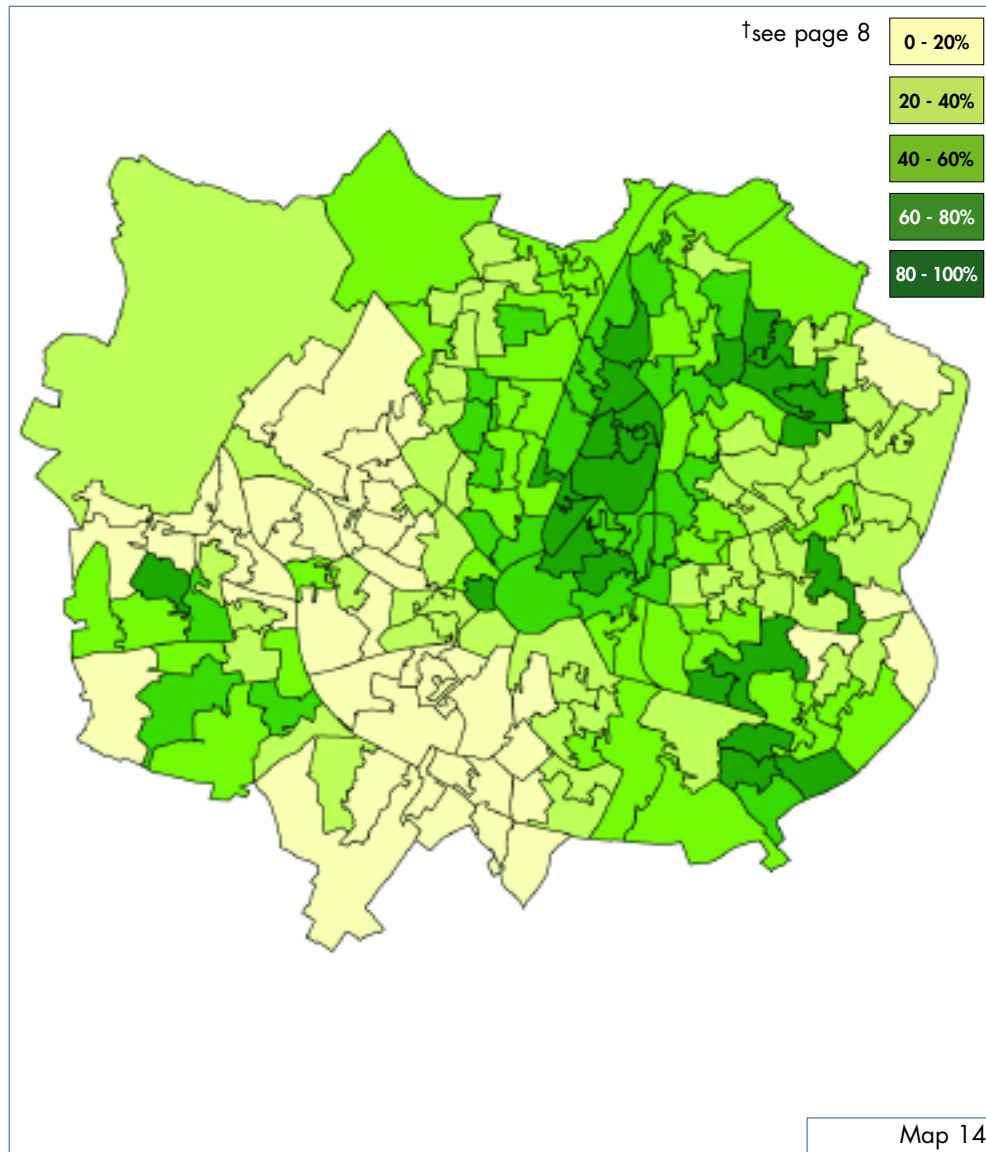
Coventry has a total of 197 SOAs. Of these, 66 sit in England's 20% most deprived areas.

The most popular type of housing within the city is terraced making 47.2% of the housing stock. This is high compared to the national average of 25.8% for this type of property. Coventry has a predominant household type consisting of married couples with dependent children.

The highest employment sector is in manufacturing at 20.8%. This is higher than the national average for England of 14.8%. Its economy is undergoing change with the decline of traditional manufacturing but growing through new investments and new jobs in the service industries.

The most popular occupation falls within the administration and secretarial groups at 10.6% whereas the national figures show managers and senior officials as being the largest group with 15.3% of the working population.

Map of the City of Coventry with Indices of Multiple Deprivation.



The City of Coventry Indices of Multiple Deprivation 2007

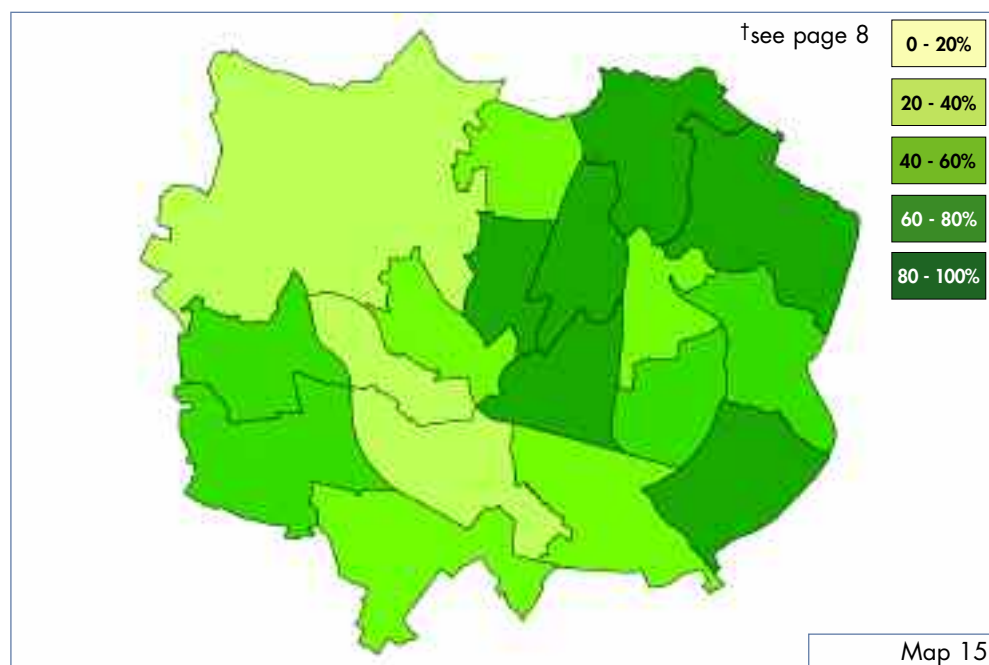
The City of Coventry has a proportionately low number of deprived SOAs within the top 20% of deprivation scores compared to the West Midlands.

The highest 20% of deprivation scores are mainly concentrated in the centre of Coventry.

To the east of the city centre there is a diverse mix of low and high deprivation SOAs. The southern SOAs of Coventry are amongst the lowest 20% compared to the whole of the West Midlands.



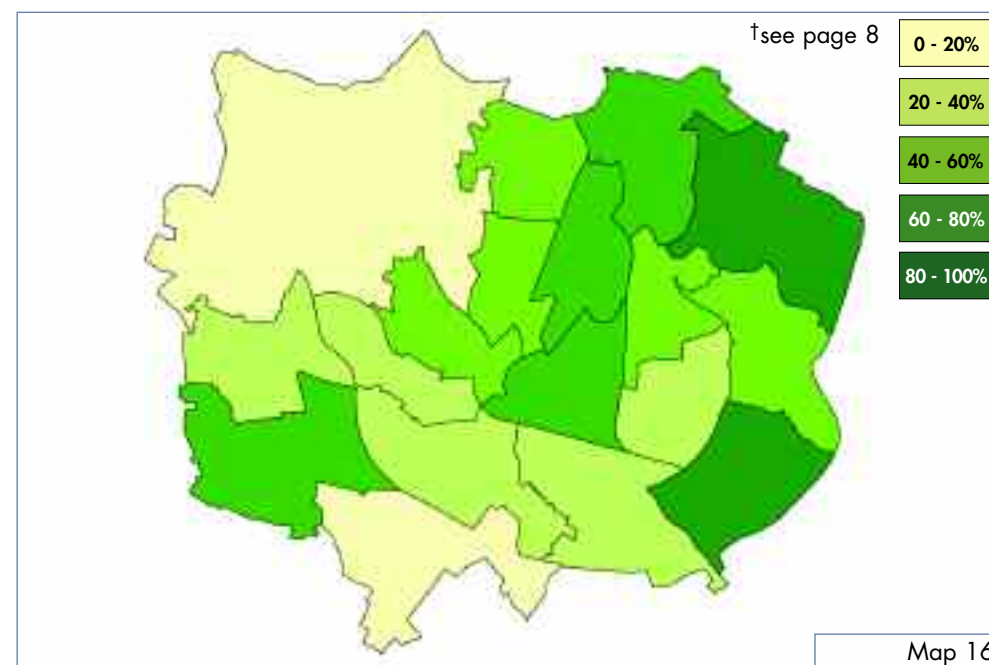
Thematic map of the City of Coventry with Accidental Dwelling Fires shown.



City of Coventry Accidental Dwelling Fires 2006/2007

The wards towards the northwest part of Coventry have had fewer accidental dwelling fires. The areas that have had the least accidental dwelling fires are similar to those areas that are in the lowest deprived 40% for the West Midlands.

Thematic map of the City of Coventry with Secondary* Incidents shown.

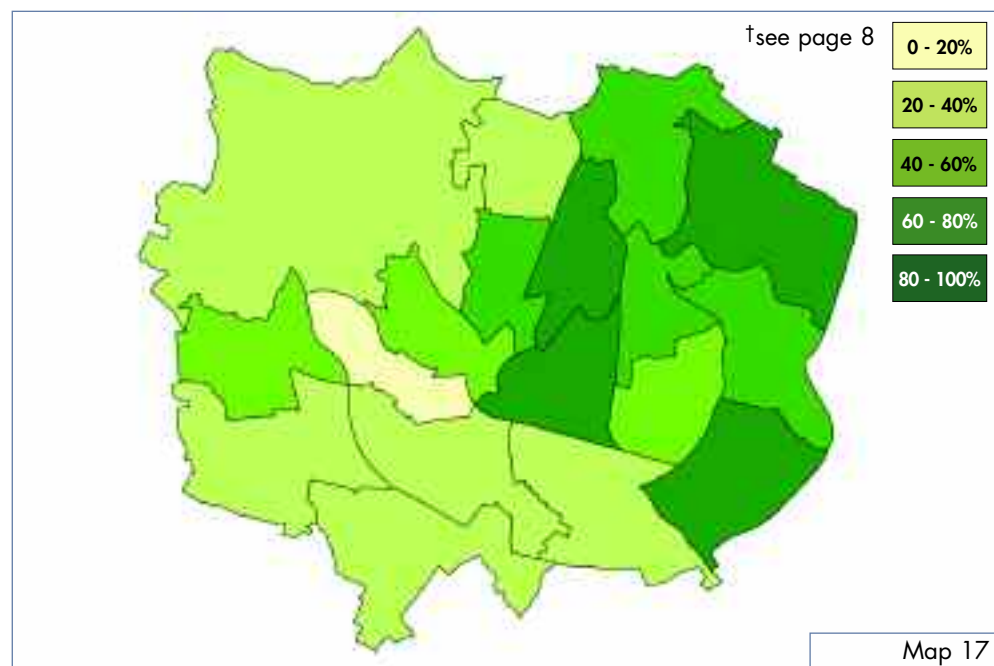


City of Coventry Secondary Incidents 2006/2007

The areas that have had the highest numbers of secondary fires are to the east of Coventry. The exception to this is to the west of the city in Westwood ward. Henley and Binley and Willenhall wards are within the top 20%, compared to the West Midlands for secondary incidents. Bablake and Wainbody have had the lowest number of secondary incidents.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

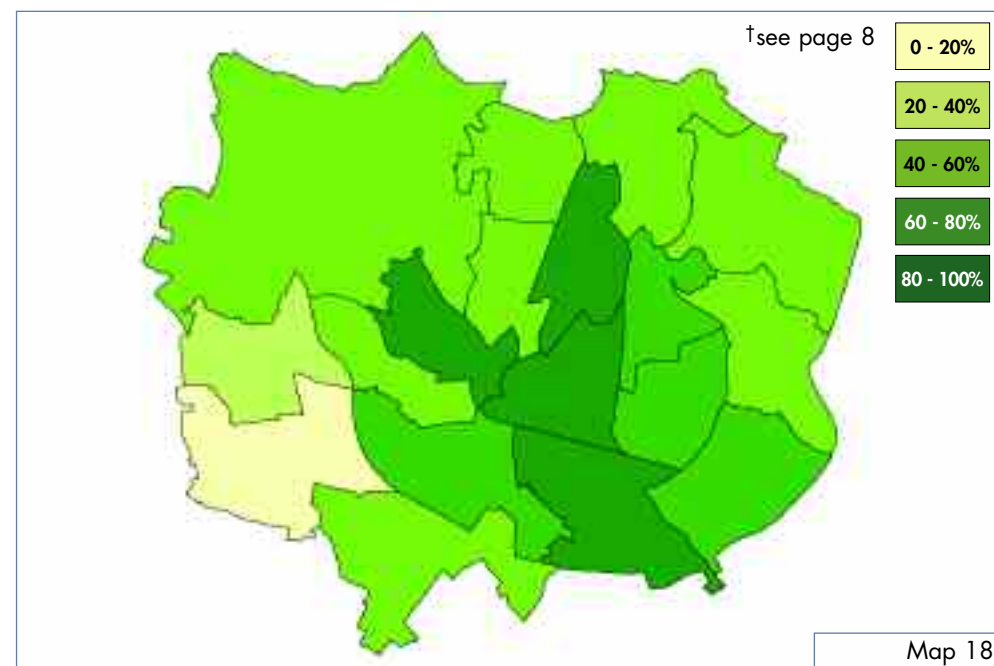
Thematic map of the City of Coventry with Malicious False Alarms Shown.



City of Coventry Malicious False Alarms 2006/2007

A large proportion of malicious false alarms either originated or were attended in the central and eastern areas of Coventry. The south and northwest areas had relatively few malicious false alarms falling in the lowest 20% of wards in the West Midlands. The wards with the highest number of malicious false alarms are similar to those where high levels of secondary incidents occur.

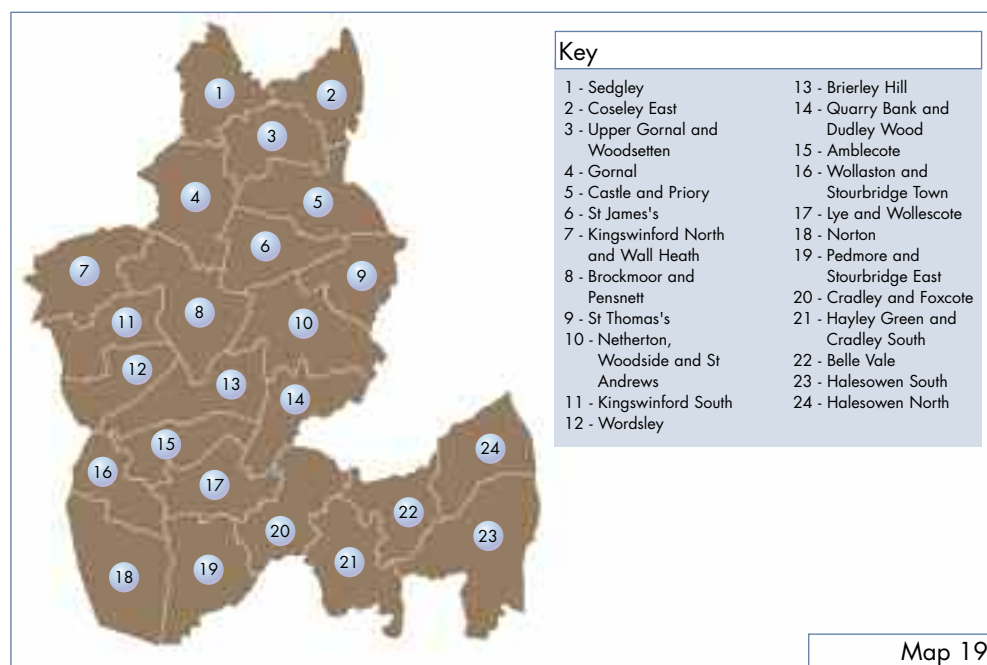
Thematic map of the City of Coventry with Road Traffic Collisions Shown.



City of Coventry Road Traffic Collisions 2006/2007

The darker areas on the map show the highest number of road traffic collisions within Coventry attended by the West Midlands Fire Service. In these areas there are many major routes and this could be a contributory factor in the number of road traffic collisions. These are concentrated in the centre of the city and to the southeast of the city centre. There is one area within Coventry, Westwood ward, that has low numbers of road traffic collisions compared to the West Midlands.

Introductory Map of Dudley Borough.



Dudley has 202 SOAs and 12 of these fall into the top 10% of the most deprived areas in England. The most deprived wards are in St Thomas, St James and towards Brierley Hill.

The most popular type of housing within the area is semi-detached making up 49.6% of the housing stock. Within these premises Dudley has a predominant group of households of married couples without children.

The highest employment sector is in manufacturing at 24.3%, which is higher than the national figure for England at 14.8%.

The most popular occupation group is manager and senior officials, at 10.6% whereas the national figures show managers and senior officials as being the highest group with 15.3% of the working population.

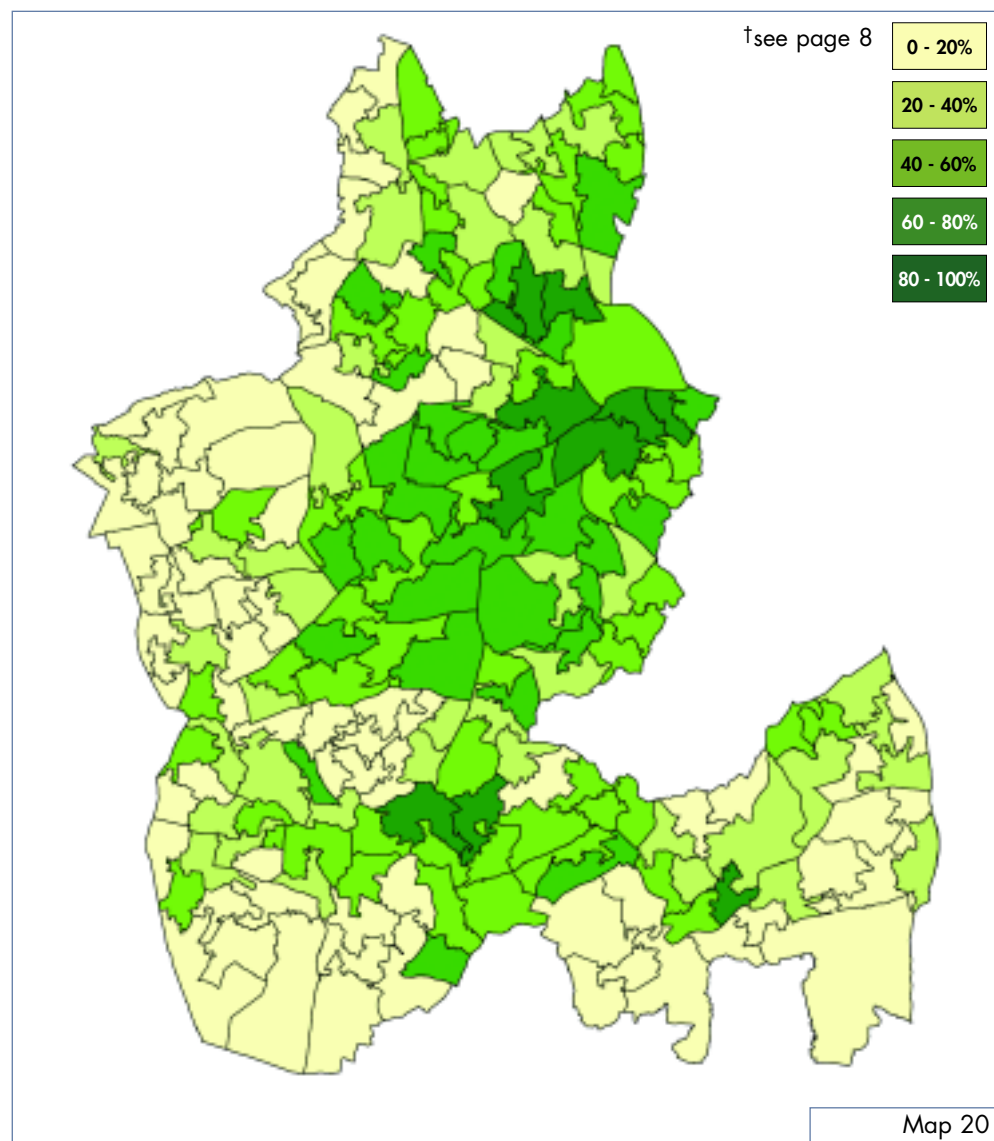
Dudley Borough - A Profile

Dudley Borough has a total population of 305,155 split between 155,441 women and 149,714 men, covering an area of 98sq km.

Within this total 22.1% fall into the 30-44 years age group and 22.2% fall into the over 60s.

In Dudley the average distance travelled to work is between 2-5km which is equal to the national average distance travelled.

Map of Dudley Borough with Indices of Multiple Deprivation.



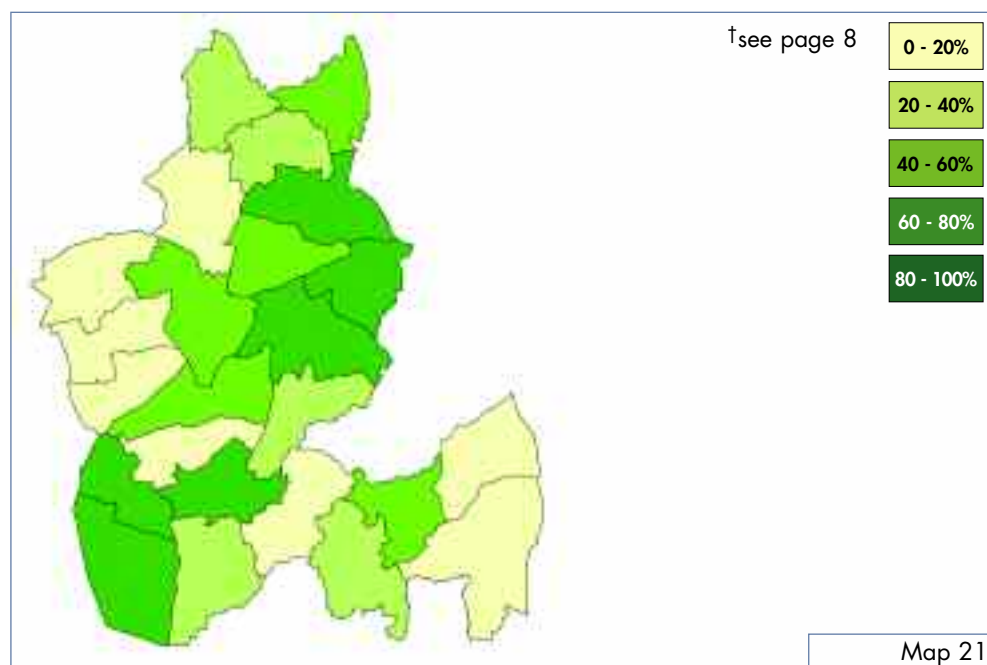
Dudley Borough Indices of Multiple Deprivation 2007

Dudley has a diverse split of deprived SOAs in the top 20% of deprivation scores.

The highest 20% of deprivation scores are mainly concentrated in the east of Dudley and the area surrounding Dudley town centre. The lowest 20% of deprived areas are mainly concentrated towards the west of the Borough.



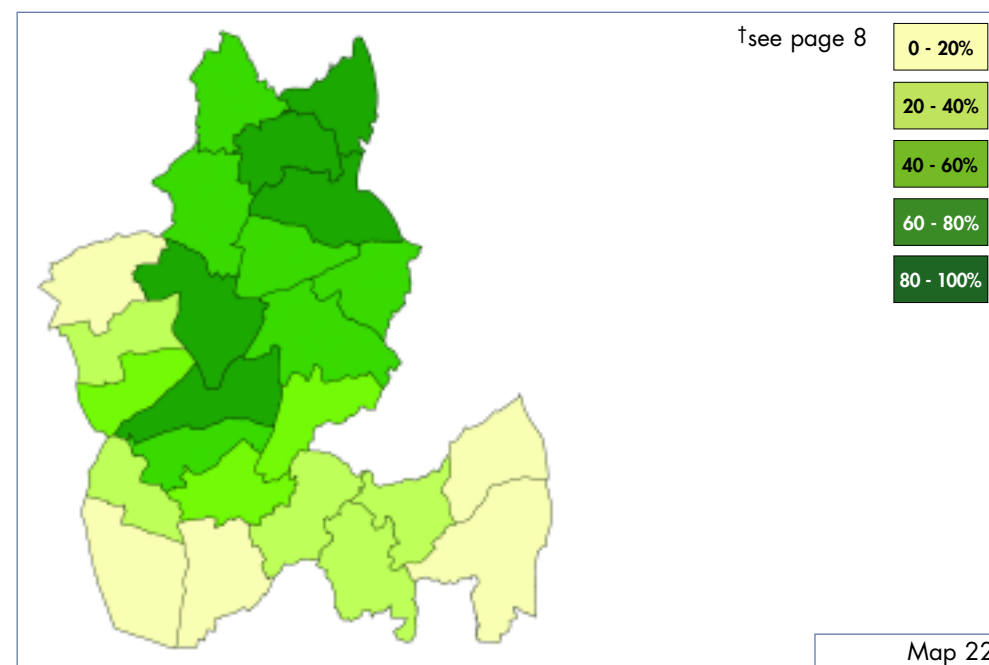
Thematic map of Dudley Borough with Accidental Dwelling Fires shown.



Dudley Borough Accidental Dwelling Fires 2006/2007

The darker areas show that these wards have had the largest numbers of accidental dwelling fires. These occur to the east of Dudley town centre in the wards of Castle and Priory, St Thomas's and Netherton and in the south west of Dudley Borough. Wards in the southeast and west of Dudley Borough had the lowest number of accidental dwelling fires.

Thematic map of Dudley Borough with Secondary* Incidents shown.

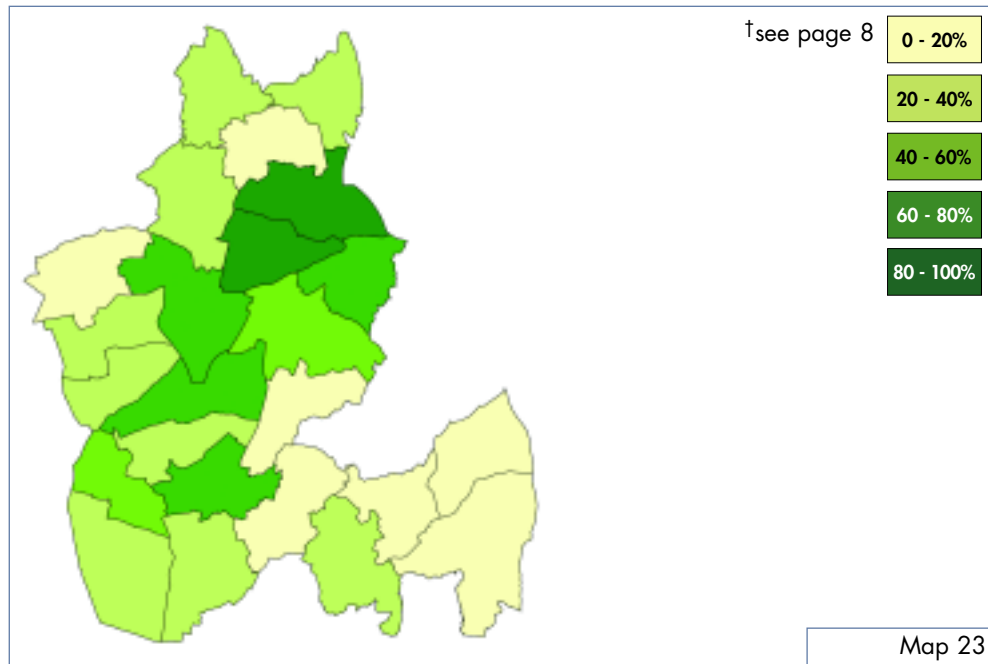


Dudley Borough Secondary Incidents 2006/2007

The top 20% of secondary incidents, compared to the whole of the West Midlands, are concentrated in the centre, north and northeast of Dudley Borough. Most of the wards in this 20% are also in the top 20% most deprived areas in Dudley. Other wards in Dudley such as Kingswinford North and Wall Heath, Norton, Pedmore and Stourbridge East and Halesowen South and North have had far fewer secondary incidents.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

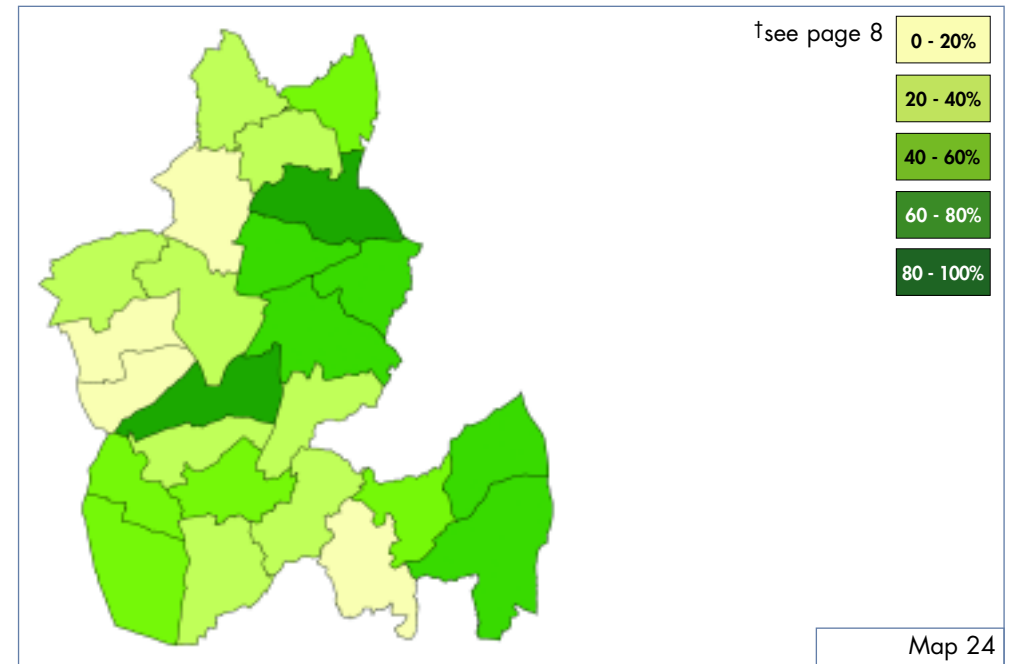
Thematic map of Dudley Borough with Malicious False Alarms shown.



Dudley Borough Malicious False Alarms 2006/2007

A large proportion of malicious false alarm calls either originated or were attended within the St James's, Castle and Priory wards of Dudley. The wards in the bottom 20% are the same as those that have had the lowest number of accidental dwelling fires.

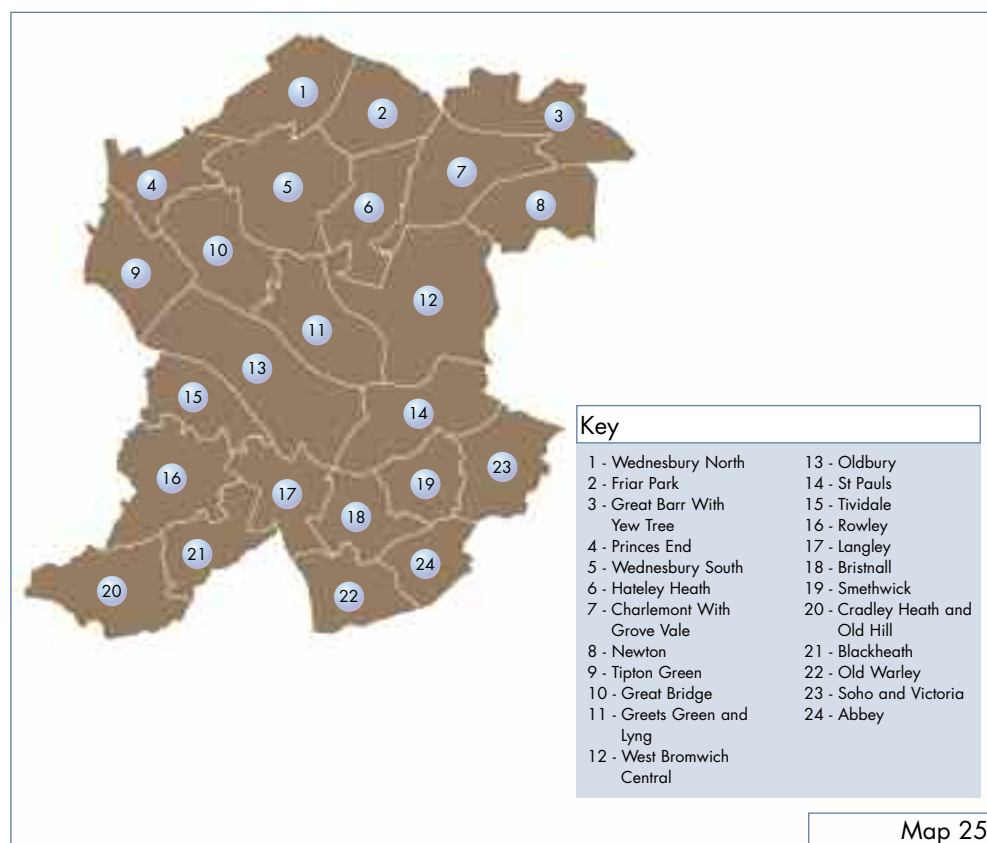
Thematic map of Dudley Borough with Road Traffic Collisions shown.



Dudley Borough Road Traffic Collisions 2006/2007

The darker areas on the map show the highest number of road traffic collisions within Dudley where the West Midlands Fire Service attended. There are many major routes, including dual carriageways and trunk roads, and this could be a contributory factor in the higher number of road traffic collisions. Road traffic collisions are concentrated in the centre and the northeast of the Borough. Lower numbers of road traffic collisions occur in the northwest of the Borough.

Introductory Map of Sandwell Borough.



Sandwell Borough - A Profile

Sandwell Borough has a total population of 282,904, split between 146,407 women and 136,497 men, covering an area of 86sq km.

Within this total 22.1% fall into the 30 – 44 years age group and 21.5% fall into the over 60s.

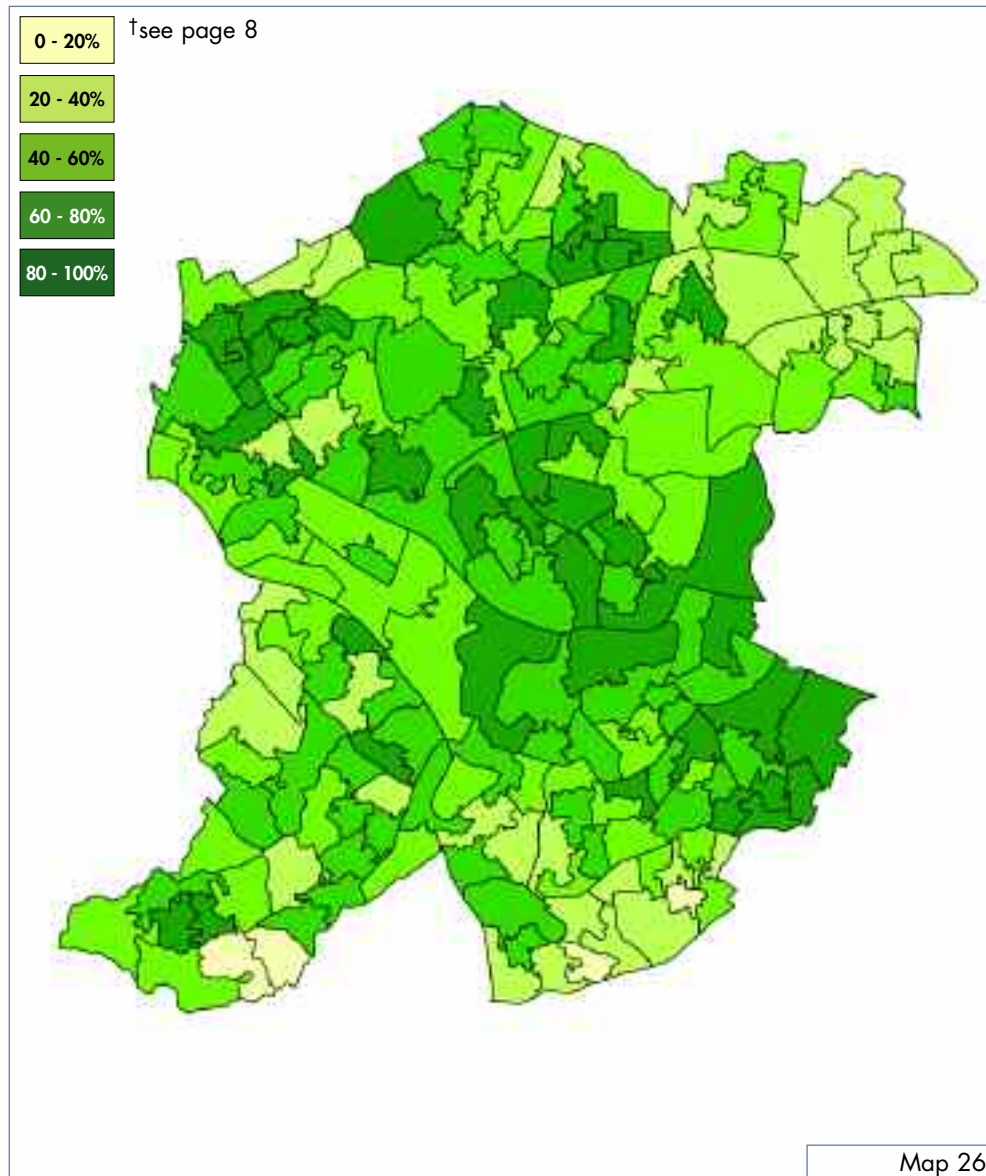
In Sandwell the average distance travelled to work is 2.5km which is equal to the national average.

The most popular type of housing within the area is semi-detached properties, making up 45.0% of the housing stock. 34.9% of people living in these households are married couples.

The highest employment sector is manufacturing at 26.0%, which is higher than the national figure for England at 14.8%.

The most popular occupation is that of process; plant and machine operatives at 15.8%.

Map of Sandwell Borough with Indices of Multiple Deprivation.



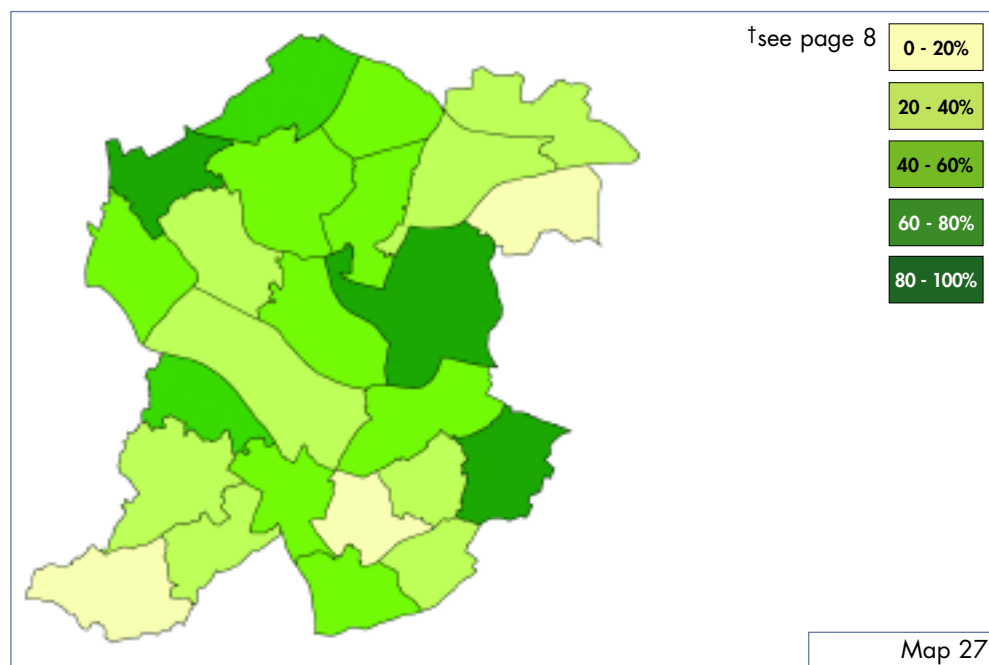
Sandwell Borough Indices of Multiple Deprivation 2007

Much of Sandwell Borough falls within the top sector of deprivation scores compared to the West Midlands. The SOAs in the highest 20% of deprivation, are Soho and Victoria, Greets Green and Lyng, St Paul's, Princes End and Wednesbury North.

The lowest 20% of deprivation scores are in the south of the area within the wards of Cradley Heath and Old Hill and Warley.



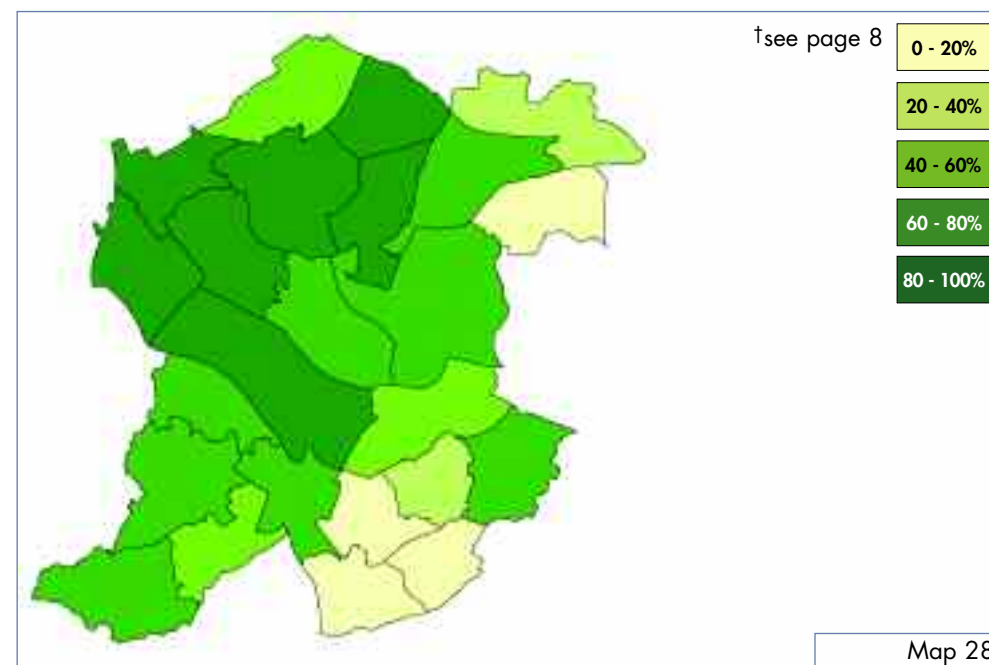
Thematic map of Sandwell Borough with Accidental Dwelling Fires shown.



Sandwell Borough Accidental Dwelling Fires 2006/2007

The darker areas show the largest number of accidental dwelling fires. The wards affected are West Bromwich Central, Soho and Victoria and Princes End. Two of these wards are within the most deprived areas of Sandwell Borough, namely Soho and Victoria and Princes End. Cradley Heath and Old Hill, Bristnall and Newton have had the lowest numbers of accidental dwelling fires.

Thematic map of Sandwell Borough with Secondary* Incidents shown.

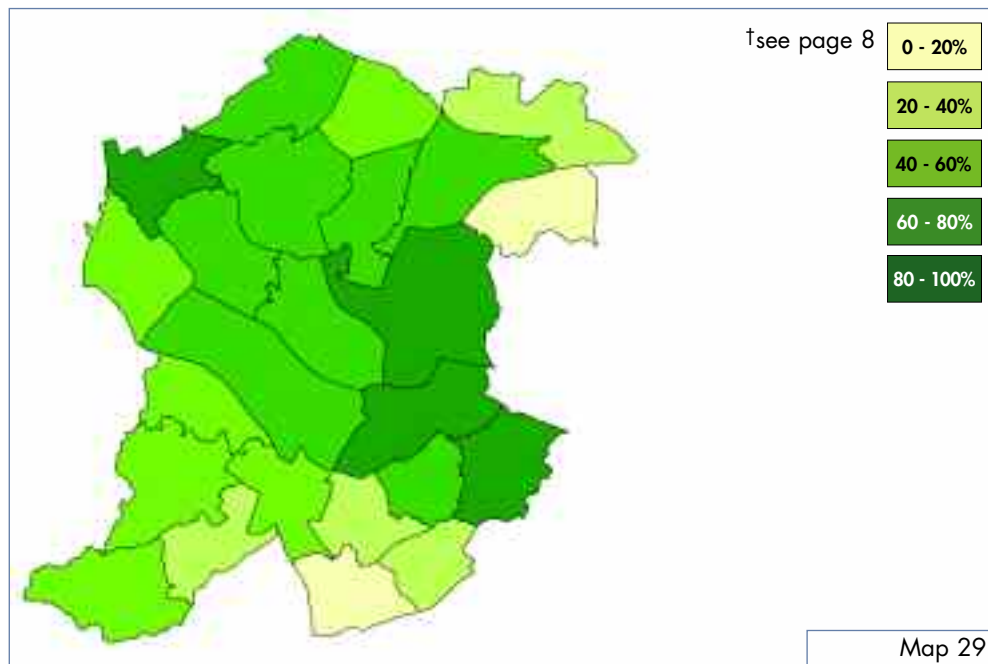


Sandwell Borough Secondary Incidents 2006/2007

The wards that have had the top 20% compared to the whole of the West Midlands are concentrated to the west of the area. The lowest number of secondary incidents occurs in the wards of Newton, Bristnall, Old Warley and Abbey

*Secondary incidents are those typically not involving property e.g. grass and rubbish

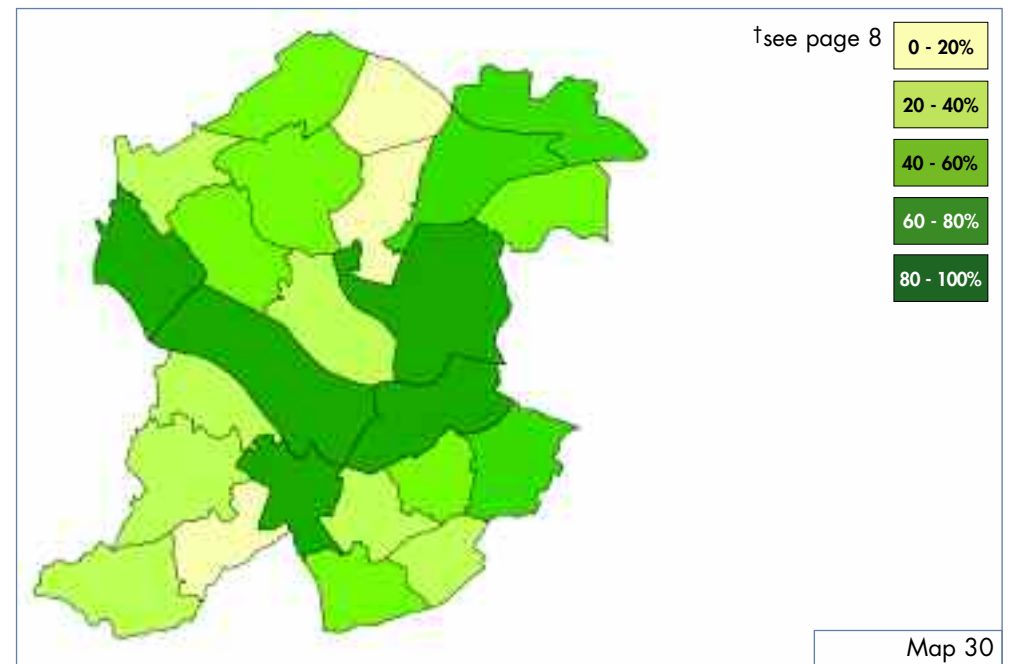
Thematic map of Sandwell Borough with Malicious False Alarms shown.



Sandwell Borough Malicious False Alarms 2006/2007

A large proportion of malicious false alarms either originated or were attended in the east of the Borough. Newton and Old Warley wards have the lowest 20% of malicious false alarms.

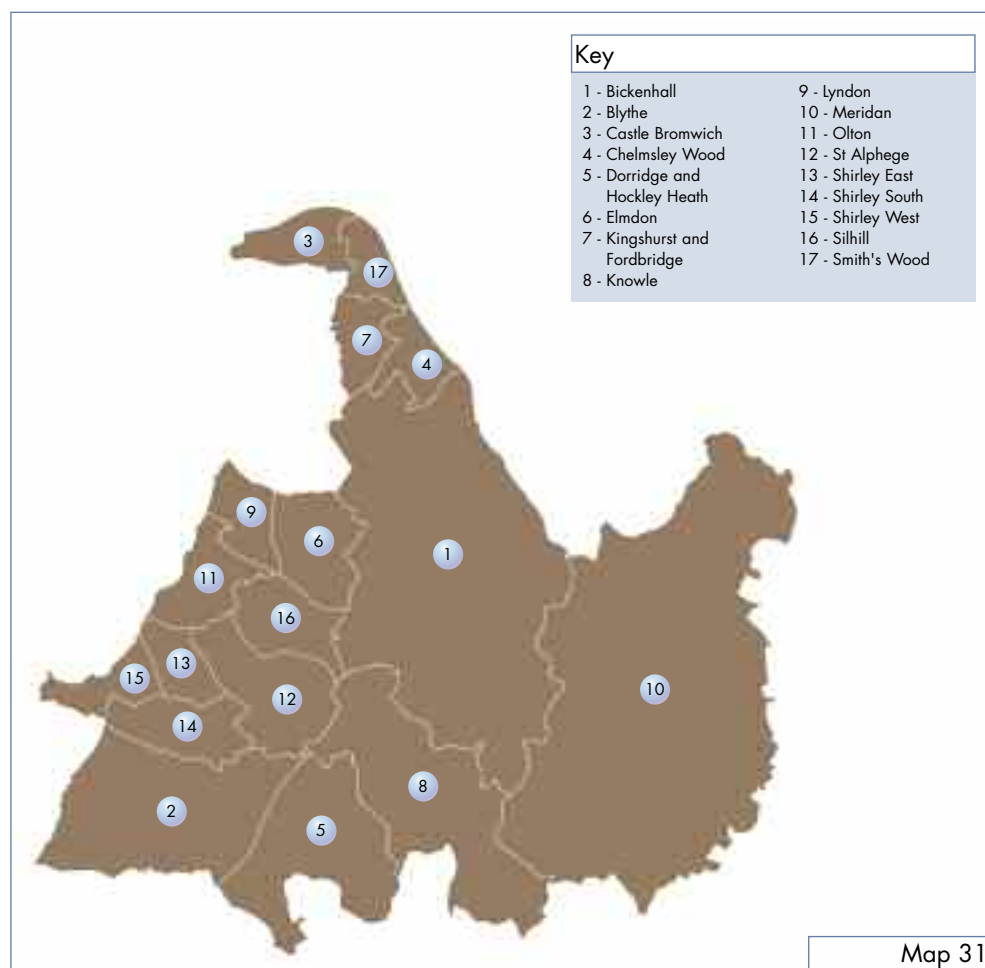
Thematic map of Sandwell Borough with Road Traffic Collisions shown.



Sandwell Borough Road Traffic Collisions 2006/2007

There are many major routes within Sandwell Borough, including motorways and trunk roads. The highest number of road traffic collisions attended by West Midlands Fire Service are concentrated across the centre of the Borough in West Bromwich Central, St Paul's, Oldbury and Tipton Green wards. The lowest numbers of road traffic collisions are within Friar Park, Hateley Heath and Blackheath.

Introductory Map of Solihull Borough.



Solihull Borough - A Profile

Solihull Borough has a total population of 199,517 split between 102,834 women and 96,683 men, covering an area of 178sq km.

Within this total 21.9% falls into the 30-44 years age group and 21.6% falls into the over 60s.

In Solihull, the average distance travelled to work is between 5-10 km which is higher than the national average of 2-5 km.

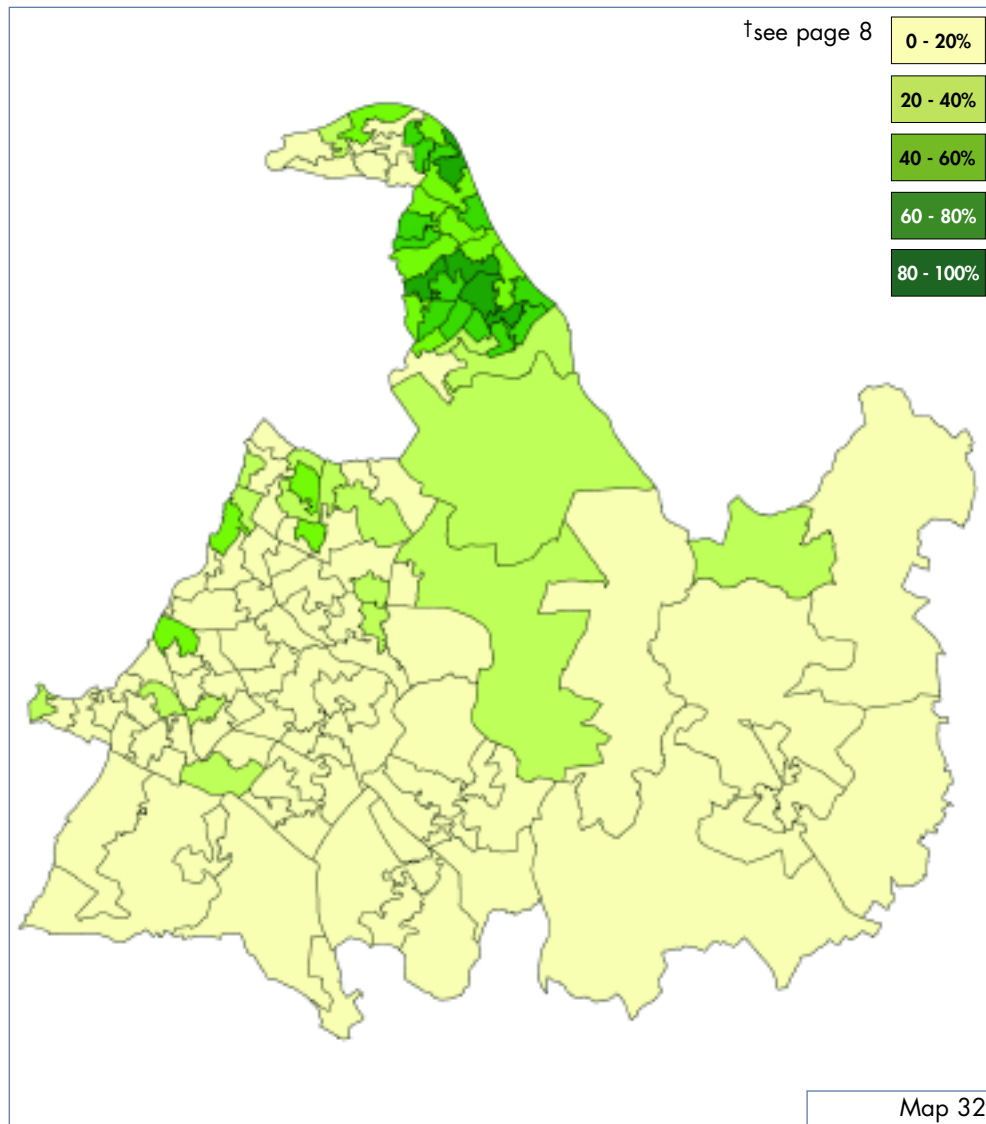
Solihull Borough is the least deprived area of the West Midlands.

The most popular type of housing is semi-detached properties making up 38.8% of the housing stock. People living in these houses are married couples with two or more dependent children.

The highest employment sector is in manufacturing at 16.1%, which is higher than the national average for England.

The most popular occupations at 14.4% are managers and senior officials. This is marginally under the national average figure of 15.3%.

Map of Solihull Borough with Indices of Multiple Deprivation.

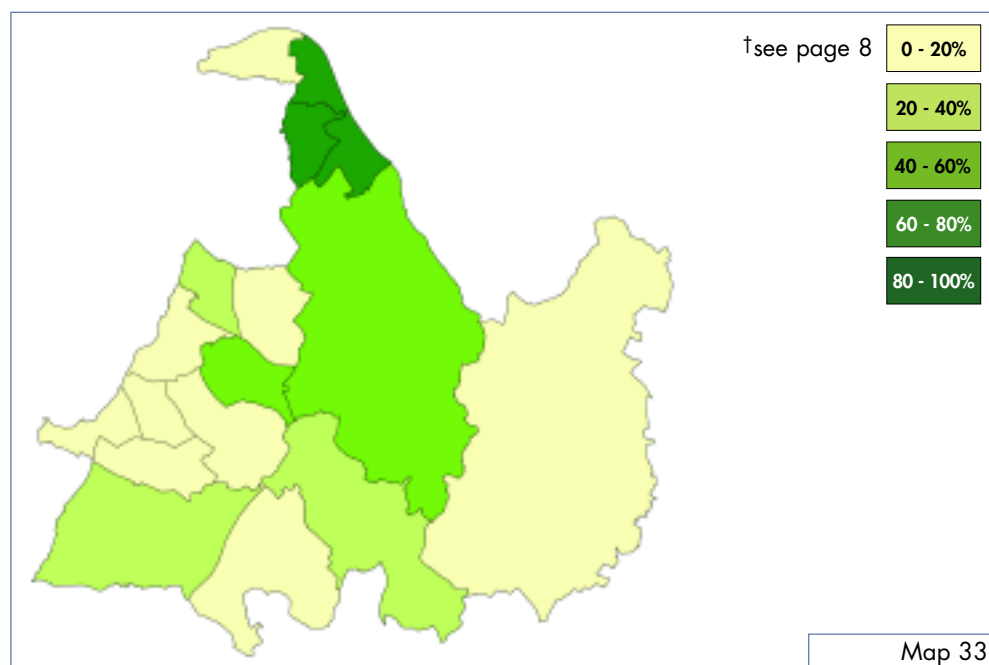


Solihull Borough Indices of Multiple Deprivation 2007

Solihull Borough has a low level of deprivation in comparison with the West Midlands. Wards of Smith's Wood, Kingshurst and Fordbridge and Chelmsley Wood are within the top 20% most deprived areas. The south of Solihull Borough has the lowest 20% of deprived areas within the West Midlands.



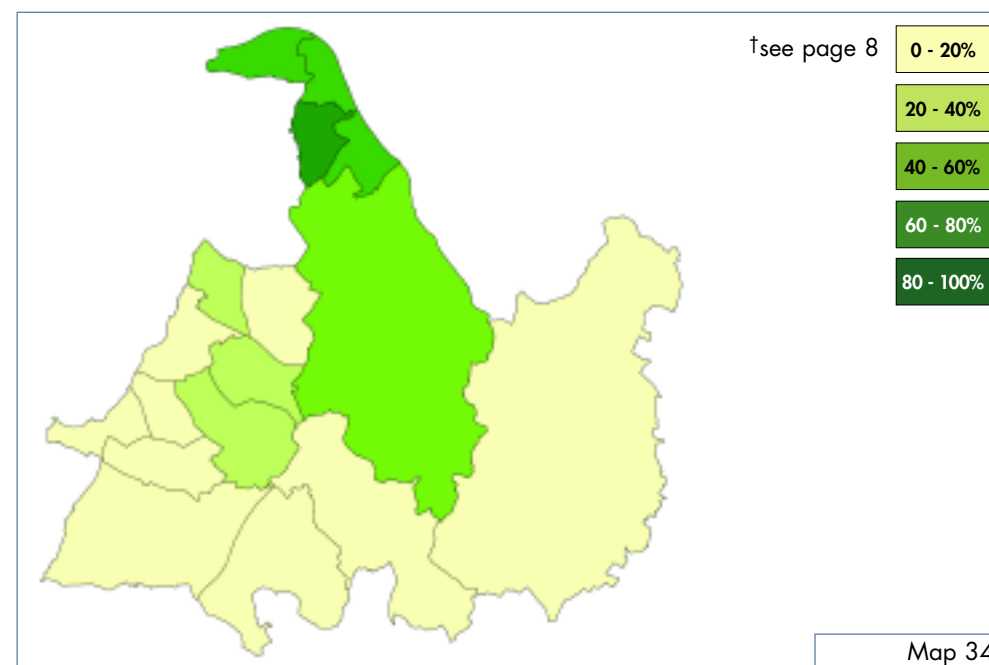
Thematic map of Solihull Borough with Accidental Dwelling Fires shown.



Solihull Borough Accidental Dwelling Fires 2006/2007

Smith's Wood, Kingshurst and Fordbridge and Chelmsley Wood have the highest number of accidental dwelling fires. The wards of Meriden, Dorridge and Hockley Heath, Elmdon and those to the west of Solihull have the lowest number of accidental dwelling fires.

Thematic map of Solihull Borough with Secondary* Incidents shown.

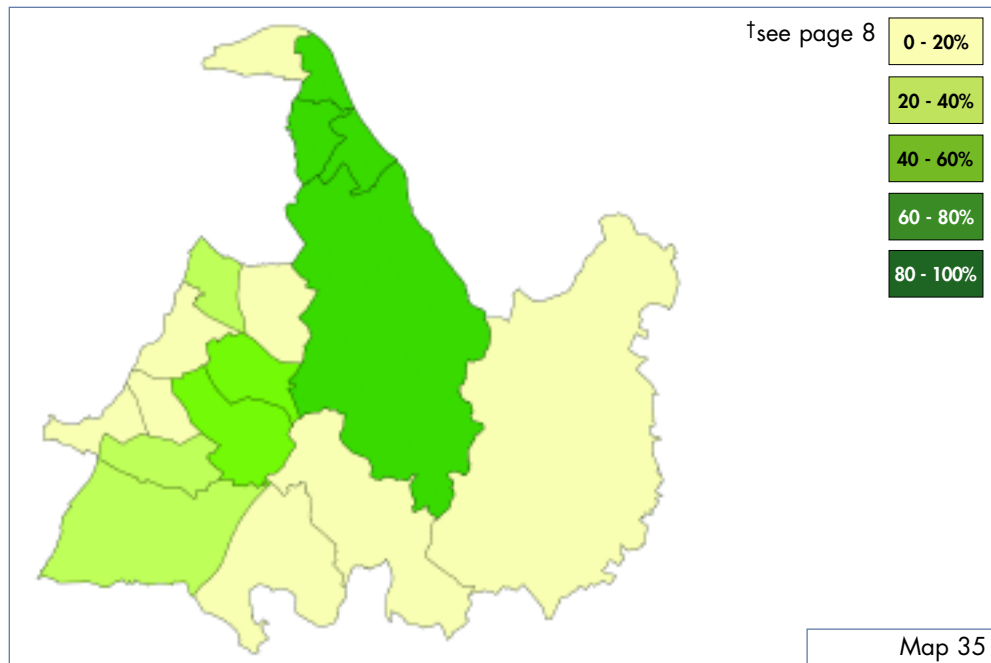


Solihull Borough Secondary Incidents 2006/2007

The ward with the highest number of secondary incidents in Solihull Borough is Kingshurst and Fordbridge. The lowest numbers of secondary incidents are in the east, south and west of the area.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

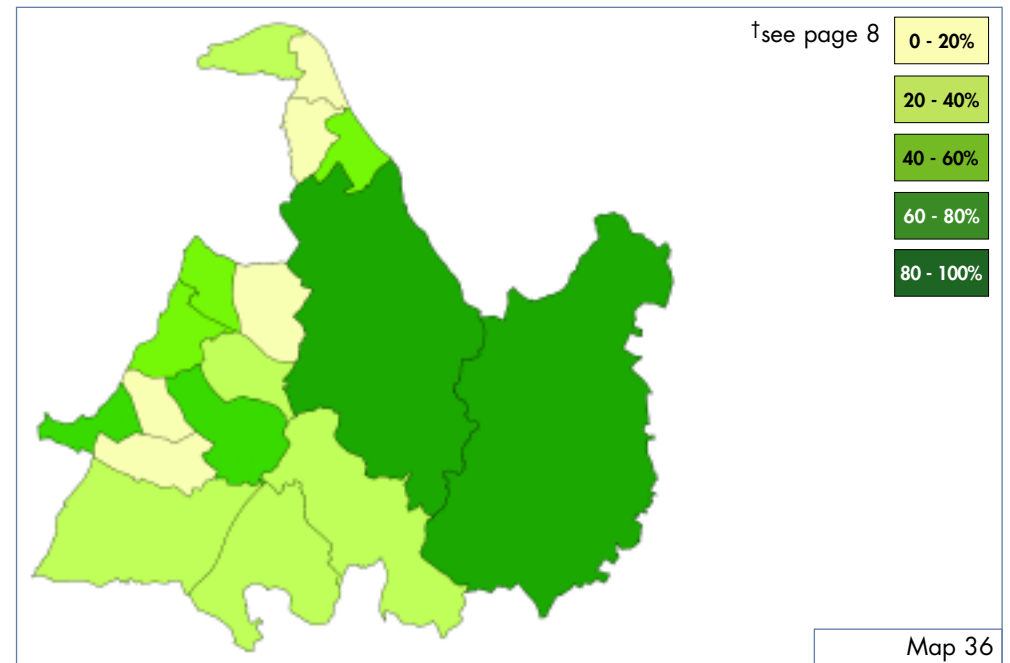
Thematic map of Solihull Borough with Malicious False Alarms shown.



Solihull Borough Malicious False Alarms 2006/2007

A large proportion of malicious false alarm calls either originated or were attended in the central and northern areas of Solihull. These are concentrated in the wards of Bickenhill, Chelmsley Wood, Kingshurst and Fordbridge and Smith's Wood. The wards in the east and south of the area have the lowest number of malicious false alarms.

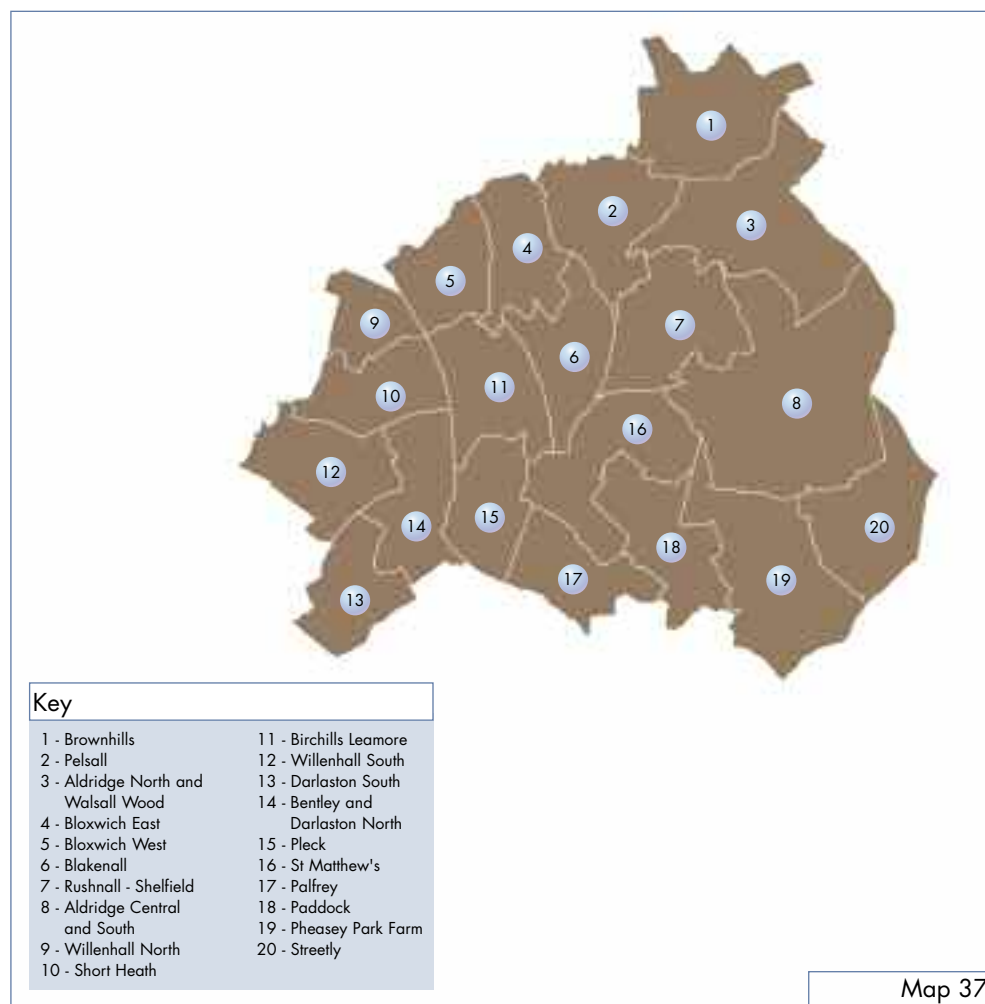
Thematic map of Solihull Borough with Road Traffic Collisions shown.



Solihull Borough Road Traffic Collisions 2006/2007

Within Solihull Borough there are some major road and motorway intersections. The highest numbers of road traffic collisions attended by West Midlands Fire Service occur at many of these junctions. The lowest numbers of road traffic collisions are in Smith's Wood, Kingshurst and Fordbridge, Elmdon and Shirley East and Shirley South.

Introductory Map of Walsall Borough.



Walsall Borough - A Profile

Walsall Borough has a total population of 253,499 split between 130,310 women and 123,189 men, covering an area of 104sq km.

Within this total 21.5% falls into the 30-44 age group and 21.6% falls into the over 60s.

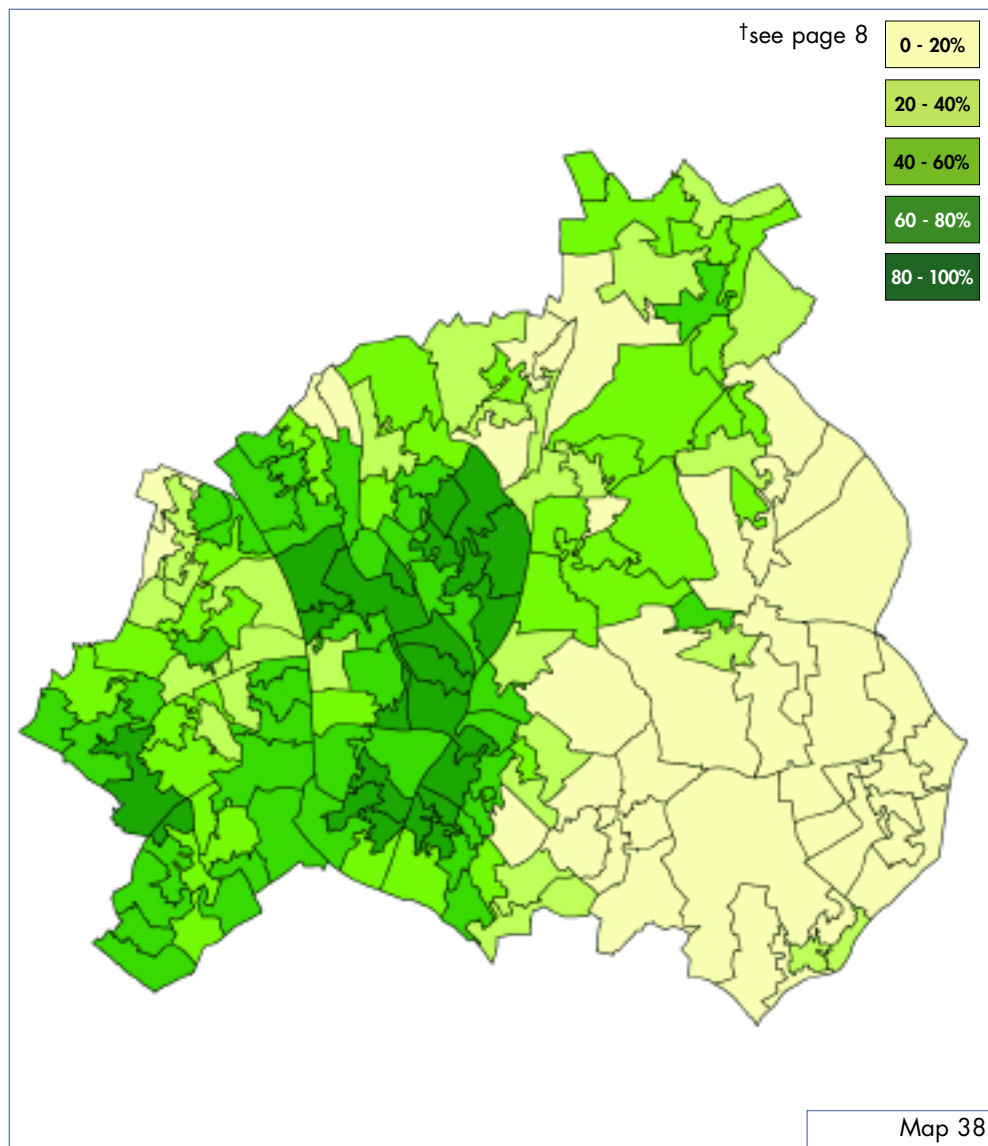
In Walsall the average distance travelled to work is 2.5km which is equal to the national average distance travelled.

The most popular type of housing within the area is semi-detached properties making up 43.4% of the housing stock. These premises are predominantly occupied by married couples with dependent children.

The highest employment sector is in manufacturing at 26.4%, which is higher than the national average at 14.8%.

The most popular occupations falls into the administration and secretarial sectors at 12.6%.

Map of Walsall Borough with Indices of Multiple Deprivation.



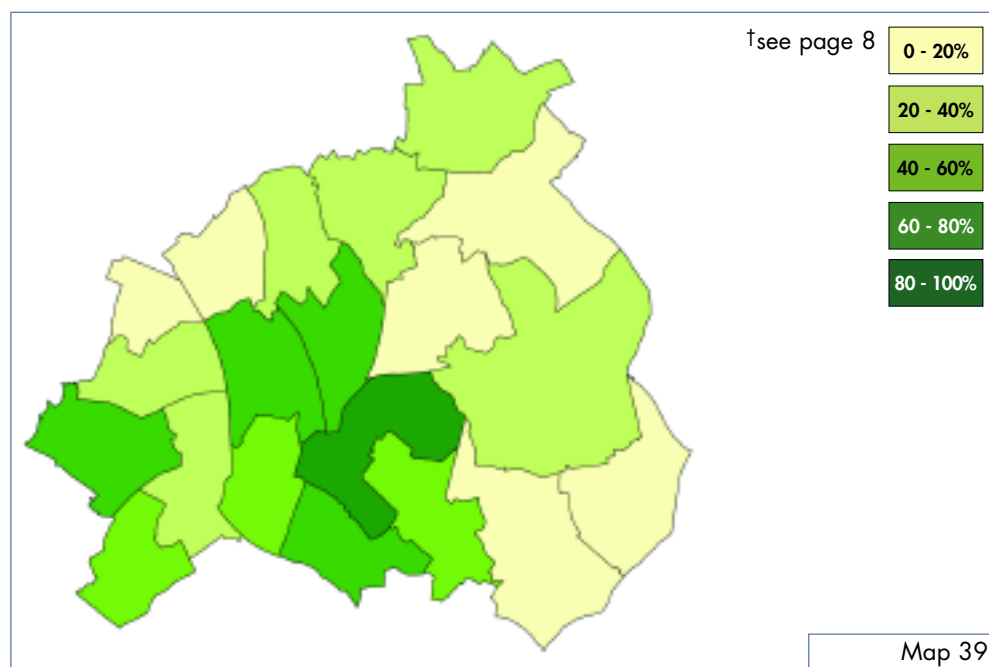
Walsall Borough Indices of Multiple Deprivation 2007

Walsall Borough has a diverse split of deprived SOAs that are in the top 20% of deprivation scores in comparison with the West Midlands. Geographically, the SOAs are split between the top 20% in the west and the lowest 20% in the east.

The highest deprivation scores are in the wards of Blakenhall, Birchills Leamore, Pleck and St Matthews. Bloxwich East ward has a range of scores with areas in both the top and bottom 20% compared to the West Midlands.



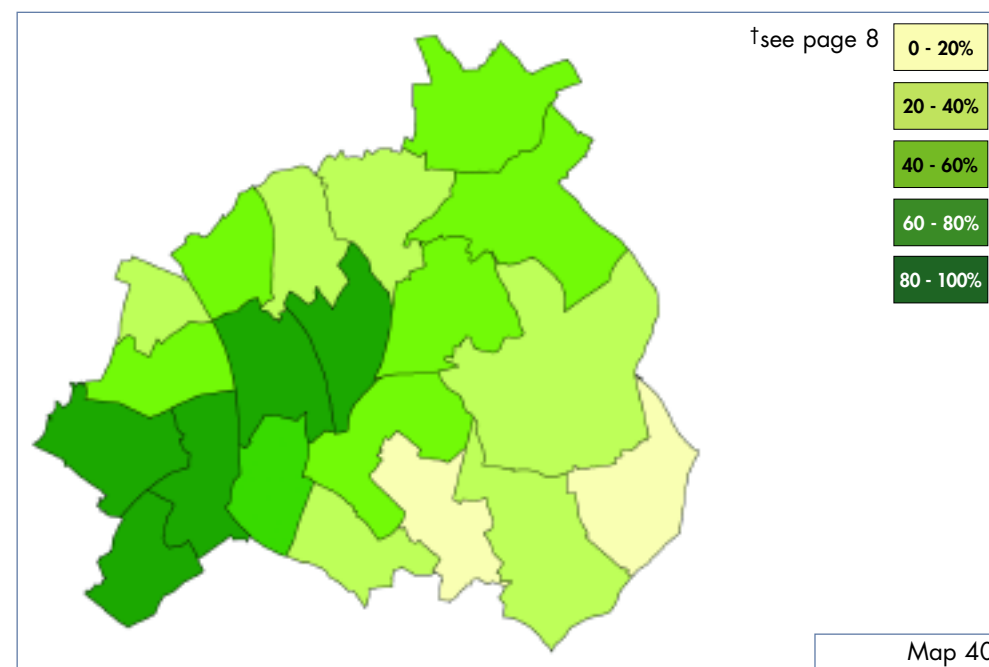
Thematic map of Walsall Borough with Accidental Dwelling Fires shown.



Walsall Borough Accidental Dwelling Fires 2006/2007

The largest numbers of accidental dwelling fires have occurred in the ward of Bently and Darlaston North. The wards with lower numbers of accidental dwelling fires are to the north and east of the Walsall borough.

Thematic map of Walsall Borough with Secondary* Incidents shown.

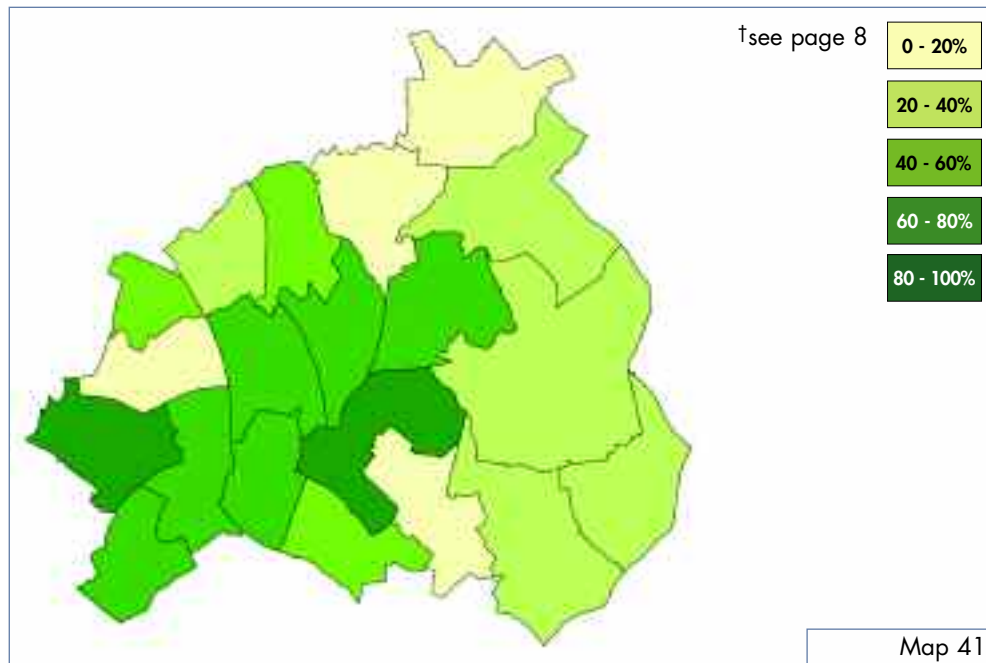


Walsall Borough Secondary Incidents 2006/2007

The wards that have had the top 20% compared to the whole of the West Midlands are concentrated to the southwest of the Borough. The lowest numbers of secondary incidents occur in the wards of Streetley and Paddock.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

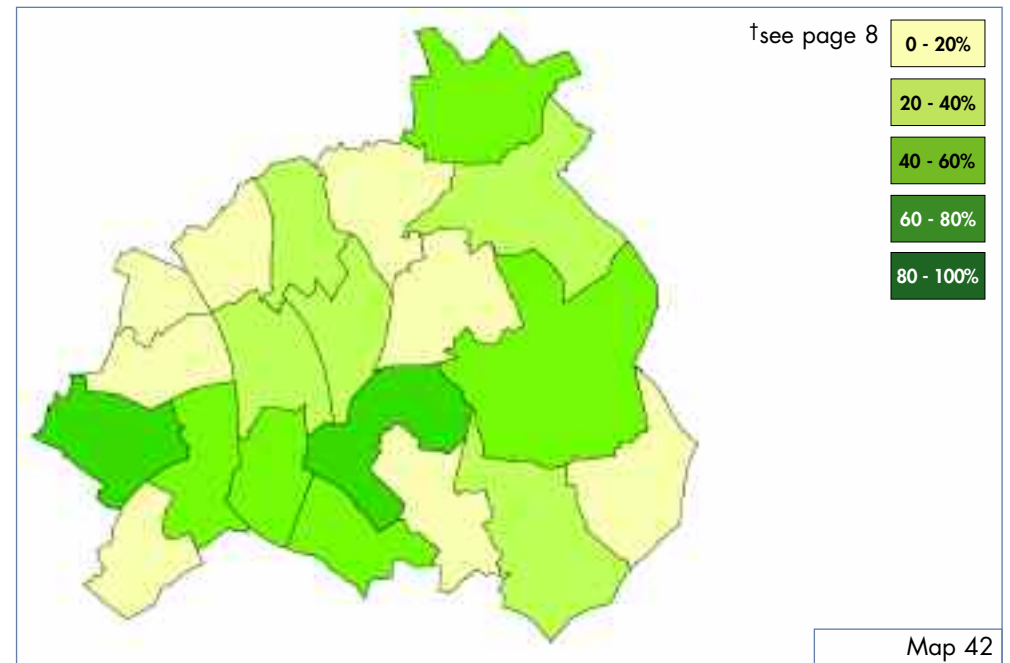
Thematic map of Walsall Borough with Malicious False Alarms shown.



Walsall Borough Malicious False Alarms 2006/2007

A large proportion of malicious false alarm calls either originated or were attended in the southwest of the area following the trend in secondary incidents. The wards of St Matthew's and Willenhall South have the highest 20% of malicious false alarms compared to the West Midlands. The wards that have the lowest 20% of malicious false alarms are Short Heath, Brownhills, Pelsall and Paddock.

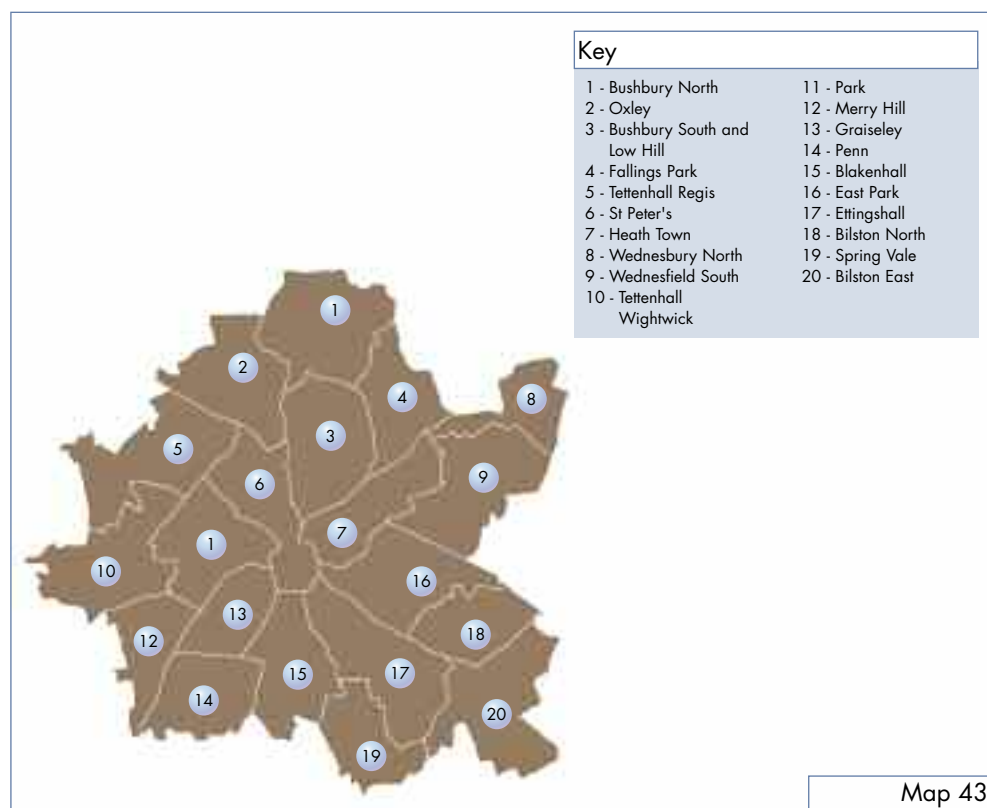
Thematic map of Walsall Borough with Road Traffic Collisions shown.



Walsall Borough Road Traffic Collisions 2006/2007

Walsall Borough has two wards that have the highest number of road traffic collisions attended by West Midlands Fire Service compared to the West Midlands as a whole. These are St Matthew's and Willenhall South. The majority of wards within Walsall Borough have less road traffic collisions compared to the West Midlands.

Introductory map of the City of Wolverhampton.



Within this total 21.6% fall into the 30-44 years age group and 21.8% fall into the over 60s.

In Wolverhampton, the average distance travelled to work is 2.5km, which is equal to the national average.

The most popular type of housing within Wolverhampton Borough is semi-detached properties making up 45.8% of the housing stock. People living within these households are married couples with dependent children.

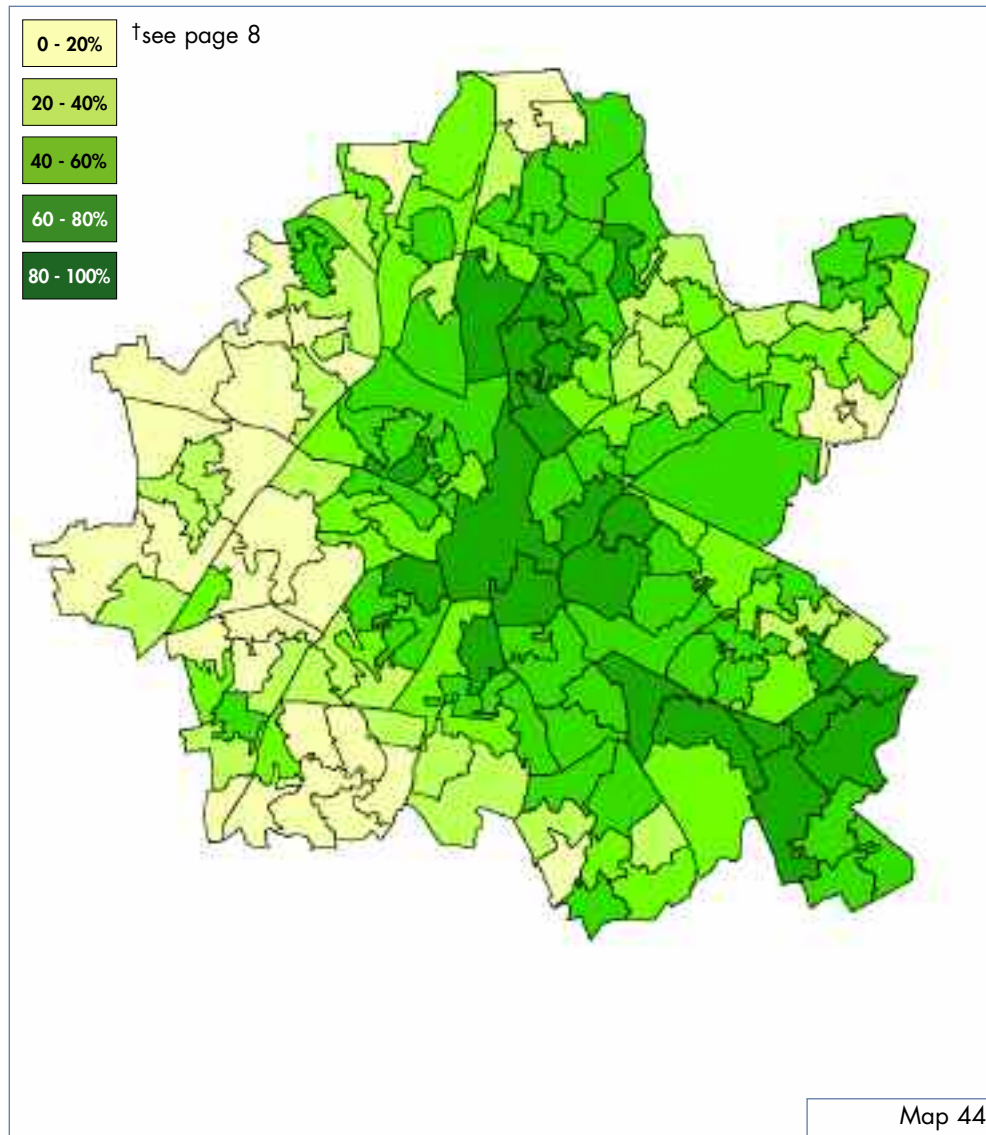
The most popular employment sector is in manufacturing at 23.8%, which is 10% higher than the national figure for England.

The most popular occupations fall into the public administration, education and health sectors at 28.3%.

City of Wolverhampton - A Profile

The City of Wolverhampton has a total population of 236,582 split between 120,724 women and 115,858 men, covering an area of 69sq km.

Map of City of Wolverhampton with Indices of Multiple Deprivation.

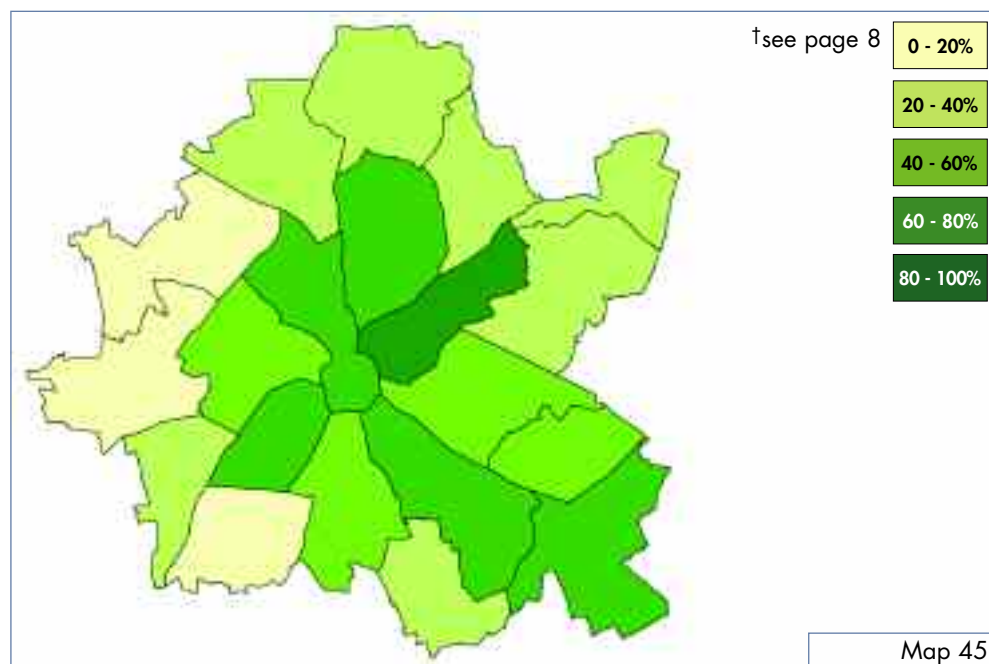


City of Wolverhampton Indices of Multiple Deprivation 2007

In Wolverhampton Borough the top 20% of SOAs are in the centre and east of the city. The wards showing the highest levels of deprivation are St Peters, Heath Town, East Town and Bilston East. The areas that have the lowest 20% deprivation are in the west and these are primarily in the wards of Tettenhall Regis, Park, Tettenhall Wightwick and Penn.



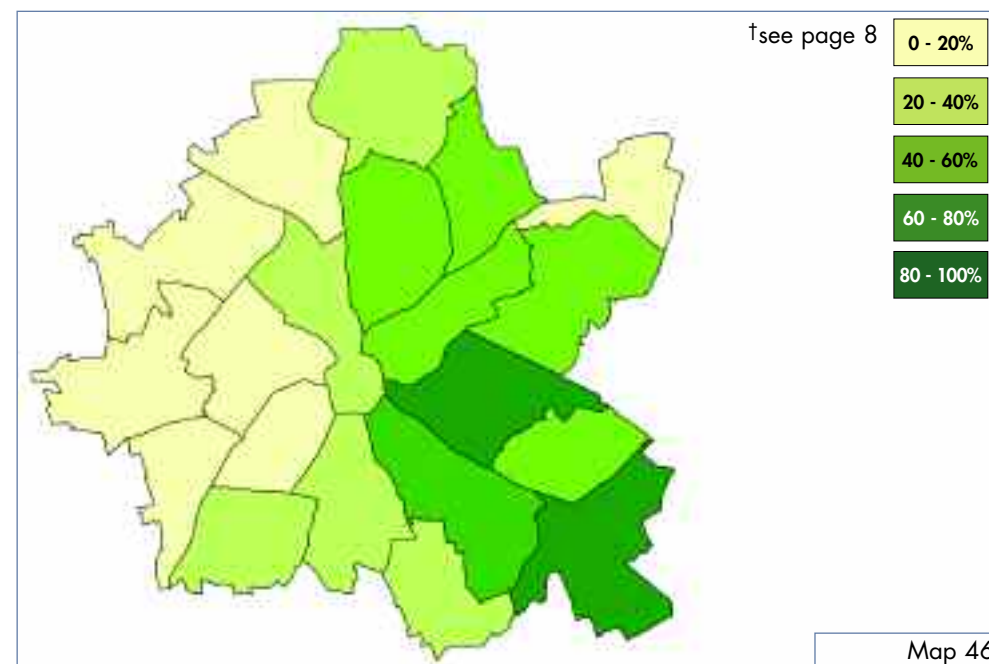
Thematic map of City of Wolverhampton with Accidental Dwelling Fires shown.



City of Wolverhampton Accidental Dwelling Fires 2006/2007

The area that has the highest number of accidental dwelling fires in Wolverhampton Borough occurs in the ward of Heath Town. The Wolverhampton wards with lower numbers of accidental dwelling fires are Tettenhall and Penn.

Thematic map of City of Wolverhampton with Secondary* Incidents shown.

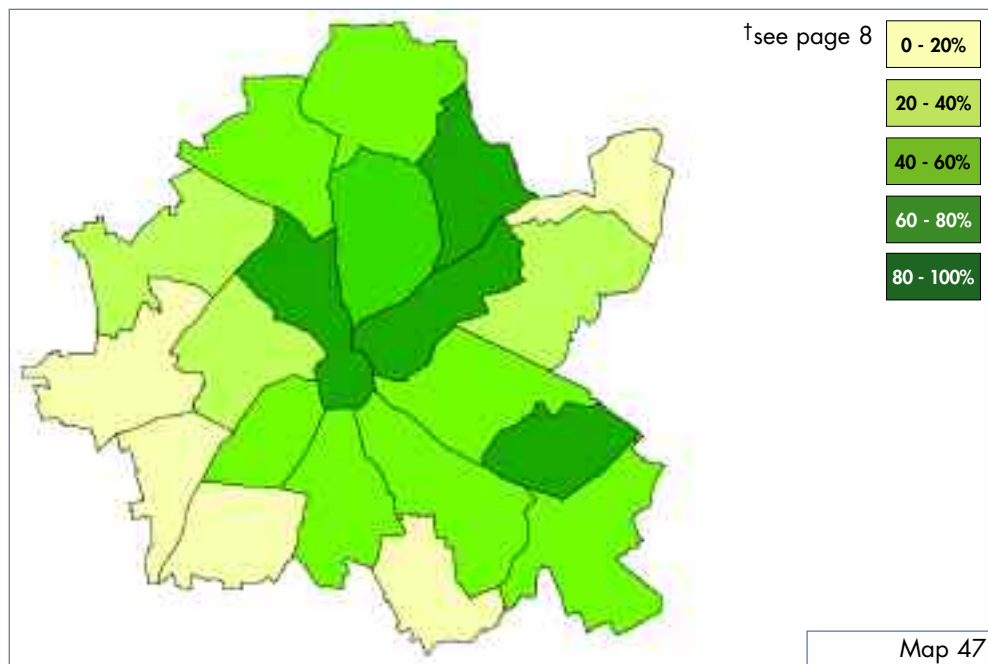


City of Wolverhampton Secondary Incidents 2006/2007

The wards that have had the top 20% of secondary incidents compared to the whole of the West Midlands are concentrated in the southeast of Wolverhampton Borough. These are in the wards of Bilston East and East Park. The lowest numbers of secondary incidents are mainly in the west of the area in the wards of Tettenhall, Graiseley, Merry Hill, Park and Oxley. Wednesfield North is the exception in the east of the area with a low number of secondary incidents in contrast to its neighbouring wards.

*Secondary incidents are those typically not involving property e.g. grass and rubbish

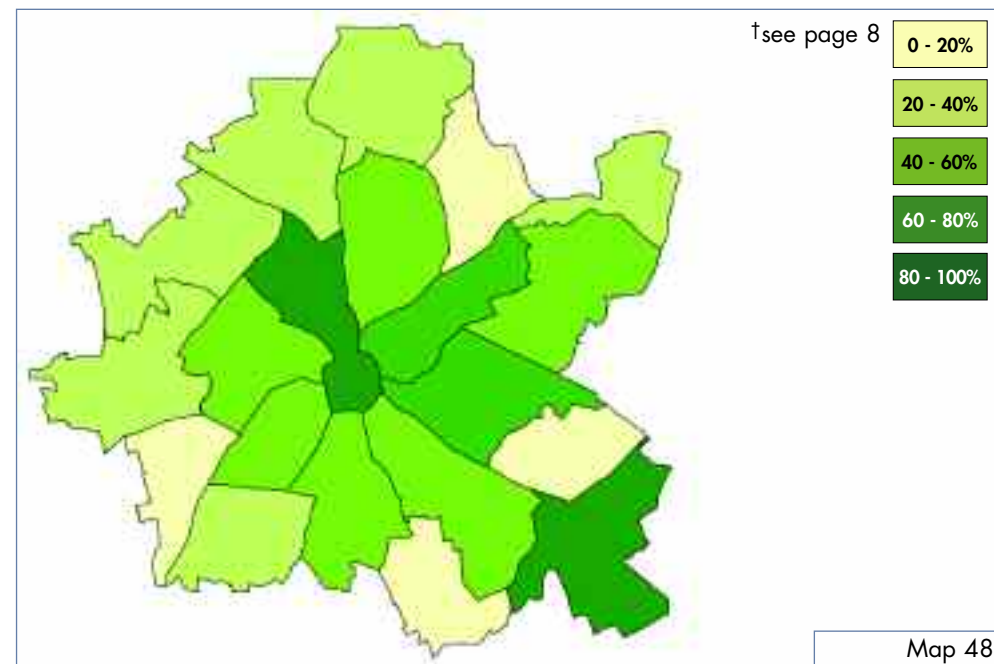
Thematic map of City of Wolverhampton with Malicious False Alarms shown.



City of Wolverhampton Malicious False Alarms 2006/2007

A large proportion of malicious false alarm calls either originated or were attended in the central and eastern side of Wolverhampton Borough. The wards with the highest numbers are St Peter's, Heath Town, Fallings Park and Bilston North. The wards that have the lowest number of malicious false alarms are in the Tettenhall Wightwick, Merry Hill, Wednesfield North, Penn and Spring Vale.

Thematic map of City of Wolverhampton with Road Traffic Collisions shown.



City of Wolverhampton Road Traffic Collisions 2006/2007

The wards of Bilston East and St Peter's have the highest number of road traffic collisions attended by the West Midlands Fire Service in comparison to the West Midlands. These wards contain some of the major roads and intersections for Wolverhampton Borough that may be a contributory factor. In contrast, the wards of Fallings Park, Bilston North, Spring Vale and Merry Hill have fewer major roads and have the lowest number of road traffic collisions.

Corporate Strategy 2008 - 2011

Our Corporate Strategy for the period 2008-2011 highlights areas of intended action for 2008-2009 and also for the following two years, 2009-2010 and 2010-2011.

Additionally the document sets out how we intend to meet the challenges that face us, and how we will provide a continually improving service to meet the expectations of our community and the Government agenda.

It is developed through a process of consultation involving our staff and includes:

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

In line with Government guidance, we have revised our business planning process making sure that the IRMP is integrated with our business and financial planning cycle.

Our aim, under equality and diversity, is to deliver fire and community safety services that are sensitive to the needs and aspirations of all the diverse communities. We will create a workforce that reflects and understands, empathises and communicates with all our communities.



Our Vision and Mission

Our Vision Statement:

“Making West Midlands Safer”

Our Mission Statement:

Providing a quality service to reduce risk by:

- Preventing
- Protecting
- Responding

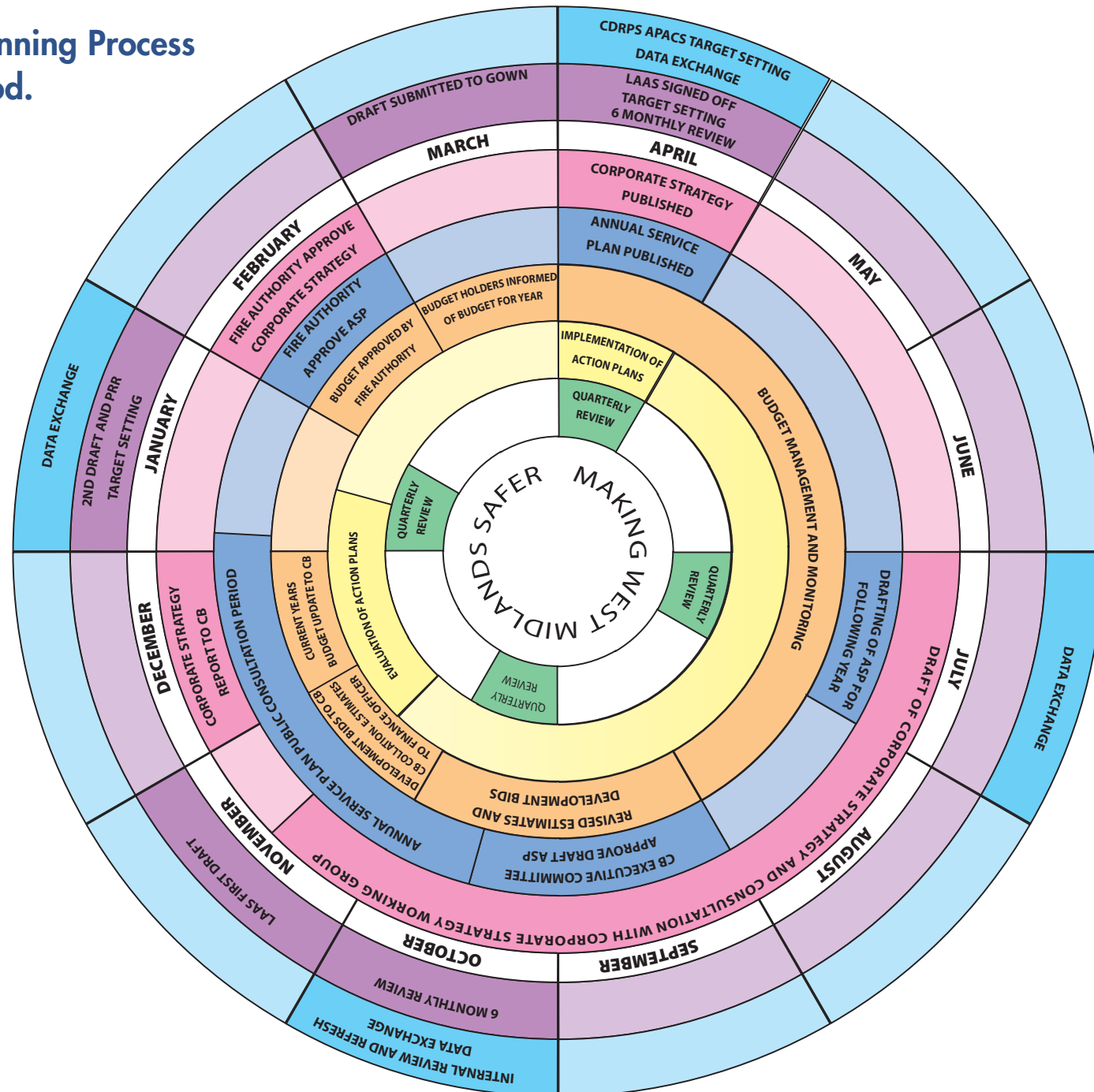
Integrated Planning Process

Our Integrated Planning process enables our staff to plan their activities to achieve our Vision and Mission. The planning cycle is reviewed and amended to reflect current thinking and internal and external influences. There are a number of key planning cycles that are undertaken throughout the year e.g. action planning, budget preparation etc. and these are all inter-linked. In addition, we need to be aware of the planning cycles of our partner organisations e.g. Local Area Agreements, Crime and Disorder Reduction Partnership etc.

The diagram opposite pictorially details our current integrated planning process over a 12 month period.



Current Integrated Planning Process over a 12 month period.





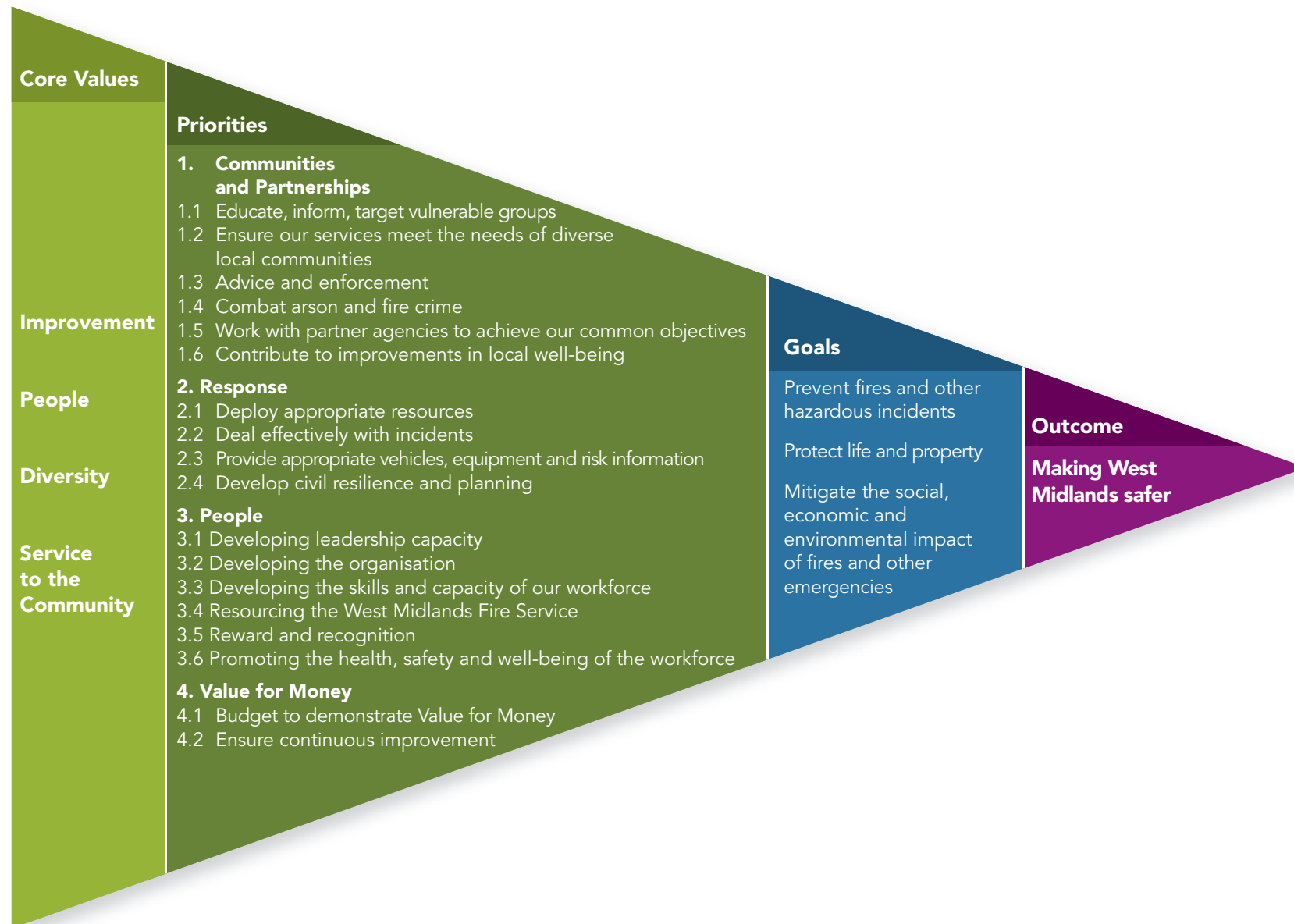
National and Local Influences

There are a number of topics and issues that influence the way we provide our services. Some of these are driven by national objectives and guidance, for example, legislative requirements. Whilst others are those that are driven by local activities, for example the results of service reviews. Following consultation with senior managers within our organisation a number of topics have been identified that may impact upon the Authority in the next three years. We have represented these topics as a jigsaw on the opposite page, however this is not an exhaustive list. Some of these topics will have influenced the actions contained within this Corporate Strategy and departmental action plans.

National and Local Influences



Our Key Priorities



Core Values

The four key components which make up the national Core Values are:

Service to the community

We value service to the community by...

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

People

We value all our employees by practising and promoting...

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

Diversity

We value diversity in the service and the community by...

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

Improvement

We value improvement at all levels of the service by...

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

Core Values

Core Values significantly contribute to the way our service is provided and give a clear and consistent picture of our guiding principles. Our Corporate Strategy is about what we will do where as our Core Values are about how we will do it. Core Values for the Fire and Rescue Service have been identified and widely consulted on.

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

- provide a clear focus on what the Service is setting out to achieve
- act as a checklist against which all new policies and procedures are measured
- act as a means of obtaining behavioural indicators for cultural surveys and performance management systems
- inform the contents of the Integrated Personal Development System (IPDS) modules
- define expectations against which individuals and teams can be measured
- help define the kind of leaders who will take the Service forward
- form part of the threads that link together the many strands of modernisation and
- reflect the areas on which we are externally audited and measured.

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

In addition we have to be aware of, and respond to, many influences that impact upon service delivery. Social, economic and political influences will all impact on the way we plan our strategy for service provision, now and in the future. Some of these factors can be seen as threats – such as the potential for terrorist incidents. However, some changes in society can present us with opportunities to examine the way we operate and to find innovative ways to improve the efficiency and effectiveness of the service making sure we continuously improve our service.



The Fire and Rescue Service National Framework

The Government is responsible for setting clear priorities and objectives for the Fire and Rescue Service. The National Framework is a strategic plan that makes clear the Government's expectations; what Fire and Rescue Authorities are expected to do and the support that will be received from the Government to assist in achieving the objectives set out.

The National Framework for 2008-2011 was subject to a twelve week consultation period that ended on 6 February 2008. Although the Framework is not a national blueprint or provides detailed guidance on how to meet the objectives, it is a starting point that can be used to implement local solutions. It is intended to provide flexibility to Fire and Rescue Authorities to make sure that the specific needs of the local communities are met.

The Framework is divided into four chapters:

- Prevention, Protection and Response
- Resilience
- Diversity and Workforce
- Governance and Improvement.

The rapid pace of change and the demands placed on Fire and Rescue Authorities that has occurred since 2003 has been acknowledged within the document. Therefore, Government expectations have been streamlined and the "must" and "should" requirements have been significantly reduced. For more information about the National Framework see www.communities.gov.uk.

Fire and Rescue Services Act

The Fire and Rescue Services Act 2004 represented a major overhaul of the legislation governing Fire and Rescue Authorities. It replaced the Fire Services Act 1947 and put prevention at the heart of what the Fire and Rescue Service delivers. The Act created a new package of powers and duties that are 'fit for purpose' to meet the needs of a modern Fire and Rescue Service.

So what changed? As a result of the Act, Fire and Rescue Authorities now have a range of statutory duties to:

- Promote fire safety
- Prepare for fighting fires
- Protect people and property from fires
- Rescue people from Road Traffic Collisions (RTCs)
- Deal with other specific emergencies, for example flooding or terrorist attack.

In addition, the Act makes sure that Fire and Rescue Authorities:

- Can carry out activities that are not specifically detailed within the Act but will help the Service in meeting their statutory duties
- Has the powers to prepare sufficiently for other risks to life and the environment that may be encountered, for example being able to buy equipment and train and organise staff to undertake specific activities
- Must have the capacity and use staff and equipment for any other purpose as appropriate.

The Act formally recognises the broader role the Service now plays and provides flexibility to adapt to changes that may occur in the future.

Partnership Working

The Local Government and Public Involvement on Health Act was introduced on 30 October 2007. Parts of this Act detailed a new statutory framework with regard to Local Area Agreements, Joint Strategic Needs Assessments and the simplified best value regime involving a new duty to involve the community in shaping, informing and consulting on service provision. Everyone has a role to play when it comes to creating stronger, safer and more prosperous communities. Some partnerships are already in place and, in order to build upon the approaches currently being undertaken, a new performance framework has been developed. There are various pieces of legislation relating to this framework that all link together with the aim of making some real differences to people and the places they live in.



The Duty to involve

This new duty is due to come into force on 1 April 2009 as part of the Local Government and Public Involvement on Health Act 2007. This applies to all best value Authorities except for Police Authorities. The new duty does not replace existing requirements e.g. the requirement to engage with users relating to individual functions such as planning. Authorities should consider and decide whether the new duty places any extra duties over and above what is already in place. Three ways of involving that need to be covered are:

- Providing information about the exercise of the particular function
- Consulting about the exercise of the particular function; and/or
- Involving in another way"

(Creating Strong, Safe and Prosperous Communities Statutory Guidance: Draft for Consultation)

The Service is monitoring the outcomes of some work the Audit Commission is undertaking involving setting up "citizens panels." The Service may use these as a way of involving, consulting and informing.

Local Strategic Partnerships

A Local Strategic Partnership (LSP) is the forum for collectively reviewing and steering public resources. This is achieved by identifying priorities in Sustainable Community Strategies and Local Area Agreements. The Sustainable Community Strategies are produced based on data and evidence obtained from the local area and its population. The aim is to establish a shared local vision and priorities. LSPs are not statutory bodies and are not the final decision makers for plans etc.

Local Area Agreements

A Local Area Agreement (LAA) is a three year agreement setting out how local and national priorities will be met. The agreement is negotiated between Central Government, as represented by the Government Office, and the Local Strategic Partnership (LSP), which includes the Fire Service, Council, Police, the Primary Care Trust and the voluntary sector. In addition, the Local Government Act 2000 requires each Local Authority to produce a Sustainable Community Strategy. These will detail the long term vision for the area, based on local priorities and consultations about the sort of place people want to live and work in and the services they expect. The Sustainable Community Strategy provides the evidence base that underpins the LAA to ensure 'joined up' delivery, greater efficiency and less duplication of effort.

We will co-operate with and be involved in each of the seven LAAs at both the negotiation and delivery stages. We will engage and co-operate with partners to fulfil our statutory duties and community responsibility to achieve successful community outcomes. Furthermore,

we have a duty to co-operate in setting and meeting agreed targets. There are 198 national indicators, however within an LAA there will be no more than 35 negotiated indicators alongside 16 statutory education and early years' targets. The effectiveness of the Local Strategic Partnership, and our contribution to the partnership, will be evaluated by Comprehensive Area Assessment from 2009.

National Public Service Agreement Targets

Public Service Agreements (PSA) set ambitious goals and targets across the range of government services, to drive through key improvements in service delivery. PSAs are included in Local Area Agreements and focus on community safety and cohesion. They represent an agreement between the Government and public bodies responsible for local services. Key national priorities are reflected and public bodies are encouraged to work together, joining forces so that resources and expertise can be drawn from all areas to achieve targets set. Since April 2005, we have been working towards the national Fire PSA target of:

- The reduction of accidental deaths in the home by 20% and the number of deliberate fires by 10% by 2010
 - In addition, no Fire and Rescue Authority should have a fatality rate from domestic dwelling fires that is more than 1.25 times the national average by 2010
 - By March 31 2010, a reduction of deliberately started fires of 10% from the baseline set in 2001/02

Where possible we try to contribute to national PSAs and not just those related specifically to fire and rescue services. In this way we can contribute towards the whole of the community. We can support local activities striving to improve in the following areas:

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

Crime and Disorder Reduction Partnership (CDRP)

There is a statutory duty for responsible authorities to work alongside other local organisations to develop and implement strategies and actions that tackle crime and disorder. This includes anti-social and other behaviour that adversely affects the local community including misuse of drugs. A Crime and Disorder Reduction Partnership is where responsible authorities have a duty to make sure that key agencies work together in partnership including carrying out an audit of local crime, disorder and misuse of drugs every three years. The responsible authorities are: police, police authorities, local authorities, fire and rescue authorities and primary care trusts.

We are involved in working alongside our partners as part of seven CDRPs aligned to the local authority areas namely: Birmingham, Coventry, Dudley, Solihull, Walsall, Wolverhampton and Sandwell.

Our Partnerships

There are a number of partnership working arrangements in place across the organisation, for example:

Homestamp – this partnership has been set up in order to provide guidance and improve fire safety standards within rented homes both within local authorities and the private rented sector;

Coventry Contact & Connect Scheme – by providing links to a number of services, this scheme enables older people to live independently. The scheme is co-ordinated from the Community Fire Station at Coventry and is funded by Coventry City Council and Age Concern;

Dudley Safety Town – a partnership that includes working with Dudley Metropolitan Borough Council, Dudley Road Safety Unit, West Midlands Police and Dudley Education PSE Advisory centre in collaboration with Halesowen and Cradley Rotary Club. The aim is to provide education and key safety messages to children between the ages of six and seven;

The Deaf Community Scheme – linking with the Birmingham Institute for the Deaf this scheme provides community safety training and education to the Deaf Community;

Young Offenders Scheme – jointly funded by the Fire Service and Brinsford Prison, 12 week block fire safety awareness courses are run for the residents of the prison;

Walsall Pre 16s Education Scheme – diversionary education and training is provided to pre 16 year olds through individual plans, in partnership with the New Leaf Centre;

Solihull Foster Carers Scheme - this scheme aims to increase community safety awareness amongst Foster Carers; their families and the children/young people they foster;

Sandwell Road Safety Scheme – in partnership with Sandwell Road Safety young people in schools are taught about road safety to increase awareness of dangers.

The External Partnerships Officer is based within the Finance and Procurement Directorate and is available to give advice and guidance to those members of staff about to enter into partnership arrangements.



Corporate Risk Management

Risk Management is the process of identifying threats and opportunities, evaluating their potential consequences and then determining the most effective and efficient methods of controlling them and/or responding to them. We are implementing a strategy and structured risk management framework throughout all areas and levels of the organisation. This will allow us to:

- reduce the frequency of negative risk events (threats) occurring and to minimise the severity of their consequences when they do occur, and so
- increase the likelihood of positive risk events (opportunities) occurring and to gain the most benefits from their consequences.

The Corporate Risk Register is produced, updated and reviewed regularly. As part of the new action plan template, a risk impact assessment process has been included to identify departmental risks associated with any proposed objectives.

By supporting the delivery of actions and outcomes through a robust analysis of risk, we will be better able to deliver the objectives outlined within this Corporate Strategy.

There are other risk related sections within the West Midlands Fire Service including:

- **Integrated Risk Management** – this section supports the strategic assessment of risk in the community we serve and influences the activity undertaken to reduce existing and potential risks in the community.

- **Safety, Health and Environmental** – this section supports the assessment and control of risks affecting the health, safety and welfare of people employed by the Fire Authority, or who are under its duty of care and reducing our carbon footprint.
- **Terrorism and Contingency Planning** – this sections supports the assessment of, and planning for, risks associated with terrorist activity, significant environmental events and other major events.

Performance Management

Performance Management is a way of demonstrating that we can achieve objectives which result in “Making West Midlands Safer”. Government also see performance management as an essential tool for achieving local and national priorities.

Performance Management matters to everyone who wants to see local communities better served by West Midlands Fire Service and our partners. Effective performance management relies on a strong framework and more importantly, people working together to make sure the right outcomes are achieved.

Since 2000, we have continuously improved the way we deliver our services through the Best Value principles of challenging, comparing, consulting and competing. In 2005 the Audit Commission assessed how well we were delivering services for local people and communities through a number of processes including Comprehensive Performance Assessment (CPA); Direction of Travel (DoT), Use of Resources (UoR) and Operational Assessment of Service Delivery (OASD). We have been scored as **‘good’** in each of these

assessments, which means we are performing well. This has set a baseline for improvement against the backdrop of the Government's modernisation agenda as set out in the Fire & Rescue Services Act 2004 and the National Framework Document.

We are striving to take the next step and become an 'excellent' performing authority; one which is innovative, always improving and always learning. In setting this goal, we must demonstrate strong improvement and continue to work hard at maintaining our 'good' status. We need to remember that the principle of continuous improvement means that what is 'good' now is not necessarily a reflection of what will be 'good' in the future.

The Service is preparing for a significant change in the Audit Commission's assessment process from April 2009. The Local Government and Public Involvement in Health Act 2007 established a new performance framework for local services. Comprehensive Area Assessment (CAA) will focus on outcomes for local communities, looking at what partnerships intend to achieve in the future and what the risks to not achieving this will be. This will require greater involvement and cooperation by the Service with its partners to achieve priority community outcomes, through each of the seven Local Area Agreements (LAAs).

We must remain ambitious and innovative in our approach by focusing on:

- Ever changing risk priorities;

- Customers' needs and expectations through informing, involving and consulting;
- Making better use of our resources by working with our partners; and
- Investing in our workforce to make these improvements happen.





Medium Term Financial Plan

As part of its medium term planning strategy the Authority has produced a three year Medium Term Financial Plan (MTFP) covering 2008/09 to 2010/11. The purpose of this plan is to make sure that there is capacity to achieve the goals set out in the Corporate Strategy and to illustrate the potential influence the 2008/09 to 2010/11 budget has on future years' precepts. Information is provided on the estimated revenue expenditure and the three year Capital Programme.

The information that follows focuses on three main areas and it:

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

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

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

Financing of the Fire and Rescue Service

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

How much does the service cost?

The table below details the West Midlands Fire and Rescue Authority's revenue budget for the financial years 2007/2008 and 2008/2009:

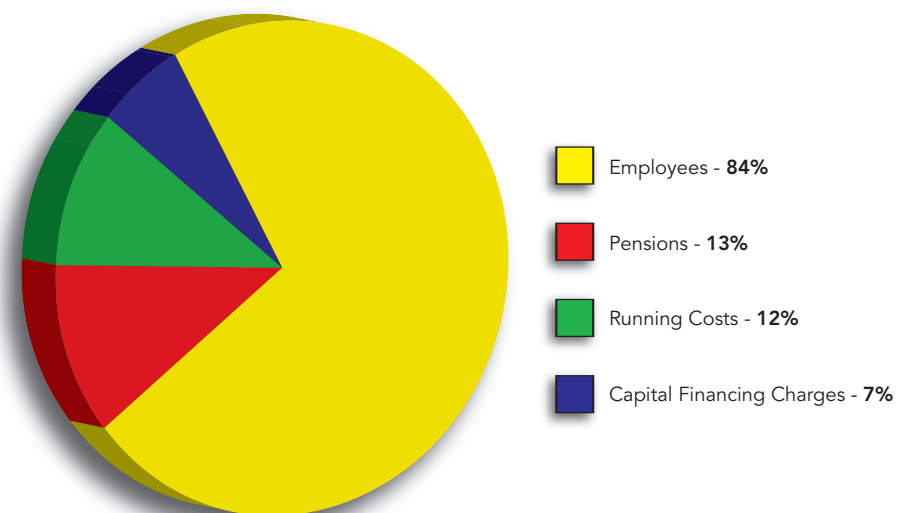
	2007/2008 (£m)	2008/2009 (£m)
Gross Expenditure	101.012	105.745
Income	2.574	3.633
Net Expenditure	98.483	102.112
Pensions	13.712	13.298
Total	112.150	115.410

How is the budget spent?

This table and chart show how the budget is planned to be spent in 2008/09:

Expenditure:	(£m)
Employees	83.687
Pension	13.298
Running Costs	11.871
Capital Financing Charges	6.554
Total	115.410

Revenue Budget (Expenditure) 2008/09





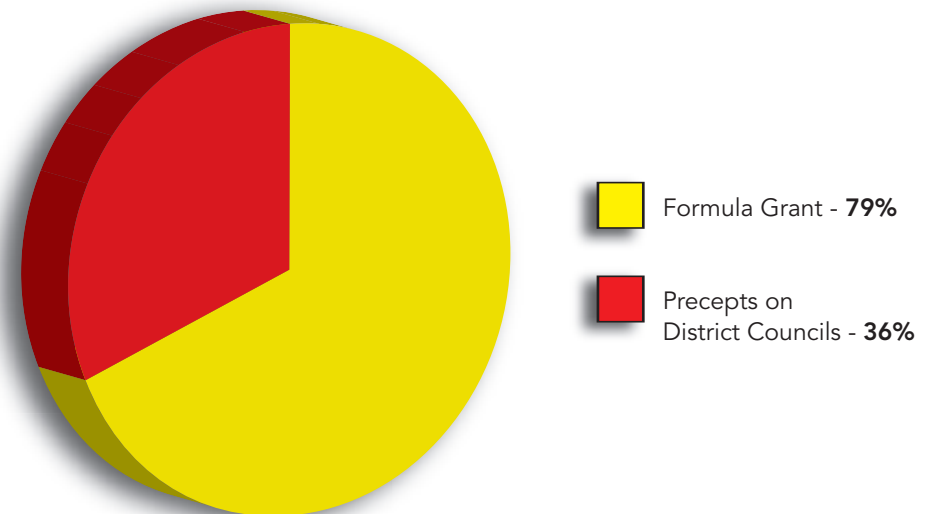
Who pays for it?

The following table and chart show how the West Midlands Fire Service is funded.

The Authority's net revenue budget for 2008/09 is £115.410m financed by:

Financing	(£m)
Formula Grant	78.977
Precepts on Districts Councils	36.433
Total Budget	115.410

Revenue Budget (Financing) 2008/09



Revenue Budget 2008/2009 to 2010/2011

The table below details the West Midland Fire and Rescue Authority revenue budget for the financial years 2008/2009 to 2010/2011 in Best Value format. In addition it shows the potential impact of precept levels on District Councils.

	2008/09 £000s	2009/10 £000s	2010/11 £000s
Firefighting and Rescue Operations	101,987	103,295	105,095
Community Fire Safety	15,479	15,677	15,951
Corporate Management	1,501	1,546	1,591
Emergency Planning and Civil Defence	402	414	426
Net Costs of Services	119,369	120,932	123,063
Appropriations and Interest	(3,959)	(3,792)	(3,713)
Total Budget	115,410	117,140	119,350
Financing:			
Formula Grant	78,977	79,900	80,813
Precept on District Councils	36,433	37,240	38,537
Total Financing	115,410	117,140	119,350
Potential impact on precept levels (year on year)	2.95%	3.0%	3.5%

Three Year Capital Programme 2008/09 to 2010/11

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

Expenditure	2008/2009 £m	2009/2010 £m	2010/2011 £m
Buildings	5,056	1,960	240
Vehicles	2,369	2,270	2,152
Equipment	1,003	-	-
Total Expenditure	8,428	4,230	2,392
Funded by:			
Borrowing	3,967	4,431	4,559
Revenue Financing	1,949	-	-
Capital Receipts	2,512	135	-
Total Funding	8,428	4,556	4,559
Surplus (Deficit)	-	336	2,167



Our Plans

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

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

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

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

Prevention

We will enter into effective public and community engagement and will take appropriate consideration of age, gender, ethnicity, sexual orientation, abilities, disabilities, religions and beliefs within the wider community. By doing this we will make sure that we will strive to reduce risk locally and regionally. We will target our prevention work to improve safety and we will make sure that our support reaches those communities and individuals who need it most.

A state of the art, scenario based, experiential learning safety complex will be completed by October 2008 and will be located next

to the new Headquarters building. This facility will be known as 'Safeside at Eastside'.

We will develop and implement this facility and in addition, a strategy to deliver community safety education at this facility will be produced in partnership with organisations from both the public and private sector.

We will enter into Local Area Agreements that add value to community safety.

The Premise Risk Information Project was set up and managed under PRINCE2 to meet our duty under the general duties of employers to their employees under section 2.2c of the Health & Safety at Work Act 1974 . The project has delivered the Site Risk Survey (SRS) process with a number of products to fulfil this duty.

SRS is the tool that we are using to record the information collected under section 7.2d of the Fire and Rescue Services Act 2004. The information is retrieved and displayed via our Coalesce ICT system.

Working with Children and Young People

We have been working in schools to deliver positive messages to local schoolchildren relating to fire safety and life skills. This has immediate benefit in developing safety skills and deterring anti-social behaviour such as fire-setting and making hoax calls. Indirectly, it will also help to improve safety in the wider community by influencing parents and family members.

We have developed programmes specially aimed at children and young people which allows us to explain the risks associated with fire and other hazards. These include programmes for children and young people with Special Educational Needs delivered by specially trained firefighters and for secondary aged young people within schools, aimed at reducing fire and car crime. When children understand how fires are started, they can help to prevent them.

We will continue to focus activity at schools and concentrate on developing and implementing a Community Safety Strategy and policies for children and young people. We will create resources targeting other age groups such as Nursery children and Key Stage 3 and 4 (Years 7 and 8) in addition to that work already being undertaken for Key Stage 2 (Years 5 and 6).

Home Fire Safety Checks (HFSCs)

Free Home Fire Safety Checks (HFSCs) in people's homes are a key part of the service that is provided by our firefighters. By the end December 2007 we had carried out over 40,000 HFSCs. Our Community Advocates are in place to establish relationships with hard to reach groups and to make sure we are promoting safety awareness to people at risk within our community. We will be developing strategic partnerships with those organisations which already access vulnerable communities and seek to mutually support each other in reducing community and individual risk.

We will continue to review and enhance the HFSC process to make sure that we are using our resources in the most effective and efficient way.

Protection – Advice and Enforcement of Legislation

In line with our responsibilities under the Regulatory Reform (Fire Safety) Order 2005, there will be on-going work to make sure that our inspection and enforcement regime is robust and effective. We will review the Risk Based Inspection Programme (RBIP) to confirm that an effective system is in place. This will result in resources being targeted at those areas of greatest risk.

The Local Better Regulation Office (LBRO) was set up by the Government in May 2007 to improve local authority enforcement of environmental health, trading standards and licensing. The focus is on making sure that inspection and enforcement are based on a risk assessment process, to make sure that businesses are supported whilst regulatory resources are focused on those areas that require tougher scrutiny. We will create and develop a strategy to make sure we comply with the LBRO both at strategic and local levels.

Emergency Response

We will continue to provide an efficient, effective and professional response to fires and other emergencies through the appropriate deployment of resources. We will provide appropriate vehicles, training, equipment and risk information.

Targeted Response Vehicles will be introduced to into two areas of the Brigade (East Birmingham and Dudley). These vehicles are equipped with, and will utilise, new firefighting technology to deal with specific

incidents more effectively and efficiently. This will also help to ensure that we have the right people in the right place at the right time.

We will provide our Fire Control with a new computer system to ensure that we provide the best possible service to the public in the years preceding the move to the new Regional Fire Control. The system will allow us, amongst many other things, to track our vehicles by satellite and ensure that the nearest vehicle to any call is always allocated to attend. Working alongside this we will also be installing the new Firelink radio system as a replacement for our existing radio network

We are re-evaluating our approach to water rescue to make sure that we are adequately prepared to deal with a wide range of water based scenarios. This may mean that we provide crews with enhanced levels of training and equipment, and develop a more specialist capability.

We will co-ordinate and consolidate our capacity for resilience and Business Continuity planning and will make sure that the Service has the capability to meet the requirements of the Civil Contingencies Act 2004. Planning and preparations for the Olympics 2012 and other major events will be undertaken.

Tackling climate change is a challenge that we all face and is an important part of the place shaping agenda. We need to take action now in order to slow down the effects of climate change and respond to the projected impact of global warming. West Midlands Fire Service will provide leadership and act as an exemplary organisation to make sure that we protect the environment.

Organisation

There are a number of functions within the organisation that assists in making sure that the service delivered is first class. We have produced a number of supporting strategies outlining how services are to be delivered and how they are linked across the organisation namely:

- Learning and Development
- Estates
- Communication and Consultation
- People
- Technical Services
- Fleet Management
- Equality and Diversity
- Performance Management
- Information Communications Technology
- Procurement
- Operations
- Finance

All of the above supporting strategies are necessary to support the development of, and maintain the service, as a high performing organisation. By adopting and implementing these strategies we will achieve our current vision of 'Making West Midlands safer'.

We will use Appreciative Inquiry (AI) and the 4D model outlined to review and examine our current vision of 'Making West Midlands safer'. The 4D model stages are:

- Discovery – appreciate what is
- Dream – imagine what might be
- Design – determine what should be and
- Destiny – create what will be

We will involve our staff in helping to reach agreement on how the organisation will look in 5 years time.

In the field of Equality and Diversity we will build upon our successes and focus on embedding and mainstreaming Equality and Diversity. We will develop in the areas of Leadership; Monitoring & Scrutiny; Single Equality Scheme and strive to attain the new level three for the Equality Standard for Local Government. In addition we will work on raising our profile in the local, regional and national arena. We will strengthen our ability to demonstrate our commitment to embracing and celebrating the diversity that exist amongst our service users and our employees.

Through its People Strategy the HR function will design and deliver effective actions to ensure a well motivated, well developed and flexible workforce which delivers excellent services to the community. We will develop the leadership capacity to improve performance in accordance with the objectives set out within the corporate strategy. Progress towards improvement outcomes will be monitored and measured so that appropriate interventions are put in place in line

with the HR departmental action plan.

As part of enhancing the corporate planning process, Corporate Board (CB) members agreed, during their latest discussion about the planning process, that they would hold bi-monthly strategic discussion meetings. CB will, on an ongoing basis, submit topics to the Director (Corporate Planning and Support) for CB to agree for future discussion.

The sponsoring CB member will prepare a briefing paper for colleagues to consider. The paper will cover the background to the issue, the context in which it is to be discussed, the pros and cons of the subject, together with the sponsoring officer's view/position and what they see as a way forward. The topics will be one per session to enable a full discussion of the issues as well as time for "now what do we do with it?". This will include not just what we're going to do, but who is going to do it, are there going to be resource issues, how will it link into existing work programmes, by when are we going to do it and how would we measure the outcomes. At the end of the first cycle of such meetings there will be a review of the effectiveness of the arrangements and the issues that have arisen during the period.

We will complete the move of West Midlands Fire Service Headquarters from Lancaster Circus, Queensway to Vauxhall Road Nechells, by October 2008.

The Performance Assessment and Improvement Team (PAIT) strategy is to build organisational capacity and capability to deliver effective performance management, leading to long term and sustainable

performance improvement.

To enable this, a new Performance Management Framework is being developed through a team of performance champions from across the organisation. This framework will help everybody to understand how they contribute to achieving organisational objectives and wider community outcomes.

The service has a statutory duty to continuously improve the way it carries out its responsibilities. A range of performance reviews will be undertaken to identify improvement opportunities across functions and service delivery, using the principles of Best Value. Business Process Improvement techniques will be key in identifying and addressing improvement opportunities. PAIT will support the Service in developing capacity and capability in this area.

During 2008, the Audit Commission will review our progress through Direction of Travel and Use of Resources assessments. We must be able to identify and evidence significant and sustained improvement, in meeting our organisational objectives, and achieving better outcomes and value for money for the community since the last assessment. It will assess how we have addressed modernisation through the requirements of the Fire and Rescue Service National Framework.

A set of Key Lines of Enquiry (themes) will be used by the Commission to inform their scored assessment; the headline themes are:

- Ambition for the Community
- Prioritisation
- Capacity
- Performance Management
- Achievement and Improvement

In preparation for this assessment, all of our 2008/09 action plans have been evaluated against the Fire & Rescue Service Framework and the Key Lines of Enquiry to ensure that our activities will support achievement towards these key service drivers.



Corporate Strategy - Action List

KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.1 Educate, inform, target vulnerable groups

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
1	We will continue to reduce death, injury and the impact of property damage on our communities as a result of preventable fires in the home.	Operations	H	✓	
2	Ensure the build of a new community safety facility – 'Safeside at Eastside' within the new HQ site.	Technical Services	H	✓	
	Develop and implement the Safeside facility and function at the new HQ site.	Operations Support	H	✓	
	Develop and implement a strategy to deliver community safety education at Safeside in partnership with public and private sectors.	Operations Support	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.2 Ensure our services meet the needs of diverse local communities

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
3	To scan the potential for research into the installation of sprinklers and other automatic fire suppression systems judged necessary to protect life and property in both domestic and non domestic premises	Operations Support	L	✓	
4	To relocate Headquarters and Fire Control from Lancaster Circus to Vauxhall Road	Technical Services	H	✓	
5	To develop an Asset Management Portfolio	Technical Services	H	✓	
6	To implement Firelink prior to HQ move	Technical Services	H	✓	
7	To contribute with partners to implement a new regional Fire Control centre	Technical Services	H		✓
8	Procure and implement a new Command and Control system to be available at the new Headquarters	Operations Support	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.3 Advice and enforcement

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
9	Review business processes, Risk Based Inspection Programme (RBIP) and staffing arrangements in the Fire Safety Centres	Operations Support	M	✓	
10	Create and develop a strategy for ensuring compliance and support with the Local Better Regulation Office, both at strategic and local levels	Operations Support	H	✓	

1.4 Combat arson and fire crime

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
11	We will continue to minimise the impact of arson on communities, businesses and local authorities by working with partners to prevent deliberate fires, through education, development of good practice and provision of support for other agencies.	Operations	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 1: COMMUNITIES AND PARTNERSHIPS

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

1.5 Work with partner agencies to achieve our common objectives

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
12	We will work with our partners to fulfil our statutory duties and community responsibility to achieve successful community outcomes through Local Area Agreements (LAA) and Crime and Disorder Reduction Partnerships (CDRP).	Operations	H	✓	
13	We will work with partners to influence reductions in the numbers of people killed or seriously injured (KSI) in line with the following national indicators: NI 47 people killed or seriously injured in road traffic collisions NI 48 children killed or seriously injured in road traffic collisions	Operations	H	✓	
14	Review and develop data-sharing protocols and systems with other agencies. To review and validate the current security arrangements relating to corporate data	Corporate Planning & Support	M		✓
15	Research opportunities and implement actions where identified to collaborate with regional partners. Where appropriate develop Service Level Agreements in the delivery of emergency response services	Operations Support	H	✓	✓

Corporate Strategy - Action List

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.1 DEPLOY APPROPRIATE RESOURCES

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
16	Develop the operational intelligence capacity to support improvements in the effectiveness of emergency response, fire safety and community safety services.	Operations Support	H	✓	
17	Lobby for the removal of acetylene from the workplace and investigate alternative methods of dealing with incidents involving acetylene cylinders	Operations Support	L	✓	✓
18	Undertake a feasibility study to develop current water support capability into a water rescue capability	Operations Support	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.2 Deal effectively with incidents

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
19	Develop strategy and tactical guidance to ensure that the proposed benefits are realised from the introduction and operational use of Targeted Response Vehicles	Operations Support	H	✓	

2.3 Provide appropriate vehicles, equipment and risk information

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
20	We will have in place effective arrangements for gathering and using operational risk information.	Operations	H	✓	
21	Introduce flexible servicing and maintenance of WMFS fleet to support full availability of front line appliances	Technical Services	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.4 Develop civil resilience and planning

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
22	To develop and implement an ICT security strategy	Technical Services	H	✓	
23	To further embed risk management principles and then develop and implement appropriate processes within the organisation	Corporate Planning & Support	H		✓
24	Co-ordinate and consolidate capacity for resilience and Business Continuity Ensure the Service has the capability to meet requirements of the Civil Contingencies Act 2004 – Local Resilience Forum and National Mutual Assistance	Operations Support	H	✓	✓
25	Carry out planning and preparations for the Olympics 2012 and other major events	Operations Support	H	✓	✓
26	Develop a radiation strategy to include the issue of CLG equipment	Operations Support	M	✓	

Corporate Strategy - Action List

KEY PRIORITY 2: RESPONSE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

2.4 Develop civil resilience and planning (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
27	<p>Lead the Service in carrying out integrated risk management planning and developing proposals that will improve the effectiveness of service delivery. Incorporate evidence from district/regional development plans and predicted demographic/social change into risk analysis and forecasts.</p> <p>The planning should provide proposals related to Emergency Response, Fire Safety and Community safety work</p>	Operations Support	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.1 Developing leadership capacity

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
28	To support the development of staff within the organisation to ensure our managers develop and demonstrate excellent leadership skills	Human Resources	H	✓	
29	To support the organisation in attracting and retaining people with excellent leadership skills	Human Resources	H	✓	

3.2 Developing the organisation

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
30	To implement revised brand identity incorporating a marketing strategy	Corporate Planning & Support	H	✓	
31	To carry out a communications audit including consultation processes	Corporate Planning & Support	H		✓

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.2 Developing the organisation (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
32	To produce a long-term media strategy incorporating press office cover	Corporate Planning & Support	H		✓
33	To further enhance the integrated action planning template utilising ICT	Corporate Planning & Support	M		✓
34	To implement a new Incident Recording System within the Statistics section	Corporate Planning & Support	H	✓	
35	To identify and address the HR implications to facilitate the changeover to a Regional Control Centre	Human Resources	H		✓
36	To review the Equality Impact Assessment process and training. Implement any appropriate changes	Human Resources	H	✓	
37	To work towards attaining the new level 3 Equality Standards for Local Government award	Human Resources	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.2 Developing the organisation (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
38	To review the provision of equality training in the organisation. To implement new courses as appropriate	Human Resources	M		✓
39	To improve the framework for consultation and communication and review processes for the resolution of employee relations issues	Human Resources	H	✓	✓

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.3 Developing the skills and capacity of our workforce

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
40	Using IPDS we will provide development for all staff across Operations to enable them to perform their roles competently, supported by sustainable and integrated development programmes.	Operations	H	✓	
41	Develop a second facility for Fire Behaviour training	Human Resources	H	✓	
42	To develop a quality assurance process regarding the technical rescue station	Human Resources	H	✓	
43	To develop and deliver a programme to ensure all command officers receive command training and assessment	Human Resources	H	✓	
44	Continued development of IPDS to support skilled and competent workforce Determine and support personnel skill requirements in line with IRM/National Framework	Human Resources	H		✓

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.4 Resourcing the West Midlands Fire Service

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
45	Introduce medium to longer term workforce planning (3-5 years) provide sufficient staff with appropriate skills to achieve necessary staffing levels for appliances, Fire Safety Centres and all other workers	Human Resources	H	✓	
46	To produce workforce plan to enable effective succession/ capacity planning	Human Resources	M	✓	
47	Undertake a functions' audit to identify and generate internal departmental efficiencies to be realised on relocation to the new Headquarters	Operations Support	M	✓	

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.5 Reward and Recognition

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
48	Ensure the organisation's recruitment, retention, reward and development strategies and practices deliver the skilled workforce needed in the medium to long term	Human Resources	H	✓	
49	To support the development of reward and recognition structures that deliver value for money	Human Resources	H	✓	
50	To develop flexible working practices to support performance improvement and provide employment conditions that suit our diverse workforce and the needs of the organisation	Human Resources	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.6 Promoting the health, safety and well-being of the workforce

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
51	We will continue to care for the health, safety and well-being of our staff and create a culture of full attendance at work.	Operations	H	✓	
52	Continue to promote and support a positive health and well-being culture	Human Resources	H	✓	
53	To provide high quality health and fitness education for all employees to enable them to look after their own health and well-being	Human Resources	H	✓	
54	To provide access to relevant employee benefit schemes that will promote the West Midlands Fire Service as an employer of choice	Human Resources	H	✓	
55	To work with managers to reduce the number of days lost due to sickness absence and rehabilitate employees at the earliest opportunity	Human Resources	H	✓	
56	Developing and delivering a programme of thematic Health and Safety audits and system reviews	Operations Support	H	✓	✓

Corporate Strategy - Action List

KEY PRIORITY 3: PEOPLE

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

3.6 Promoting the health, safety and well-being of the workforce (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
57	Scan research into climate change and potential impact on service demand. Lead the development and implementation of the environmental strategy that reduces the Service's carbon footprint	Operations Support	H	✓	✓

Corporate Strategy - Action List

KEY PRIORITY 4: VALUE FOR MONEY

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

4.1 Budget to demonstrate Value for Money

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
58	The External Partnerships Officer will develop appropriate partnerships with relevant governance aimed at achieving Value for Money	Finance	H	✓	
59	Budget holders will ensure the funding they are responsible for achieves Value for Money	Finance	H		✓
60	Monthly budget monitoring reports will be produced detailing appropriate comparison information of expenditure against available funding to enable pro-active management of the Authority's resources	Finance	H		✓
61	High levels of service performance will be maintained whilst restricting annual council tax increases to below 5%	Finance	H		✓
62	The Authority's Efficiency Statements will be produced to demonstrate Value for Money	Finance	H		✓

Corporate Strategy - Action List

KEY PRIORITY 4: VALUE FOR MONEY

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

4.2 Ensure continuous improvement

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
63	We will improve the systems and operational resources that are used to deliver prevention, operational preparedness and learning and development activities in order to: make more effective, efficient and economical use of our resources and minimise the environmental impact of those activities	Operations	H	✓	
64	We will develop asset plans that identify the facilities required by our communities and staff and which take account of the environmental impact of our buildings and activities	Operations	H	✓	
65	We will improve our business support systems and increase efficiency by creating a suite of standardised business process across Operations	Operations	M	✓	
66	Review and examine our current vision of 'Making West Midlands Safer' to find out if it still meets our key objectives	Chief Fire Officer	H		✓
67	Support, improve and refine Operations performance management arrangements	Deputy Chief Fire Officer	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 4: VALUE FOR MONEY

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

4.2 Ensure continuous improvement (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
68	To mainstream and embed a performance management culture and to support, guide and develop performance champions	Deputy Chief Fire Officer	H		✓
69	To capture organisational knowledge and make it available when required	Deputy Chief Fire Officer	H	✓	
70	Working with functions developing and implementing cross functional service critical performance measures	Deputy Chief Fire Officer	H		✓
71	Undertake themed performance reviews/audits to address future expectations of the fire service, community needs and value for money	Deputy Chief Fire Officer	H	✓	

Corporate Strategy - Action List

KEY PRIORITY 4: VALUE FOR MONEY

IMPROVEMENT, PEOPLE, DIVERSITY, SERVICE TO THE COMMUNITY

4.2 Ensure continuous improvement (continued)

No.	Action	Responsible Corporate Board member	Priority (H – High M – Medium L – Low)	Completed by	
				2008/09	2009/10 2010/11
72	Develop a forward looking Route Map that will provide a positive focus with an emphasis on preparing for Direction of Travel, Value for Money and Use of Resources assessments	Deputy Chief Fire Officer	H	✓	
73	Scope the requirements that are necessary to drive forward the organisation's response to Corporate Social Responsibility (CSR)	Chief Fire Officer	H		✓
74	Co-ordinate through the Corporate Strategy Working Group and action planning process the requirements of the 'Fire and Rescue Service National Framework 2008-2011'	Corporate Planning & Support	H	✓	
75	To work in partnership to develop and enhance the Breathing Apparatus (BA) equipment to provide enhanced facilities for our firefighters as part of the continuous improvement process	Technical Services	H	✓	

Abbreviations and Glossary

CAA	Comprehensive Area Assessment	LAA	Local Area Agreement
CB	Corporate Board	LBRO	Local Better Regulation Office
CDRP	Crime and Disorder Reduction Partnership	LRF	Local Resilience Forum
CLG	Communities and Local Government	LSP	Local Strategic Partnership
CPA	Comprehensive Performance Assessment	OASD	Operational Assessment of Service Delivery
CSR	Comprehensive Spending Review	PAIT	Performance Assessment Improvement Team
DOT	Direction of Travel	Precept	District Council Levy
FRS	Fire and Rescue Service	PRINCE2	Projects in Controlled Environments
HFSC	Home Fire Safety Check	PSA	Public Service Agreement
HR	Human Resources	RSS	Regional Spatial Strategy
HSE	Health and Safety Executive	RTC	Road Traffic Collision
Indices of Multiple Deprivation	Measures of deprivation for each super output area in England	Secondary Incidents	Small fires e.g. grass, rubbish etc.
IPDR	Individual Performance Development Review	Super Output Areas	Small areas derived from population figures and ward boundaries
IPDS	Integrated Personal Development System	UoR	Use of Resources
IRMP	Integrated Risk Management Plan		

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Customer Care Hotline

0121 380 7404

contact@wmfs.net

Public Relations

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

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