

The Best Value Performance Plan & Business Plan 2006/2007



PREVENTING



PROTECTING



RESPONDING

If you would like to obtain further information about any aspect of this Best Value Performance Plan and Business Plan, or would like information in alternative formats or languages, please see information on pages 112 and 113 of this document.

Statement of Responsibility

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

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



Chair

Councillor David Hinton

West Midlands Fire &
Rescue Authority



Chief Fire Officer

Frank Sheehan

QFSM
West Midlands Fire Service

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

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

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THE AUTHORITY'S BUSINESS PLAN

2006/2007 (pages 7 – 24)



Working with the community.

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

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

The Authority's Vision and Mission Statements

The Vision Statement:

“Making West Midlands Safer”

The Mission Statement:

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

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

The Authority's Corporate Aims

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

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

Business Planning / Medium Term Financial Plan

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

The Medium Term Financial Plan (MTFP) sets out the level of Authority funding anticipated over the next three financial years and how that funding will be utilised to ensure the required level of service delivery.

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

In addition, the MTFP needs to ensure that it appropriately assesses the implications from changing policies and practices arising under the modernisation programme. The Government believe that efficiency is an integral component of the wider modernisation agenda.

Efficiency Target

Consequently, the Fire Service nationally is expected to contribute to the Government's 2.5% efficiency target across the public sector. The expectation of English Fire and Rescue Authorities is that they will together, deliver £105m cashable efficiency savings by 2007/2008. No Brigade specific targets have been set, but obviously the West Midlands Fire and Rescue Authority is expected to contribute to this total and this requirement will need to be considered throughout the year and specifically as part of the business planning process and MTFP.

Finances 2006/2007

How much does the service cost?

The table below details the West Midlands Fire and Rescue Authority's revenue budget for the financial years 2005/6 and 2006/7:

	2005/6 £m	2006/7 £m
Gross Expenditure	93.892	96.268
Income	<u>-2.253</u>	<u>-2.171</u>
Net Expenditure	91.639	94.097
Pensions	<u>21.943</u>	<u>14.780</u>
Total Budget	113.582	108.877

At 31st March 2005, the Authority's borrowing totalled £40.652m.

The Band D Council Tax for 2006/2007 is £43.18.

Why has the Budget changed?

The Authority's net revenue budget for 2006/7 is £108.877m compared with the original budget for 2005/6 of £113.582m, a decrease of £4.705m. This change in the budget is analysed as follows:

	£m
Inflation – Pay Awards and Prices	3.010
Financial Capital Expenditure	0.375
Pensions	-7.163
Efficiency Savings	-0.881
Other	<u>-0.046</u>
Total Change	-4.705

There has been a reduction in the total budget between the two years mainly due to Government changes in the pension arrangements for firefighters. There has also been a corresponding reduction in the grant received by the Authority.

Finances 2006/2007

Who pays for it?

The Authority's net revenue budget for 2006/7 is £108.877m, made up as follows:

	£m
Formula Grant	75.312
Share of Collection Fund Surplus	0.028
Precepts on District Councils	<u>33.537</u>
 Total Budget	 108.877

How is the Budget spent and financed?

The tables below show in percentage terms how the budget is spent and financed:

Expenditure

Employees	71%
Pensions	14%
Running Costs	10%
Capital Financing	5%

Financing

Formula Grant	69%
Precepts on District Councils	31%

How much does the service cost in Best Value format?

The table below details the West Midlands Fire and Rescue Authority revenue budget for the financial year 2006/7 in Best Value format:

	£m
Firefighting & Rescue Operations	104.597
Community Fire Safety	11.962
Corporate Support	<u>1.639</u>
Net Expenditure	118.198
Appropriations & Interest	<u>-9.321</u>
 Total Budget	 108.877

Provision of Services

Profile

Area (in hectares):	91,276
Population:	2,578,400
Fire Stations:	41
Wholtime Uniformed Posts:	1,836
Retained Uniformed Posts (fte):	10.50
Control Staff Posts:	72
Non-Uniformed Posts (fte):	431
Operational Vehicles:	91
Revenue Budget (out turn):	£113.582m

West Midlands Fire and Rescue Authority

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

Statutory Officers

Chief Fire Officer:	F. Sheehan
Clerk:	S. Phelps
Treasurer:	L. Bateman

Fire Service Corporate Board

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



Operational Responses 2005/2006

Fires:	21,768
Other Emergency Incidents:	7,205
False Alarms:	
• Good Intent	6,065
• Automatic Detection Systems	12,314
• Malicious	2,897
Total	50,249

Fire Safety 2005/2006

Fire Certificates In Force:	5,384
Outstanding Applications:	24
Deaths from accidental dwelling fires:	11
Injuries from accidental dwelling fires:	175

The Ten Year Scan

Following a Political, Environmental, Societal and Technological (PEST) analysis, the Brigade's senior managers have identified a ten year scan of topics which may impact on the Authority. The items in blue below are topics which the Brigade will respond to in 2006/2007 and these are further detailed on pages 15 – 21. These items will remain priorities irrespective of any new demands or pressures which may fall on the Brigade as the 2006/2007 financial year progresses. Items in yellow are also objectives that the

Brigade will respond to in 2006/2007. However, they will appear in Departmental Action Plans, as detailed on page 23. These priorities may be affected by any new demands or pressures falling on the Brigade in the 2006/2007 financial year as it progresses.

Items in red are topics considered likely to have major consequences for the Brigade in years 2008 to 2016.

2006/2007 Business Plan Key Issues

- | | |
|--|---|
| 1. Integrated Risk Management Plan (IRMP) | 5. Fire Service Headquarters - Relocation Project |
| 2. Integrated Personal Development System (IPDS) | 6. Crime & Disorder Act 1998 |
| 3. Cultural Change | 7. Performance Management |
| 4. Health and Safety | |

2006/2007 Departmental Action Plan Objectives

- | | |
|---|---|
| 8. Applicant's Perception of Firefighter Role | 24. Capacity Management |
| 9. Transparent Selection Process | 25. Home Fire Safety Check Service |
| 10. Building Disaster Assessment Group | 26. Local Elections |
| 11. Multi-Tier Entry | 27. Community Fire Safety Support Equipment |
| 12. Biometrics | 28. Water Section |
| 13. Specialist Operational Support | 29. Procurement Efficiencies |
| 14. New Dimensions Programme | 30. Managing Change – Fear of Change |
| 15. Cleaner Neighbourhoods and Environment Act 2005 – Liveability | 31. Anti-Social Behaviour Orders |
| 16. Low Staff Satisfaction | 32. Home Working |
| 17. Fireground Information | 33. Modernisation Savings |
| 18. Marketing Strategy | 34. Automatic Vehicle Location |
| 19. Business Continuity | 35. Local Area Agreements |
| 20. Advocacy Scheme | 36. Firelink |
| 21. Integrated Planning Process | 37. Brigade Smoking Policy |
| 22. Estates Strategy | 38. Community Tension – Fear of Crime |
| 23. Firefighters' Pay Formula | 39. Technical Rescue |

The Ten Year Scan – continued...

2006/2007 Departmental Action Plan Objectives – continued...

- | | |
|--|--------------------------------------|
| 40. Increased Terrorist Threat | 47. Command Units |
| 41. Climate Change | 48. Racial and Religious Hatred Bill |
| 42. Employment Equality (Age) Regulations 2006 | 49. Improved Professionalism |
| 43. System Integration | 50. Balance of Funding Review |
| 44. Appliance and Equipment Review | |
| 45. Information Communication Technology | |
| 46. Pensions | |

2008/2016 Issues Likely To Impact In Years 2 to 10

- | | |
|--|----------------------------------|
| 51. Police Boundaries | 70. Integrated Clothing Project |
| 52. Portable Radio Repeaters | 71. Single Status for All |
| 53. Thermal Imaging Head-Up Display | 72. Pay Per Drive |
| 54. Outsourcing | 73. Congestion Charging |
| 55. Enhancement to Breathing Apparatus | 74. Demographics |
| 56. Regional Control Centre | 75. Transport Infrastructure |
| 57. More Flexible Contracts | 76. New Intervention Technology |
| 58. Driving at Work Law | 77. Robotics |
| 59. Public Service Agreements | 78. Personal Radio Communication |
| 60. Environmental Strategy | 79. Remote Controlled Cameras |
| 61. Appliances and Equipment Kit to Meet Future Needs | 80. Fuel Availability |
| 62. Ambulance Co-Responders | 81. Natural Resource Shortages |
| 63. Alternative Forms of Responding | 82. Replace 10 Year Smoke Alarms |
| 64. Changes to Her Majesty's Fire Service Inspectorate | 83. The Euro |
| 65. General Election | 84. Birmingham Metro |
| 66. Comprehensive Spending Review | 85. London Olympics |
| 67. Government Ten Year Scan | 86. Employment Levels |
| 68. Working Time Directive Changes | 87. Social Inequality |
| 69. Command Based Support | 88. Globalisation |
| | 89. Multi-Cultural Society |
| | 90. Town Centre Planning |

The Ten Year Scan: Key Issue No. 1

Integrated Risk Management Plan

Key Issue	From current legislation, Integrated Risk Management unifies the provision of an economic, efficient and effective service for the management of risk to the community.
Objective	To implement the 2006/2007 Action Plan and produce an Integrated Risk Management Plan (IRMP) and Action Plan for public consultation in 2006/2007, for implementation in the 2007/2008 financial year.
Performance Measures	<ul style="list-style-type: none"> • Implementation of the 2006/2007 Action Plan. • Publication of an IRMP in March 2007 for the 2007/2008 financial year.
Corporate Aims	3. Reducing risk in the community. 11. Modernising and improving the quality of service.
Project Management Responsibility	Director (Community Protection)
Target Date	31st March 2007
Milestones	1st September 2006 to start consultation on the 2007/2008 Action Plan.

The Ten Year Scan: Key Issue No. 2

Integrated Personal Development System

Key Issue

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

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

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

Objective

To develop and introduce an Integrated Personal Development System for all employees in the West Midlands Fire Service.

Performance Measures

- Move from a rank based structure to one based upon roles;
- Introduction of workplace assessment;
- Introduction of Individual Performance and Development Reviews;
- Establishment of assessment and development centres;
- Implementation of role based development programmes.

Corporate Aims

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

Project Management Responsibility

Director (Human Resources)

Target Date

30th June 2006

Milestones

31st March 2006 to assess the rank to role implications.

The Ten Year Scan: Key Issue No. 3

Cultural Change

Key Issue

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

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

Objectives

- To introduce a Corporate Equality Strategy.
- To demonstrate the effectiveness of management's contribution to the diversity agenda, having regard to local prerogatives, culture change and other relevant needs of the Service.

Performance Measures

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

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

Corporate Aims

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

Project Management Responsibility

Director (Human Resources)

Target Date

October 2006

Milestones

May 2006 – production of the Corporate Equality Strategy.

The Ten Year Scan: Key Issue No. 4

Health and Safety

Key Issue

The West Midlands Fire Service is fully committed to achieving high standards of health and safety practice, developing a positive health and safety culture and securing compliance with our legal health and safety duties for the benefit of all employees and the people that we serve.

Objectives

- To aim to achieve an annual reduction in injuries.
- To collate information on incidents of violence and improve procedures wherever possible.
- To consider the impact of the Noise at Work Regulations 2005.

Performance Measures

- L18 - The number of serious injuries (RIDDOR) to employees:- 65 or fewer injuries.
- L18A - The number of serious injuries (RIDDOR) to firefighters at incidents:- 25 or fewer injuries.
- Collation and analysis of violence incidents and trends. Actions identified and taken where possible to reduce the potential of such incidents.
- Completion of a noise survey and development of an action plan.

Corporate Aims

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

Project Management Responsibility

Director (Community Protection)

Target Date

31st March 2007

Milestones

May 2006 – production of Strategy.
October 2006 – audit progress.

The Ten Year Scan: Key Issue No. 5

Fire Service Headquarters - Relocation Project

Key Issue	Fire Service Headquarters (FSHQ) was built circa 1935 and the design, layout and age of the building presents significant challenges to the Authority in meeting current legislative requirements, particularly Health and Safety at Work Act 1974 and the provisions of the Disability Discrimination Act (DDA) 1995. Significant major repair work will need to be undertaken at FSHQ over the next two to three years, which is estimated to be in the region of £3.5m.
Objectives	<ul style="list-style-type: none"> • To procure alternative premises in which to relocate FSHQ. • To rationalise the business needs of the Authority by co-locating other existing sites within the new premises. • To facilitate the sale(s) of the sites vacated by the rationalisation measures.
Performance Measures	<ul style="list-style-type: none"> • To secure the new FSHQ within the timescale and budget determined by the Authority. • To ensure that the design and layout of the building promotes efficiency and cultural improvements. • To provide a building that is welcoming to the public, partners and other stakeholders. • To ensure that the new FSHQ is fully compliant with current DDA and Health and Safety Executive (HSE) standards. • To ensure that the maximum value is attained for the existing FSHQ and other sites that are to be disposed of.
Corporate Aims	<ol style="list-style-type: none"> 2. Creating a financial plan, operating within the budget, ensuring the most efficient use of resources. 7. Operating within a culture of equality and valuing diversity. 11. Modernising and improving the quality of service.
Project Management Responsibility	Director (Technical Services)
Target Date	December 2007
Milestones	<p>Site selection May 2006.</p> <p>Build or alteration commence September 2006.</p>

The Ten Year Scan: Key Issue No. 6

Crime and Disorder Act 1998

Key Issue

The Crime and Disorder Act 1998 (as amended by Section 97 of the Police Reform Act 2002) requires local authorities, the Fire Service, Police, other agencies and the community to work together in order to develop and implement strategies for reducing crime and disorder, thereby increasing community safety.

This follows a strategic audit planning process that is carried out every three years and has recently been amended by the Clean Neighbourhoods and Environment Act 2005 to ensure all 'responsible authorities' consider low level anti-social behaviour and environmental crime, such as fly tipping and abandoned vehicles.

Objectives

Improve community safety and comply with the legislative requirements of the Crime and Disorder Act 1998.

To work with Community Safety Partnerships in the reduction of crime, particularly arson, anti-social fires (secondary fires), malicious calls and attacks on firefighters.

To ensure that Fire Service targets are an integral part of local Crime and Disorder Reduction Partnerships (CDRP).

Performance Measures

- LI 12 – Reduction of Arson fires in dwellings
- LI 13 – Reduction of Arson vehicle fires
- LI 14 – Reduction of Arson fires in buildings other than dwellings

Corporate Aims

- 3. Reducing risk in the community.
- 4. Working in partnership with stakeholders, locally, regionally, nationally and internationally.
- 8. Contributing to the well-being of the environment.

Project Management Responsibility

Director (Community Protection)

Target Date

31st March 2007

Milestones

October 2006 – progress review

The Ten Year Scan: Key Issue No. 7

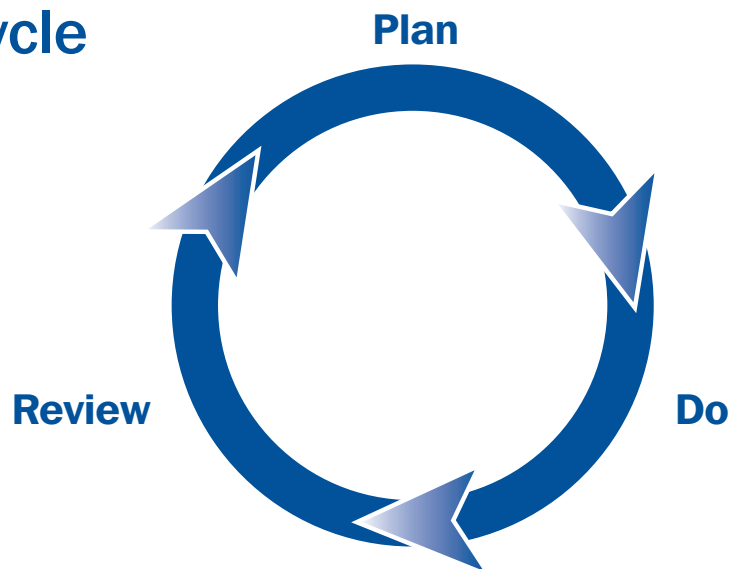
Performance Management

Key Issue	The Comprehensive Performance Assessment (CPA) process identified that whilst the Authority had good performance measurement in place, its evidence of good performance management frameworks and outcomes was not as robust.
Objective	To have effective performance management embedded throughout the Authority, thus ensuring it knows how well it is performing against planned outcomes, through scrutiny and reporting cycles.
Performance Measures	Being able to compare performance against planned outcomes, thus ensuring performance measurement drives performance improvement.
Corporate Aims	<ol style="list-style-type: none"> 1. Meeting the Fire Authority's statutory duties, standards and expectations. 9. Developing and supporting sustainable outcomes. 11. Modernising and improving the quality of service.
Project Management Responsibility	Director (Performance and Planning)
Target Date	31st March 2007
Milestones	1st October 2006 – progress review

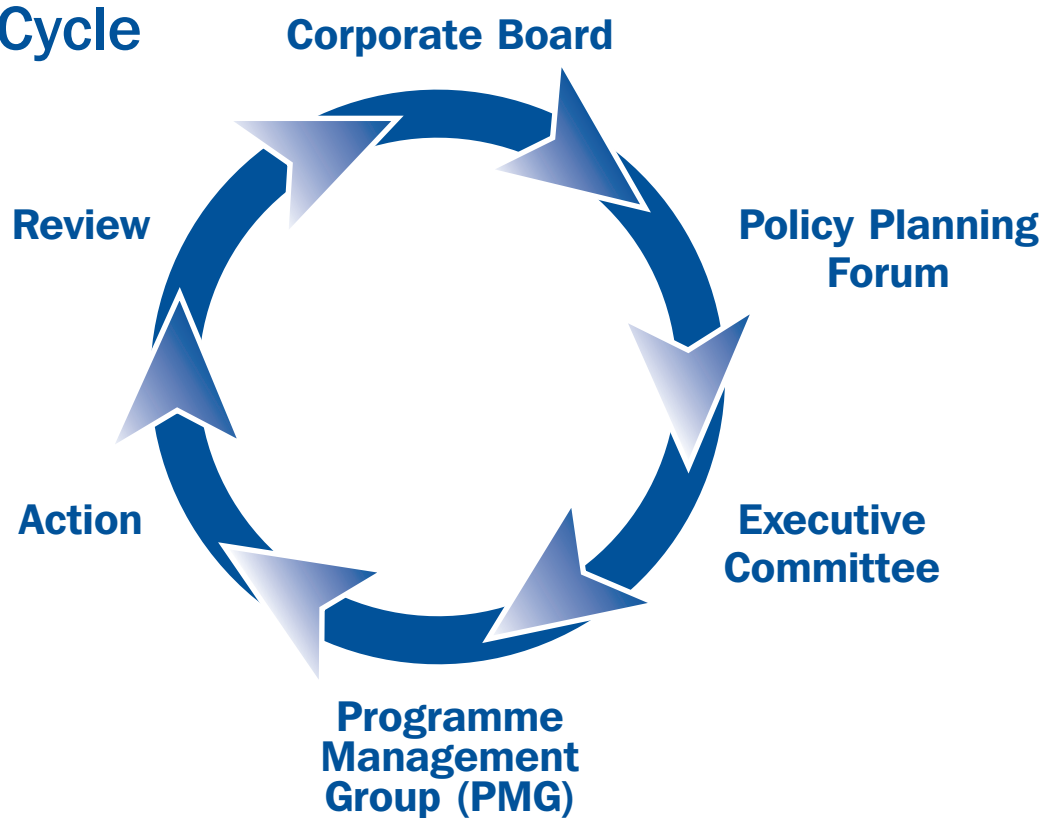
The Ten Year Scan: Key Issues

Cycle for Implementation

Basic Cycle



Actual Cycle



Departmental Action Plan Objectives for 2006/2007

Detailed below are those topics to which the Authority will respond in 2006/2007 (see page 13). They will appear in Departmental Action Plans and their priority may be affected by any new demands or pressures falling on the Authority in this financial year as it progresses. They will be supplemented by any local objectives which Departments wish to pursue.

Objective	Department
8. Applicant's Perception of Firefighter Role	Human Resources
9. Transparent Selection Process	Human Resources
10. Building Disaster Assessment Group	Chief Fire Officer
11. Multi-Tier Entry	Human Resources
12. Biometrics	Technical Services
13. Specialist Operational Support	Community Protection
14. New Dimensions Programme	Community Protection
15. Cleaner Neighbourhoods and Environment Act 2005 – Liveability	Community Protection
16. Low Staff Satisfaction	Chief Fire Officer
17. Fireground Information	Technical Services
18. Marketing Strategy	Administration
19. Business Continuity	Community Protection
20. Advocacy Scheme	Community Protection
21. Integrated Planning Process	Performance & Planning
22. Estates Strategy	Technical Services
23. Firefighters' Pay Formula	Human Resources
24. Capacity Management	Performance & Planning
25. Home Fire Safety Check (HFSC) Service	Community Protection
26. Local Elections	Administration
27. Community Fire Safety (CFS) Support Equipment	Technical Services
28. Water Section	Community Protection
29. Procurement Efficiencies	Technical Services
30. Managing Change – Fear of Change	Administration
31. Anti-Social Behaviour Orders	Community Protection
32. Home Working	Human Resources
33. Modernisation Savings	Finance
34. Automatic Vehicle Location	Technical Services
35. Local Area Agreements	Community Protection
36. Firelink	Technical Services
37. Brigade Smoking Policy	Human Resources
38. Community Tension – Fear of Crime	Community Protection

Departmental Action Plan Objectives for 2006/2007 – continued...

Objective	Department
39. Technical Rescue	Community Protection
40. Increased Terrorist Threat	Community Protection
41. Climate Change	Community Protection
42. Employment Equality (Age) Regulations 2006	Human Resources
43. System Integration	Technical Services
44. Appliance and Equipment Review	Technical Services
45. Information Communication Technology	Technical Services
46. Pensions	Finance
47. Command Units	Technical Services
48. Racial and Religious Hatred Bill	Human Resources
49. Improved Professionalism	Human Resources
50. Balance of Funding Review	Finance

THE AUTHORITY'S BEST VALUE PERFORMANCE PLAN 2006/2007

(pages 25 – 107)



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

Competency Based Training
at a chemical incident exercise.

The Authority's Approach to Best Value (pages 27 – 30)



Home Fire Safety Check (HFSC),
carried out by Firefighters.

These pages detail the Authority's approach
and methodology for Best Value.

The Authority's Approach to Best Value

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

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

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

In process terms, the Authority:

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

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

The Authority has put in place arrangements to:

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

The Authority has been awarded the following quality accreditation standards:

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

Code of Practice on Workforce Matters

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

The Cycle of Best Value Reviews

During 2005/2006 the Best Value Team was involved in a major review of the Brigade's Community Protection activities. Because of the size and complexity of this Review, a final report was submitted to the Executive Committee on 22 May 2006.

An update on progress made with this Best Value Review (BVR) can be found on pages 96-107.

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

The Rationale for 2006/2007 Reviews

The review of the Training Section functions which was scheduled for 2005/2006 have been delayed, partly due to the disruption of the industrial action recently undertaken in the West Midlands Fire Service. Therefore this review will be carried forward to 2006/2007.

In order to complete the cycle of Best Value Reviews for all the Authority's functions, it is intended that the Administration Department activities will be reviewed in 2007/2008. All Brigade functions will then have been reviewed and the cycle will commence again based on emerging needs.

Notes:

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

b) In addition to the Review work shown above, consultation work will also be carried out in support of the Authority's Integrated Risk Management Action Plan for 2007/2008.

The Methodology for Best Value Reviews

Pages 29 and 30 set out the Best Value Review Process and the resources which the Authority devote to this activity.

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

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

The Best Value Team

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

The Service Area Review Team

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

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

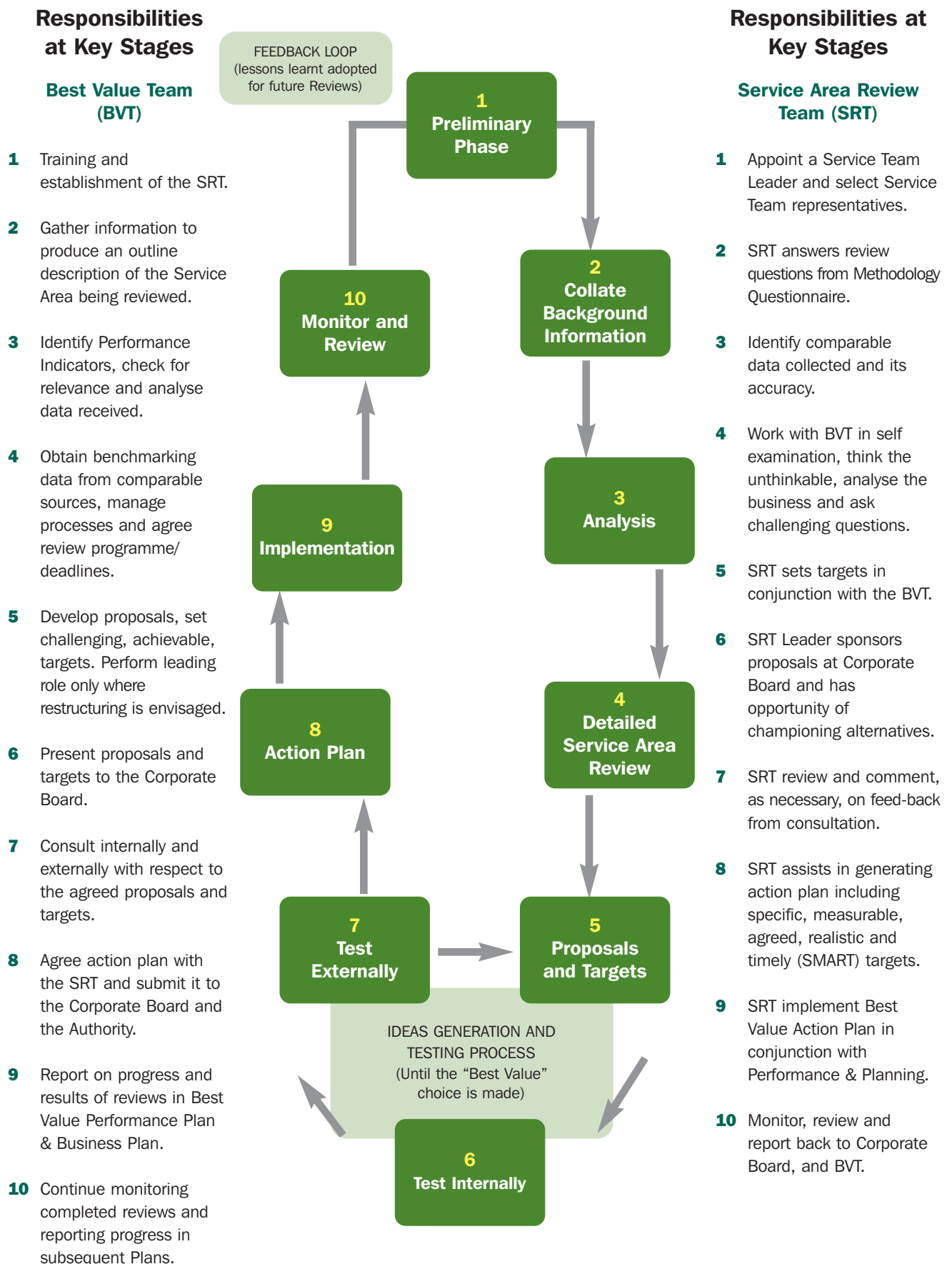
The Review Process

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

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

Copies of Action Plans are available on the website at www.wmfs.net.

The Best Value Review Process



Assessment of Last Year's Performance Against Target and Against Performance Over Previous Years (pages 31 – 76)



Consequences of a house fire.

The following section details our results for 2005/2006 against each of our Performance Indicators, as well as targets for 2006/2007, 2007/2008 and 2008/2009.

These figures are set alongside our year on year performance since 2002/2003. We have also provided some comments on our performance generally, and in comparison with other Fire Authorities.



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

Note: Best Value requires us to report against two types of Indicator; Best Value Performance Indicators (BVPIs) and Local Indicators (LIs). BVPIs are designated either 'Service Specific' or 'Corporate Health' (see Glossary on page 107 for definitions).

Indicators Relating to Fires

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



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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 142ii	Service Specific	46.63	43.38	36.41	35.74	32.39	34.68 [†]	
LI 10	Local	11,912	11,175	9,387	9,216	8,354	8,944	

[†] Targets for BVPI 142ii have been set at 34.33 for 2007/2008 and 34.00 for 2008/2009.

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




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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 142iii	Service Specific	25.23	25.35	23.52	23.10	22.50	22.60 [†]	
LI 11	Local	2,720	2,647	2,466	2,422	2,369	2,379	

[†] Targets for BVPI 142iii have been set at 22.19 for 2007/2008 and 21.79 for 2008/2009.

KEY

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

-  For Indicators where the target has been met or exceeded
-  For new Indicators where it is not possible to comment on performance
-  For Indicators where the target has not been met

Indicators Relating to Fires

Background to BVPI 142

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

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

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

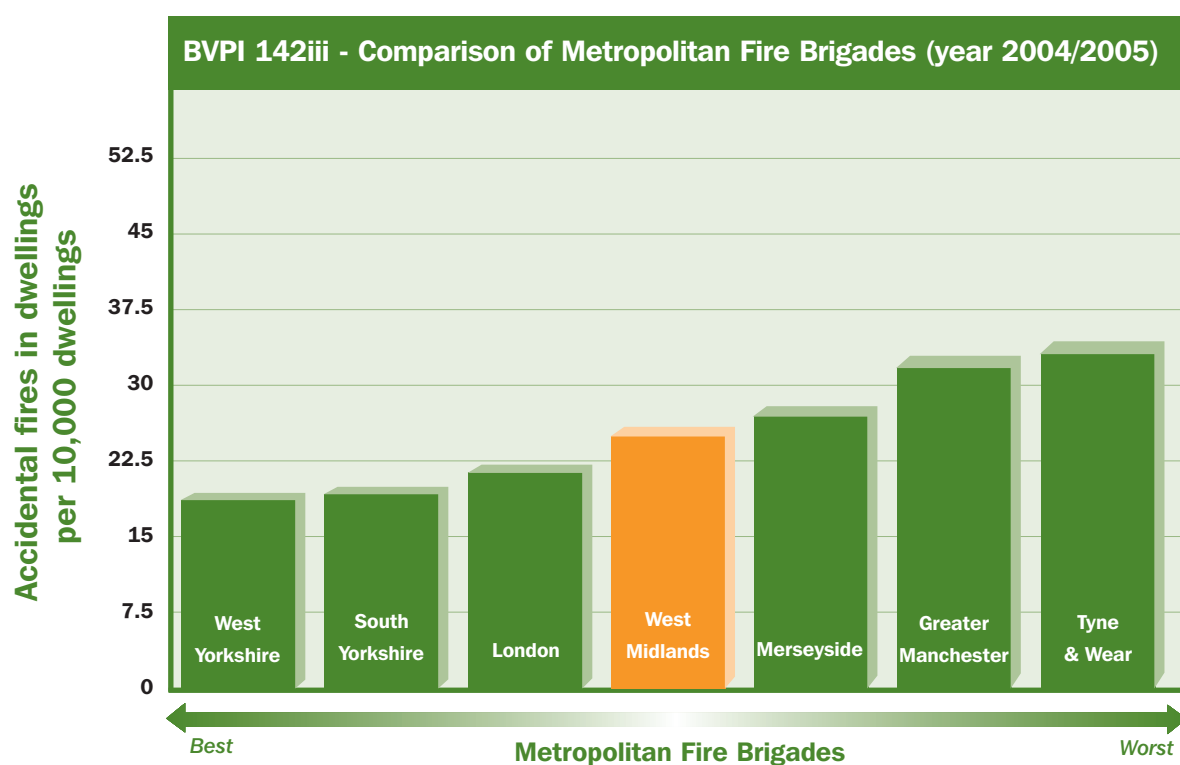
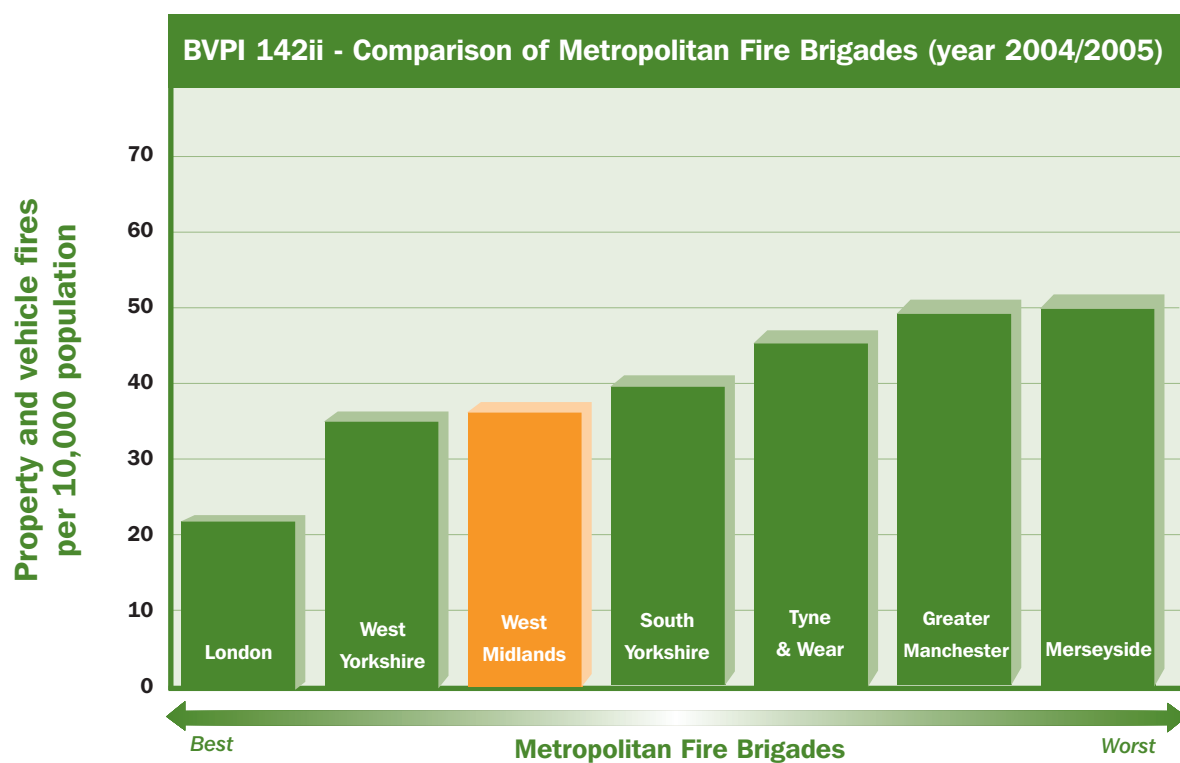
How the New Target will be met

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

- We will continue to work in partnership with other external agencies to including Local Authorities, schools and health agencies
- We will actively target high risk community areas with the aim of carrying out Home Fire Safety Checks (HFSCs)
- We will use our Fire Safety Education Programme to promote the understanding of fire safety within the community. This will be achieved through programmes such as SPARKS, (Key Stage 2 education resource) and the Arson Key Stage 2 presentation pack for schools Hoax Calls Programme.

Indicators Relating to Fires



The following two charts show the West Midlands results compared with other Metropolitan Fire Brigades' for the two category areas shown on page 32.



Indicators Relating to Fires

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



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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 206i	Service Specific	9.14	9.48	7.56	7.56	6.62	6.93†	
LI 24	Local	2,334	2,443	1,948	1,948	1,707	1,787	

† Targets for BVPI 206i have been set at 6.93 for 2007/2008 and 6.93 for 2008/2009.

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



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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 206ii	Service Specific	18.60	15.83	12.24	12.02	9.76	11.60†	
LI 3	Local	4,750	4,077	3,156	3,100	2,517	2,991	

† Targets for BVPI 206ii have been set at 11.60 for 2007/2008 and 11.60 for 2008/2009.

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

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



Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 206iii	Service Specific	54.55	73.37	41.24	56.19	44.34	52.95†	
LI 25	Local	13,933	18,898	10,633	14,488	11,436	13,656	

† Targets for BVPI 206iii have been set at 46.17 for 2007/2008 and 47.82 for 2008/2009.

Indicators Relating to Fires

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

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 206iv <small>Service Specific</small>	1.70	1.74	0.93	0.93	0.62	1.10 [†]	
LI 26 <small>Local</small>	433	449	239	239	160	283	

[†] Targets for BVPI 206iv have been set at 0.88 for 2007/2008 and 0.87 for 2008/2009.

Indicators Relating to Fires

Background to BVPI 206i, ii, iii and iv

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

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

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

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

How the New Target will be met

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

- **Building Fires**

Following the Success of the schools 'Play it Safe' campaign, the WMATF has combined with its regional partners to launch 'Keep Your School in Business' This pack will be distributed free to all regional schools as a result of financial support from the Fire Research and Training Trust. The pack has been designed to provide the best information to encourage quality fire risk assessments and reduce risk in schools.

- **Vehicle Fires**

We will continue to work with all the local authorities to improve the efficiency of abandoned vehicle removal and vehicle 'hand in' schemes. The successful pilot of a 'Tow Away Zone' in Birmingham, where dangerous abandoned vehicles

are removed immediately will be expanded to be used in further vehicle arson hot spot areas. Work will continue to improve best practice to identify and recover evidence from targeted burnt out vehicles.

- **Secondary fires***



The new 'Arson and Hoax Call' pack has been provided to every watch in the West Midlands and is intended to support the established 'SPARK' fire safety pack for Key Stage 2 education. The six week theatre in education tour of 'SPARX' will continue in its second year increasing its audience to get over vital and thought provoking messages to its youth audience prior to the summer holiday. Various youth activities will be implemented to achieve a quality and strategically managed intervention programme to reduce youth arson.

* Secondary fires include grass, rubbish etc...

Indicators Relating to Fires

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 207	Service Specific	23.32	24.06	20.88	20.31	17.99	18.82 [†]	
LI 27	Local	2,074	2,138	1,869	1,818	1,616	1,691	

[†] Targets for BVPI 207 have been set at 18.31 for 2007/2008 and 17.82 for 2008/2009.

Background to BVPI 207

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

Together, with partners, we strive to educate and reduce risk to employers and employees to reduce the impact of fire and help to prevent them.

How the New Target will be met

The West Midlands Arson Task Force will continue to work with our partners to profile and manage non-dwelling arson, to reduce risk and manage down incidents.

We will continue to work with the Fire Safety Centres and Business Liaison Officers to distribute the new revised edition of 'Keep Your Business in Business' to 7,800 businesses and our regional partners.


Fire Safety Inspecting Officers will continue to identify sources of ignition to occupiers, maintaining and adapting their enforcement role.

Indicators Relating to Fires

BVPI 208

The percentage of people in accidental dwelling fires who escaped unharmed without any assistance

DEFINITION: The percentage of people in accidental dwelling fires who escaped unharmed without any assistance.

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 208 <small>Service Specific</small>	92.05%	93.51%	91.82%	new	92.39%	92.00%	

† Targets for BVPI 208 have been set at 92.00% for 2007/2008 and 92.00% for 2008/2009.

Background to BVPI 208

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

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

How the New Target will be met


The successful Home Fire Safety Check (HFSC) initiative is increasing smoke alarm ownership within the community by raising the awareness of the dangers of fire in the home and encouraging people to make escape plans. To support this ongoing initiative we will:

- Focus our resources on identified high risk groups and areas in our community. Strategies to enhance our ability to deliver this include Home Approach and Advocacy work.
- Continue to deliver our multi-faceted Fire Safety Education Programme encapsulating fire safety messages which are appropriate to all primary schools across the West Midlands. The programme is delivered primarily by station personnel and will be further enhanced to encompass Key Stage 3 school children. The latter will be delivered specifically by trained tutors.

Indicators Relating to Fires

BVPI 209i The percentage of dwelling fires attended where a smoke alarm activated and raised the alarm


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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 209i <small>Service Specific</small>	20.26%	21.25%	22.63%	new	17.28%	22.63%†	

† Targets for BVPI 209i have been set at 22.63% for 2007/2008 and 22.63% for 2008/2009.

BVPI 209ii The percentage of dwelling fires attended where a smoke alarm was fitted but did not activate


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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 209ii <small>Service Specific</small>	11.91%	12.02%	14.19%	14.2%	10.96%	14.2%†	

† Targets for BVPI 209ii have been set at 14.2% for 2007/2008 and 14.2% for 2008/2009.

BVPI 209iii The percentage of dwelling fires attended where no smoke alarm was fitted

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 209iii <small>Service Specific</small>	55.86%	53.51%	47.83%	40.0%	56.3%	31.0%†	

† Targets for BVPI 209iii have been set at 20.6% for 2007/2008 and 13.72% for 2008/2009.

Indicators Relating to Fires

Background to BVPI 209i, ii and iii

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

These BVPIs give us an indication of the levels of smoke alarm ownership within the premises affected by fire. Data collected can be used to form the basis of future prevention based activity.

How the New Target will be met

The positive action of target setting for the Brigade, Boroughs and Stations will lead to increased Home Fire Safety Checks (HFSC) resulting in a higher percentage of smoke alarm ownership.


As part of the HFSC initiative we now provide 10 year sealed smoke alarms which remove the need for battery replacement on an annual basis. In addition, firefighters and Fire Service trained external partners carry out HFSCs and smoke alarm fitting. With the financial support of the Department of Communities and Local Government (DCLG), we are increasing the amount of activity in this area.

Indicators Relating to Fires

BVPI 144

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

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 144 <small>Service Specific</small>	92.53%	90.63%	89.9%	91.37%	85.27%	89.90%†	

† Targets for BVPI 144 have been set at 91.37% for 2007/2008 and 92.11% for 2008/2009.

Background to BVPI 144

This indicator demonstrates:

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

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

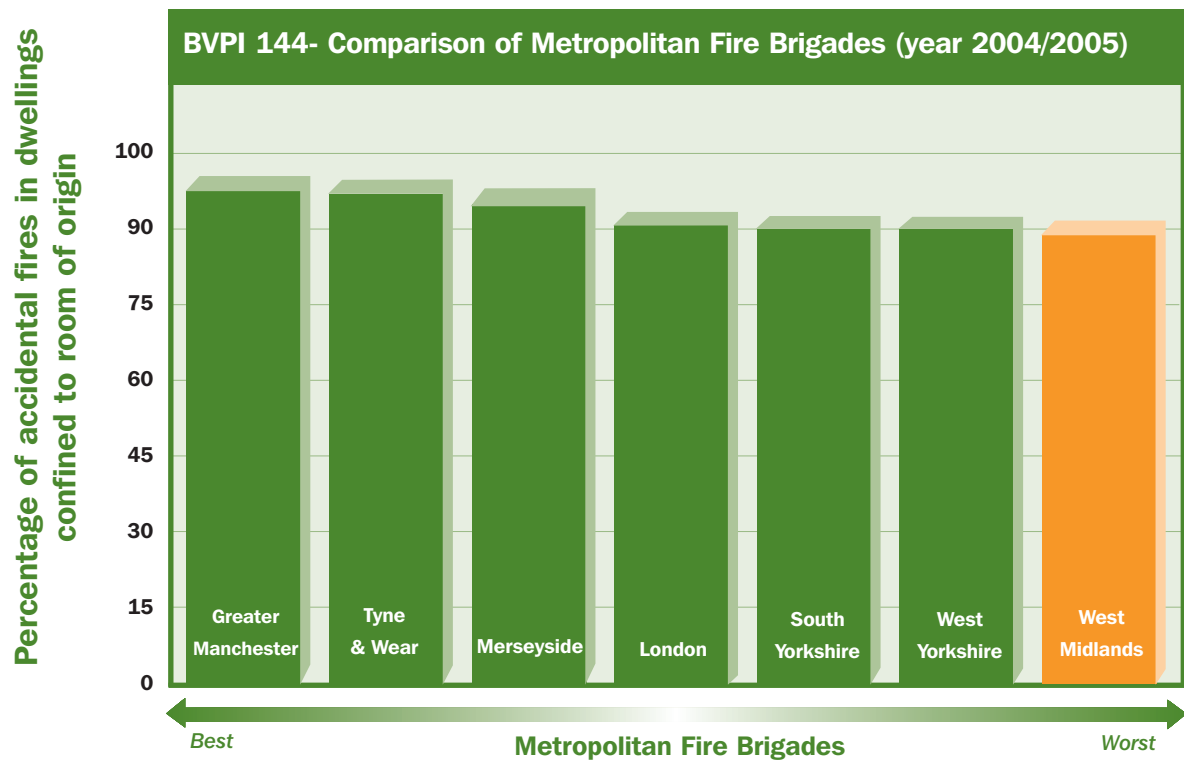
How the New Target will be met

We have introduced a Home Fire Safety Check (HFSC) process that will target our resources at those most at risk from fire.

A key element to this initiative will be the fitting of smoke alarms to provide early detection of fire. In addition, we will ensure that we target our resources to the areas which present the greatest risk. We will use Community Advocates to assist us in reaching the people most at risk from fire.

We will continue to campaign for the installation of residential sprinklers in those dwellings that present the highest risk from fire. We will also fit Portable Mist Suppression Systems where there is a high risk of fire occurring.



Indicators Relating to Fires



Indicators Relating to Fires

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



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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 146i	Service Specific	1.32	1.27	1.29	1.28	1.39	1.27 [†]	
LI 4c	Local	3,380	3,268	3,331	3,300	3,575	3,269	

[†] Targets for BVPI 146i have been set at 1.26 for 2007/2008 and 1.24 for 2008/2009.

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 146ii	Service Specific	1.70	1.58	1.25	1.24	1.12	1.24 [†]	
LI 4b	Local	4,352	4,069	3,214	3,200	2,897	3,186	

[†] Targets for BVPI 146ii have been set at 1.23 for 2007/2008 and 1.22 for 2008/2009.

Indicators Relating to Fires

Background to BVPI 146i and ii

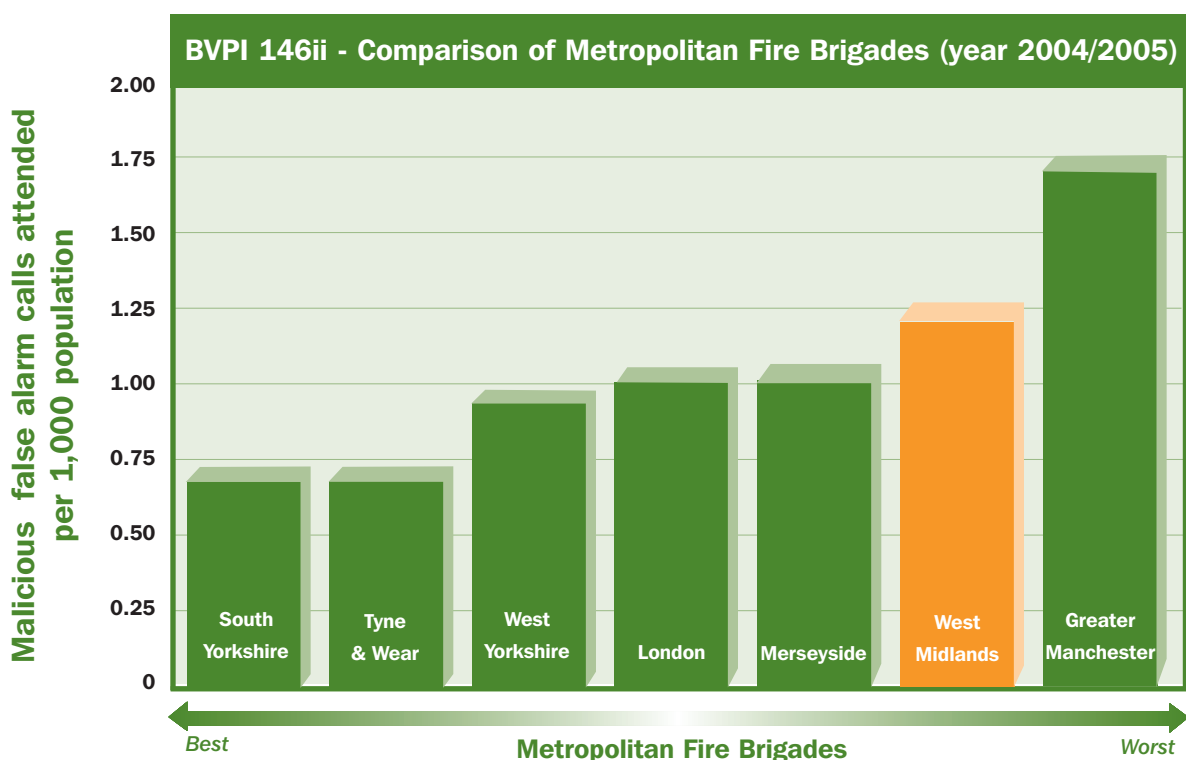
Deliberately calling the Fire Brigade when there is no emergency has a serious impact on the service that we provide and can lead to loss of life. Most of these calls are made by children. For several years, we have been working with partners, including the Police and telephone companies, to reduce this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

How the New Target will be met

Our initiative to target hoax calls from mobile phones has proven to be a robust initiative which is ongoing. Procedures have been revised regarding abandoned calls; we will only attend if contact can be re-established with the mobile phone caller. The Brigade is also pro-active in the support of prosecution for malicious callers, working in close liaison with Police and telephone providers.

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

We will continue to develop our call management strategy in line with legislation.



Indicators Relating to Fires

BVPI 149i

The number of false alarms caused by automatic fire detection per 1,000 non-domestic properties

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 149i	Service Specific	n/a	n/a	n/a	new	71.83*	86.19†	
LI 28	Local	n/a	n/a	n/a	new	6,453*	7,744	

*Data from 1.6.05 when data collection started

† Targets for BVPI 149i have been set at 86.19 for 2007/2008 and 86.19 for 2008/2009.

BVPI 149ii

The number of those properties with more than one attendance[▼]

DEFINITION: The number of those properties with more than one attendance.

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 149ii	Service Specific	n/a	n/a	n/a	new	845*	1,014†	

*Data from 1.6.05 when data collection started

† Targets for BVPI 149ii have been set at 1,014 for 2007/2008 and 1,014 for 2008/2009.

BVPI 149iii

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

DEFINITION: The percentage of calls to those properties with more than one attendance.

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 149iii	Service Specific	n/a	n/a	n/a	new	58.59%*	58.59%†	

*Data from 1.6.05 when data collection started

† Targets for BVPI 149iii have been set at 58.59% for 2007/2008 and 58.59% for 2008/2009.

▼ Both of these Indicators are linked to BVPI 149i.

Indicators Relating to Fires

Background to BVPI 149

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

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

How the New Target will be met

The responsibility for installing and maintaining reliable systems falls to the owners and occupiers of those buildings. We will work with representative people to manage down the current call rate.



We have reviewed our policies in regard to the Chief Fire Officers' Association (CFOA) Unwanted Fire Signals report and have recently piloted a call reduction strategy in partnership with Social Alarm providers.

Firefighters, with support from our Business Liaison Officers, will work in some of the larger premises to help identify problem areas. In addition, we will provide technical expertise and assistance to a reduction in calls.

Indicators Relating to Fires

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



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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 143i	Service Specific	0.90	0.58	0.35	0.35	0.43	0.35 [†]	
LI 18	Local	23	15	9	9	11	9	

[†] Targets for BVPI 143i have been set at 0.35 for 2007/2008 and 0.35 for 2008/2009.

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 143ii	Service Specific	10.79	7.69	7.60	7.37	6.79	7.13 [†]	
LI 20	Local	278	198	196	190	175	184	

[†] Targets for BVPI 143ii have been set at 6.94 for 2007/2008 and 6.73 for 2008/2009.

Indicators Relating to Fires

Background to BVPI 143i and ii

The greatest number of people who die in fire, do so in the home. Many of these victims are those who are vulnerable in society; older people, those on low incomes and people affected by alcohol or drugs. Smokers are at significantly higher risk. Many live in poor quality housing with lower standard of furniture. Although no one can afford to be complacent about fire, this combination of circumstances means that some groups are at higher risk.

We have introduced many programmes over the last ten years, substantially and consistently reducing these deaths to the current level. We need to maintain this pressure and work harder to help those most in need.

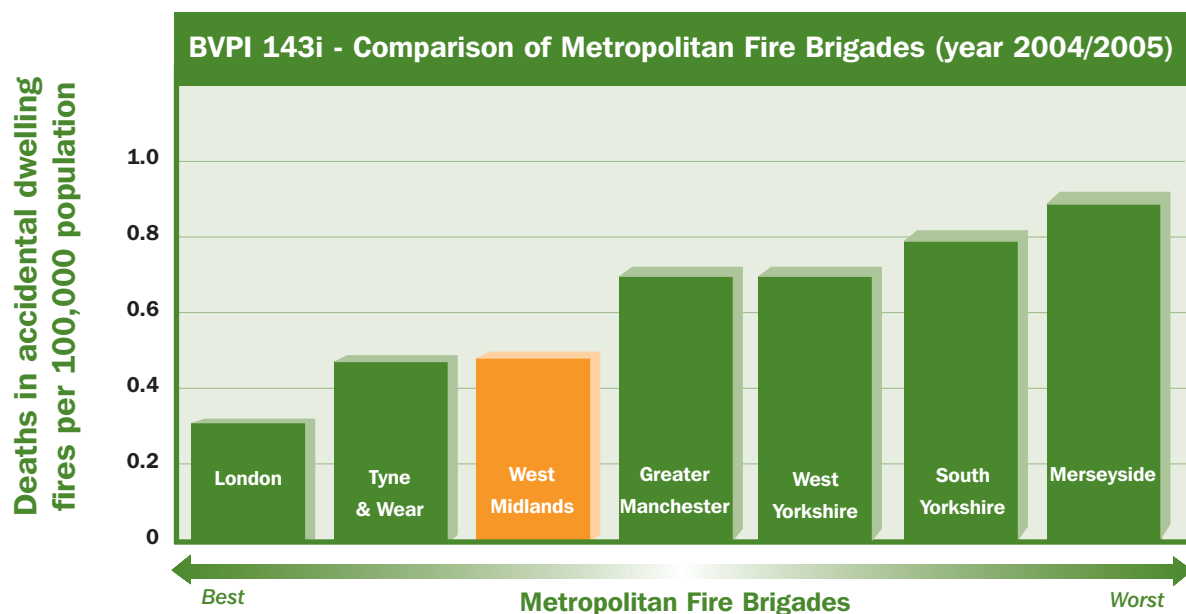
Many of the factors that lead to death from fire also result in injuries, which can be severe. The most common injuries occur in the kitchen, usually involving fat pans or grills.

How the New Target will be met

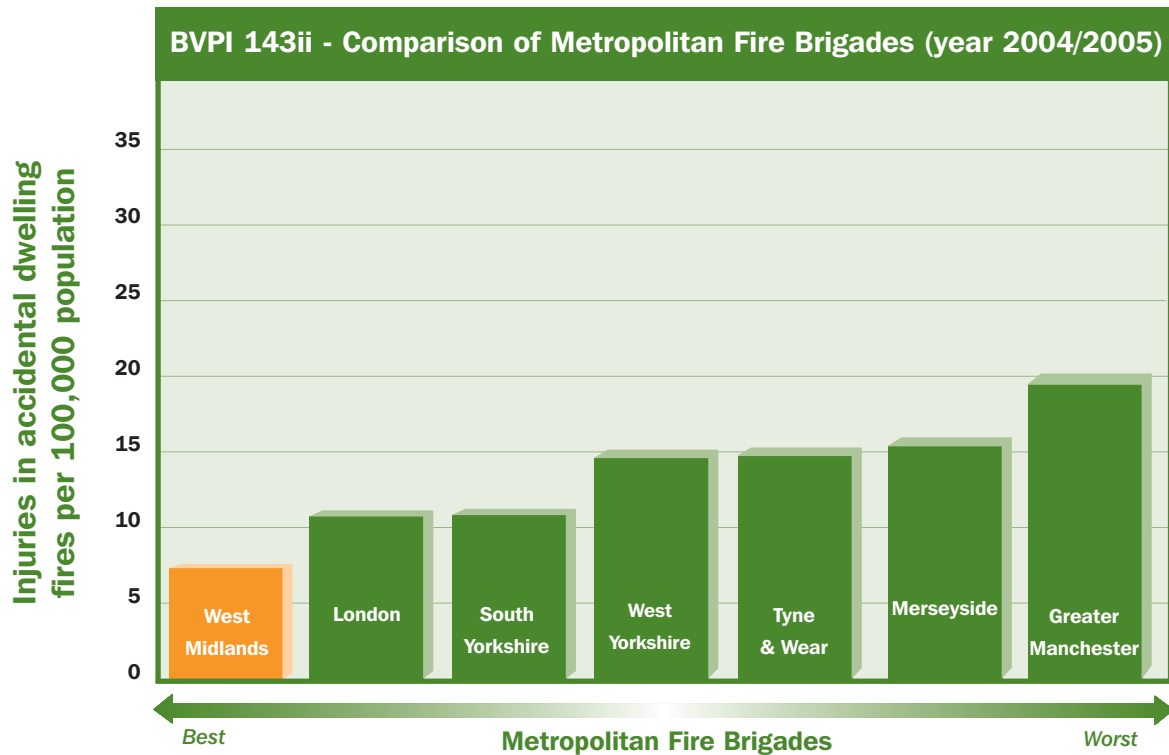
The main tool for addressing accidental fire deaths and injuries is through the Home Fire Safety Check (HFSC) process. This will reduce the potential for fire by raising the awareness of the common causes of fire: (chip pans, smoking and electrical faults) and by encouraging people to develop escape plans.

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

Educational resources are utilised at all Key Stage levels (1-4) to deliver our Fire Safety Education Programme.



Indicators Relating to Fires



Directed Action Planning



In support of the Brigade's Integrated Risk Management Plan (IRMP), and National Directives, the Directed Action Planning (DAP) process continues to identify specific risk areas from historical data.

This allows for a local knowledge driven planning process to be developed and implemented for the forthcoming year on a Borough basis. The plans focus time and resources on identified risk areas.

Personnel Indicators

BVPI 11i
Women in Senior Management
LI 30
The number of Women in Senior Management

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 11i	Corporate Health	4.59%	5.29%	4.76%	5.24%†	5.73%	6.17%†	
LI 30	Local	10/218	12/227	10/210	11/210	13/227	14/227	

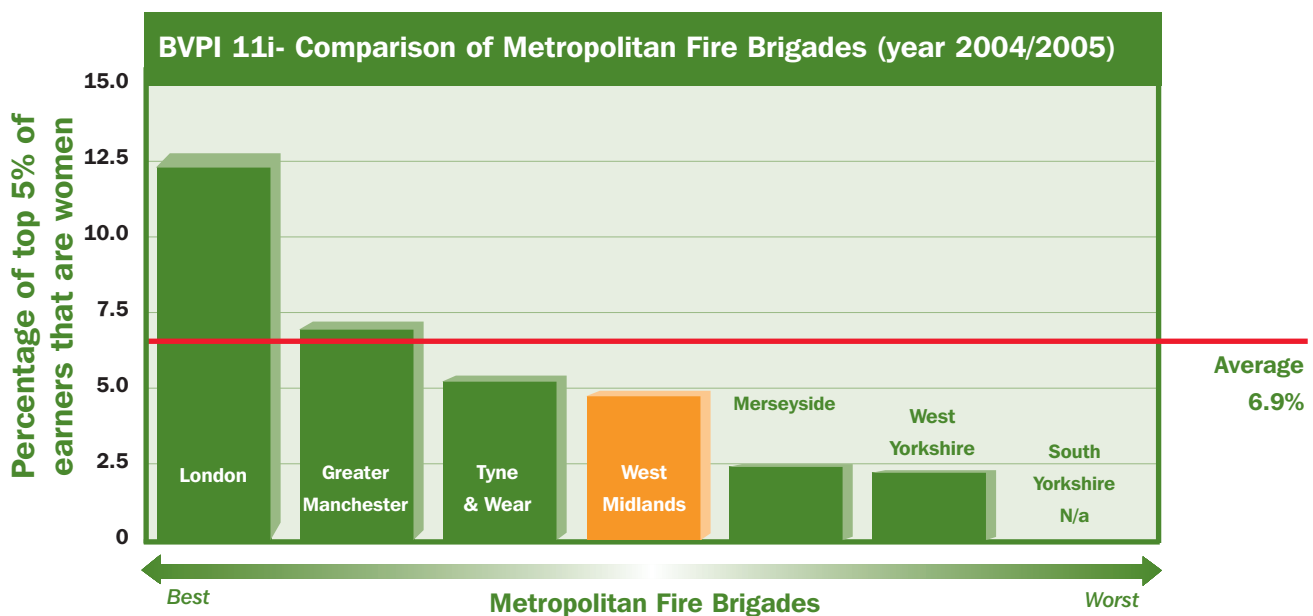
† Targets set for BVPI 11i have been set at 6.61% for 2007/2008 and 7.05% for 2008/2009.

Background to BVPI 11i

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

How the New Target will be met



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



Personnel Indicators

BVPI 11ii
Ethnic minority Staff in Senior Management
LI 35
The number of Ethnic minority Staff in Senior Management

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 11ii	Corporate Health	0.46%	1.32%	0.95%	1.43%	1.32%	1.76%†	
LI 35	Local	1/218	3/227	2/210	3/210	3/227	4/227	

† Targets for BVPI 11ii have been set at 2.64% for 2007/2008 and 3.52% for 2008/2009.

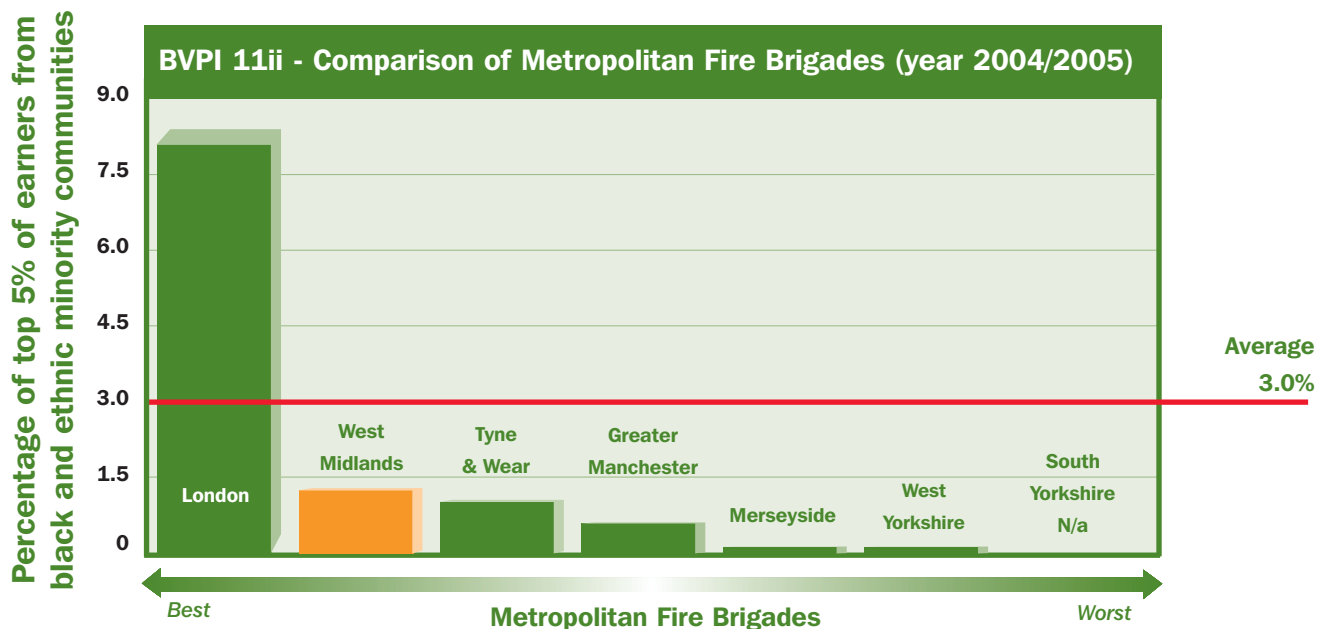
Background to BVPI 11ii

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

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

How the New Target will be met



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



Personnel Indicators

BVPI 11iii
The top 5% of earners that have a disability
LI 32
The number of Staff in the top 5% of earners that have a disability

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

Indicator	Actual Figures			Target for 2005/ 2006	Actual Figure for 2005/2006	Target for 2006/ 2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 11iii <small>Corporate Health</small>	n/a	n/a	0.48%	0.48%	0.44%	0.88%†	
LI 32 <small>Local</small>	n/a	n/a	1/210	1/210	1/227	2/227	

† Targets set for BVPI 11iii have been set at 1.32% for 2007/2008 and 1.76% for 2008/2009.

Background to BVPI 11iii

This Indicator was introduced to remove barriers to career progression traditionally experienced by people with disabilities.

How the New Target will be met


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

Personnel Indicators

BVPI 12i

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

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 12i <small>Corporate Health</small>	10.45	10.58	9.84	9.25	11.38	10.5 [†]	

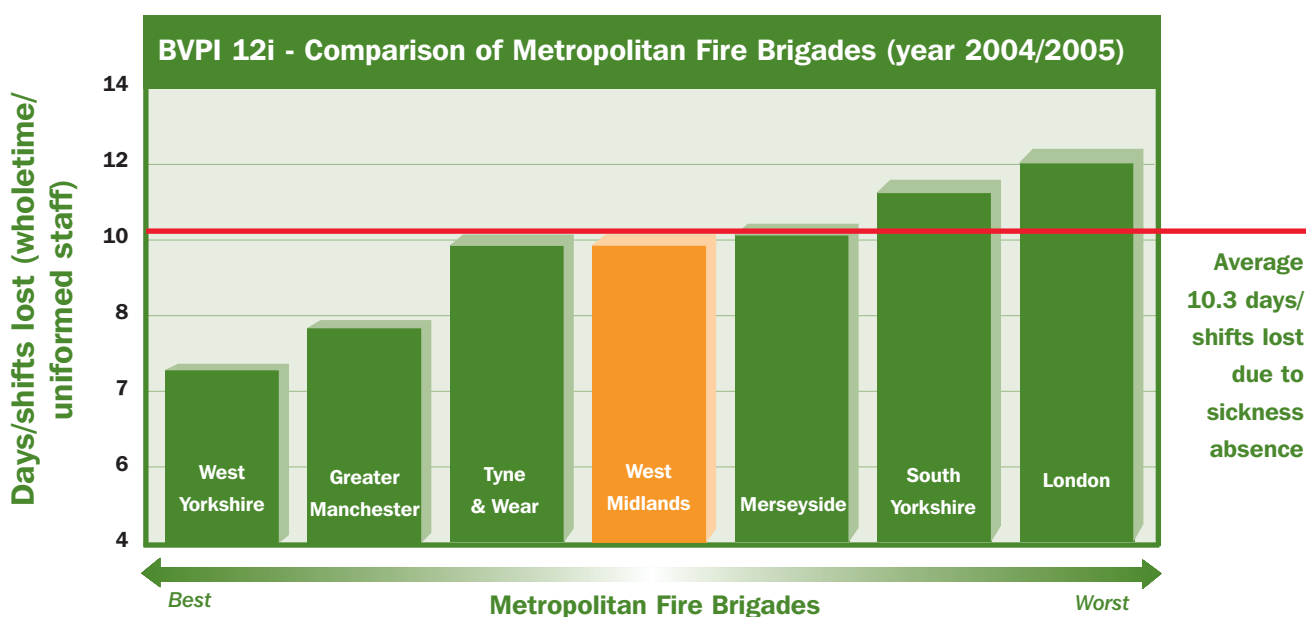
[†] Targets for BVPI 12i have been set at 10 for 2007/2008 and 9.5 for 2008/2009.

Background to BVPI 12i

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

How the New Target will be met

Reviewing the existing Absence Management Policy and improving the overall management of ill health by line managers will achieve improvements. Furthermore, efforts are also being made to improve morale following the introduction of new duty systems.




Personnel Indicators

BVPI 12ii

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 12ii	Corporate Health	10.56	10.88	9.72	9.25	10.97	10.25 [†]	

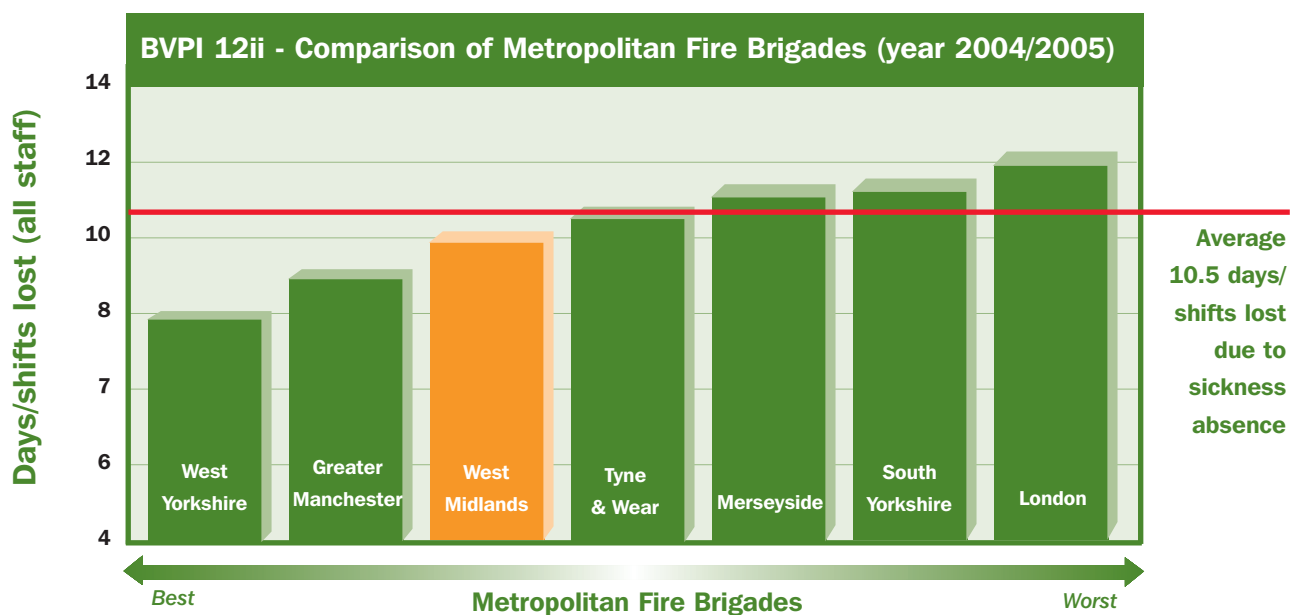
[†] Targets for BVPI 12ii have been set at 9.75 for 2007/2008 and 9.5 for 2008/2009.

Background to BVPI 12ii

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

How the New Target will be met

Reviewing the existing Absence Management Policy and improving the overall management of ill health by line managers will achieve improvements.



Personnel Indicators



BVPI 15i

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

LI 33

The number of staff eligible for the firefighters' pension scheme retiring on grounds of ill health

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 15i	Corporate Health	1.85%	2.99%	1.18%	1.18%	1.11%	1.06%†	
LI 33	Local	37/2000	59/1970	23/1956	23/1956	21/1890	20/1890	

† Targets for BVPI 15i have been set at 1.01% for 2007/2008 and 0.95% for 2008/2009.

Background to BVPI 15i

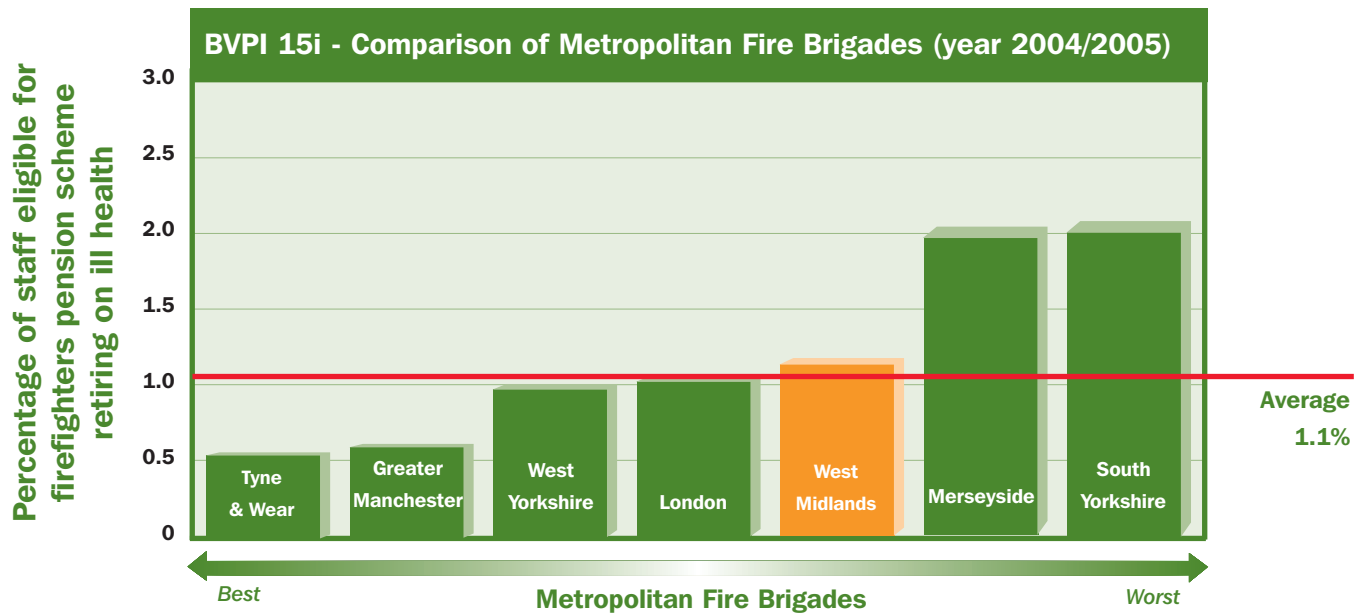
This Indicator was introduced following the publication of a number of Government reports on growing concerns regarding the levels of early retirements within the Local Government Sector. Due to the nature of the duties undertaken by uniformed staff, it is inevitable that a percentage of the workforce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

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

How the New Target will be met

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

Personnel Indicators



Personnel Indicators



BVPI 15ii

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

LI 34

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 15ii	Corporate Health	0.50%	1.40%	0.51%	0.51%	0%	0.33% [†]	
LI 34	Local	3/554	8/570	3/585	3/585	0/616	2/616	

[†] Targets for BVPI 15ii have been set at 0.33% for 2007/2008 and 0.33% for 2008/2009.

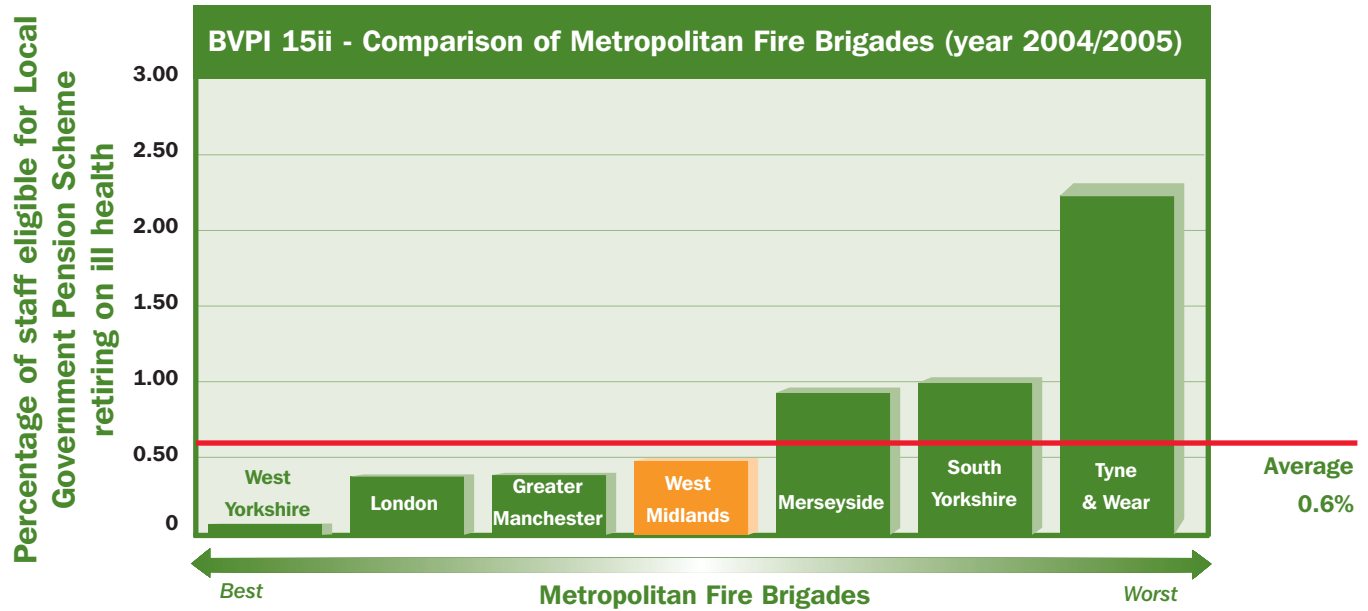
Background to BVPI 15ii

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

How the New Target will be met

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

Personnel Indicators





Personnel Indicators

BVPI 16ai

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

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



Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 16ai	Corporate Health	n/a	n/a	0.20%	0.20%	0.32%	0.32%†	
LI 35	Local	n/a	n/a	4/1959	4/1959	6/1886	6/1886	

† Targets for BVPI 16ai have been set at 0.42% for 2007/2008 and 0.53% for 2008/2009.

BVPI 16aii

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

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 16aii	Corporate Health	n/a	n/a	0.17%	0.40%	0.33%	0.49%†	
LI 36	Local	n/a	n/a	1/595	2/595	2/610	3/610	



† Targets for BVPI 16aii have been set at 0.66% for 2007/2008 and 0.82% for 2008/2009.

BVPI 16bi

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

- 18-54 uniformed *
- 18-64 non-uniformed †

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 16bi*	Corporate Health	n/a	n/a	12.64%	No Target	*12.64%	No Target	
BVPI 16bi†	Corporate Health	n/a	n/a	n/a	No Target	†16.39%	No Target	

Personnel Indicators

Background to BVPI 16ai, aii and bi

These indicators are designed to measure the organisation's efforts to secure a workforce that reflects the local community, removing the traditional barriers to people with disabilities.



How the New Target will be met

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

Personnel Indicators

BVPI 210	The percentage of women firefighters
LI 19	The number of women firefighters

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 210	Corporate Health	1.32%	1.77%	2.10%	2.30%	2.71%	2.98% [†]	
LI 19	Local	26/1971	35/1979	41/1955	45/1955	50/1847	55/1847	

[†] Targets for BVPI 210 have been set at 3.25% for 2007/2008 and 3.52% for 2008/2009.

Background to BVPI 210

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

How the New Target will be met

The introduction of targets in 2000 resulted in slow progress. However, by the use of innovative recruiting strategies, the Service has begun to see increasing numbers of women applicants. This includes:

- the holding of awareness evenings
- the provision of advice on achieving the fitness standards
- proactive use of women in advertising literature.

The Service will continue with this strategy in view of its success to date.


Equality & Diversity Indicators

BVPI 2a

The Level of The Equality Standard for Local Government to which the Authority conforms

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

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 2a <small>Corporate Health</small>	1	1	1	3	2	3†	

† The target for BVPI 2a has been set at 3 for 2007/2008 and also for 2008/2009.

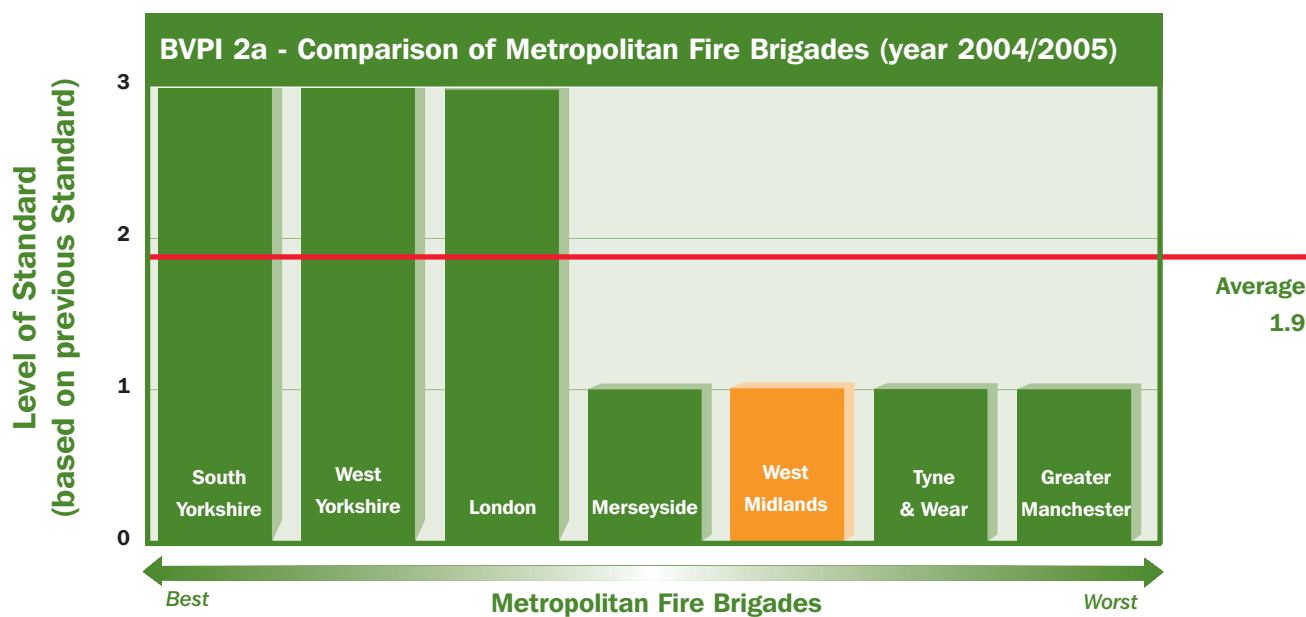
Background to BVPI 2a

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

How the New Target will be met

- Systematic monitoring will be introduced to ensure we know who our users, partners and stakeholders are and to inform our policies and strategies.
- An audit of Equality and Diversity initiatives, skills and projects across the Brigade will be carried out.
- A reviewed and updated Corporate Equalities Action Plan will be developed and mainstreamed into the organisation, with devolved local responsibilities for targets clearly identified.

Equality & Diversity Indicators



Equality & Diversity Indicators

BVPI 2b


The Duty to Promote Race Equality

- DEFINITION:**
- 1. Does the Authority have a Race Equality Scheme (RES) in place? Does the RES:**
 - a. list the functions and policies that are relevant to the general duty?
 - b. consist of a strategy, which addresses the general duty and each of the specific duties?
 - c. contain clear priorities, targets and outcomes in order to fulfil the general and specific duties?

Is the RES:

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

Equality & Diversity Indicators

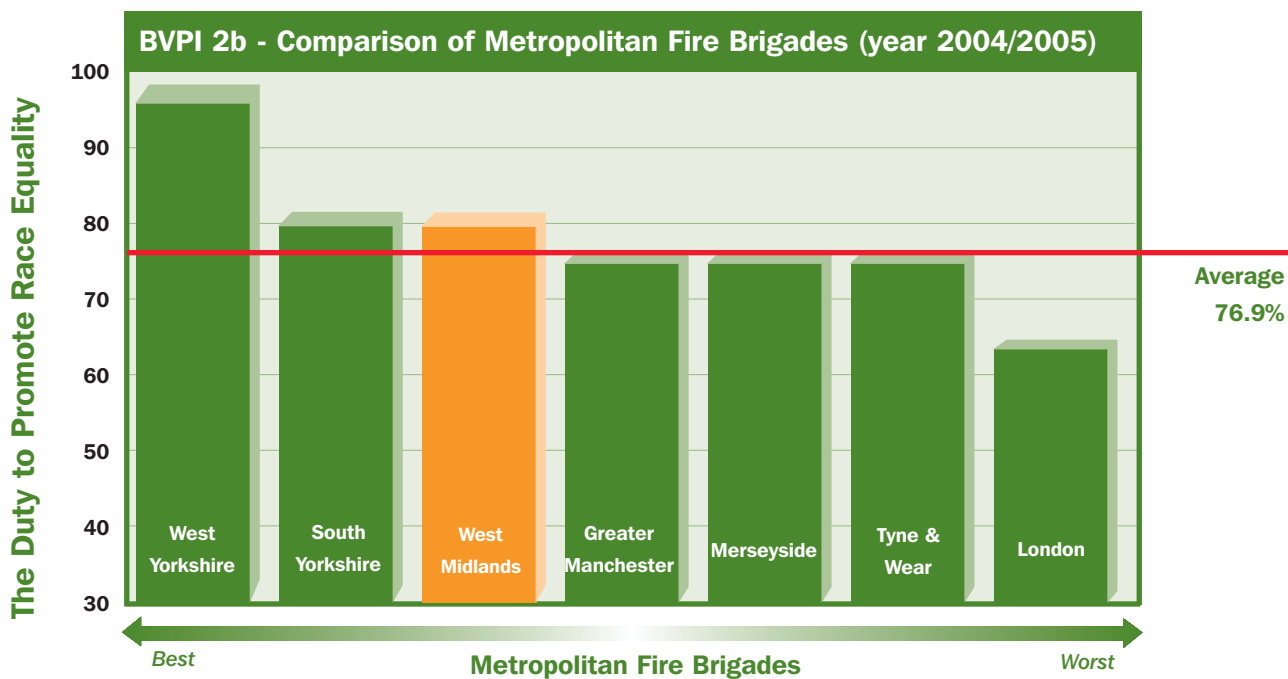
Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 2b <small>Corporate Health</small>	n/a	50%	79%	100%	100%		

Background to BVPI 2b

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

How the New Target will be met

The target has already been met.



Equality & Diversity Indicators



BVPI 17

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

LI 37

The number of ethnic minority uniformed staff

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

Indicator		Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
		2002/2003	2003/2004	2004/2005				
BVPI 17	A	4.40%	4.79%	5.19%	5.98%	5.68%	5.99%†	
Corporate Health	B	16%	16%	21.17%	no target	21.17%	no target	
LI 37 Local	A	90/2051	98/2048	105/2023	121/2023	109/1919	115/1919	

† Targets for BVPI 17 have been set at 6.77% for 2007/2008 and 7.50% for 2008/2009.

Background to BVPI 17

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

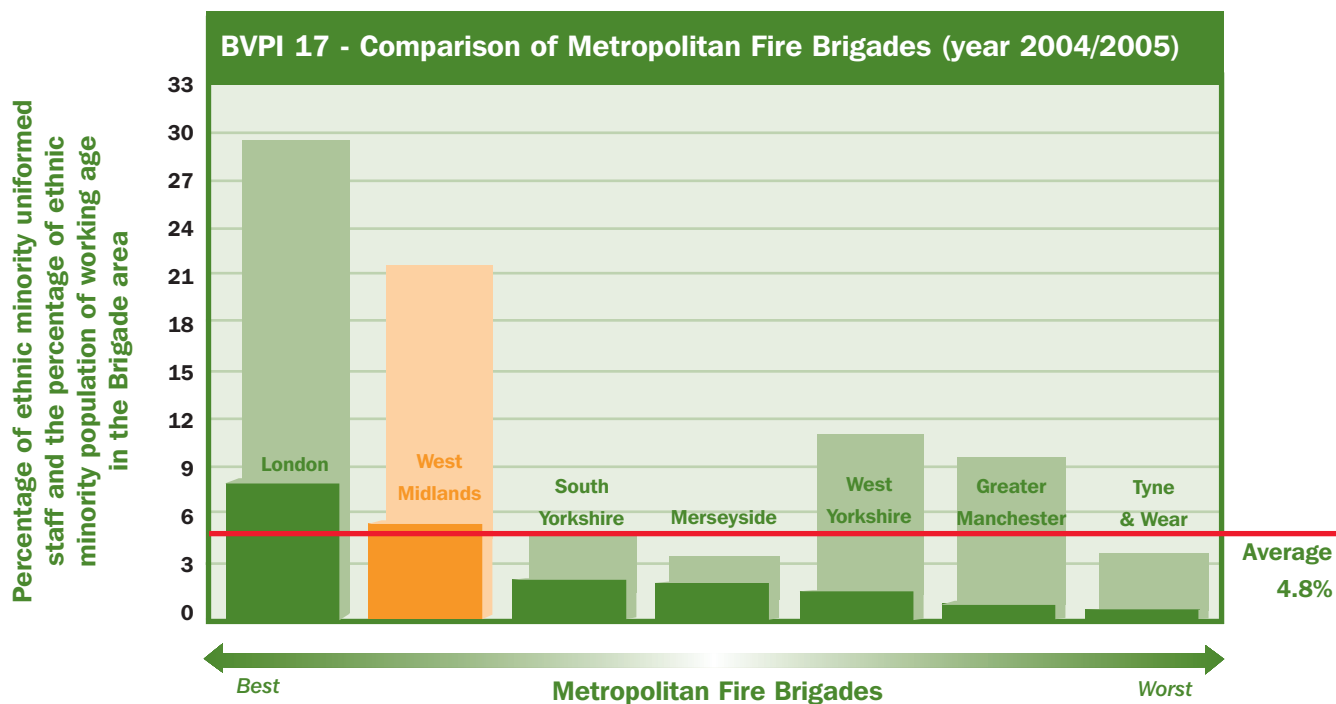
Whilst the national target is 7% (for England and Wales) the West Midlands Fire Service has been set a specific target of 16% by 2009, reflecting the area in which it operates.

How the New Target will be met

We have in place a 'positive action' plan for 2006/07, which includes long, medium and short term strategies and measures for engaging with ethnic minority people with a view to recruitment into the role of a firefighter. Initiatives include:

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

Equality & Diversity Indicators




Financial Indicators

BVPI 8

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

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

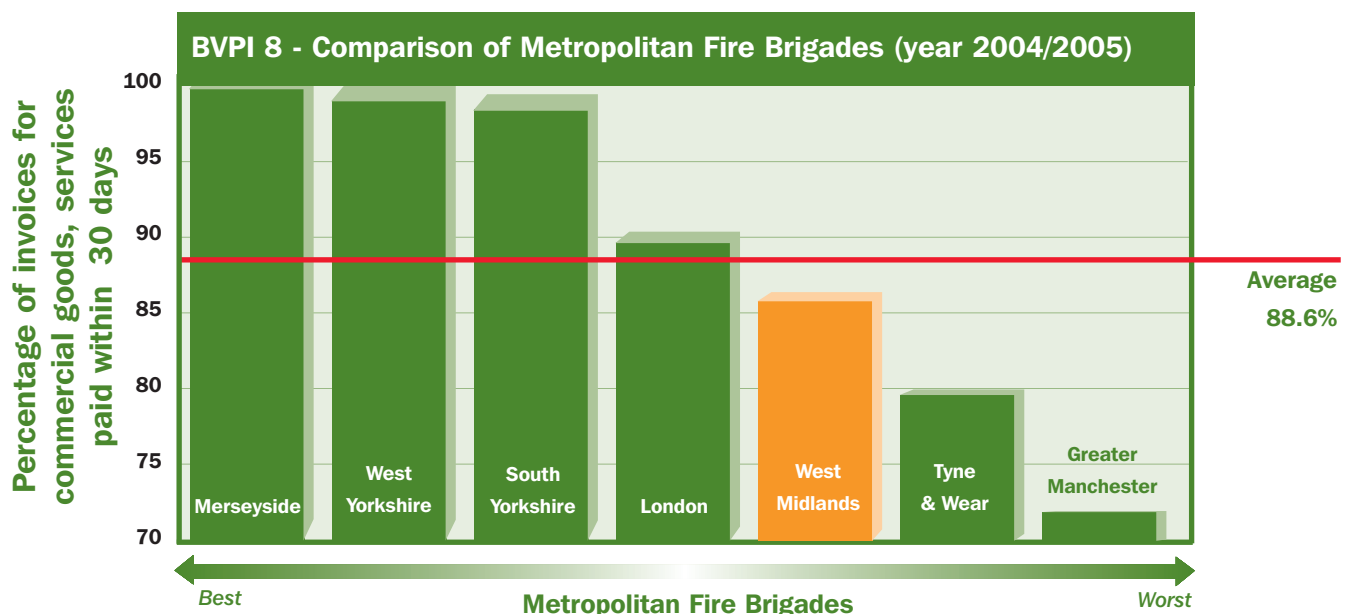
Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 8 <small>Corporate Health</small>	95.08%	83.70%	86.61%*	100%	93.09%	100%	

Background to BVPI 8

We always strive to pay undisputed invoices within agreed terms. The increase in the percentage of invoices paid on time in 2005/2006 compared to 2004/2005 came about as a result of changes in the processing procedures.

How the New Target will be met

Increased awareness throughout the organisation of the need to pay invoices in a timely fashion should help achieve a higher performance level in 2006/2007.




Financial Indicators

BVPI 150

Net expenditure on the Authority per head of the population

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 150 <small>Corporate Health</small>	£35.50	£37.25	£39.78	£37.50	*£42.25	£46.25†	

† Targets for BVPI 150 have been set at £51.00 for 2007/2008 and £56.00 for 2008/2009.

* Estimated figure. Actual figure not available until late Summer 2006.

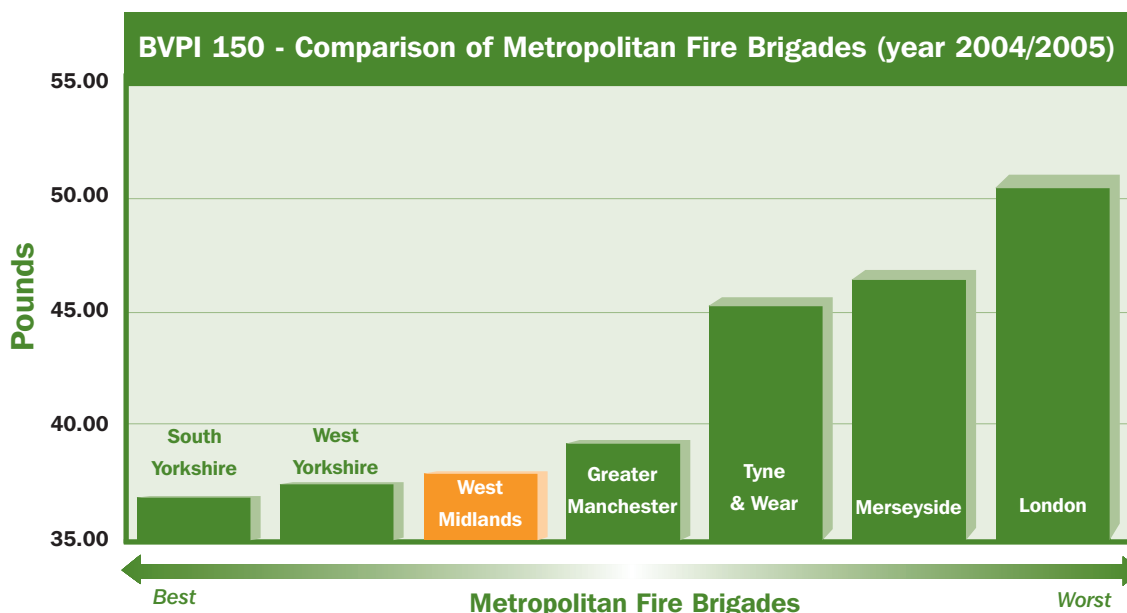
Background to BVPI 150

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

The basis of Net Expenditure is affected by Financial Reporting Standard 17 (FRS 17). FRS 17 is an accounting code applied to the cost of pension schemes. The factors affecting this issue are subject to potentially significant changes which has primarily caused the target to be exceeded.

How the New Target will be met

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




E-Government Indicators

BVPI 157

Electronic Service Delivery

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
BVPI 157 <small>Corporate Health</small>	18.60%	38.93%	86%	100%	91.36%	100%	

Background to BVPI 157

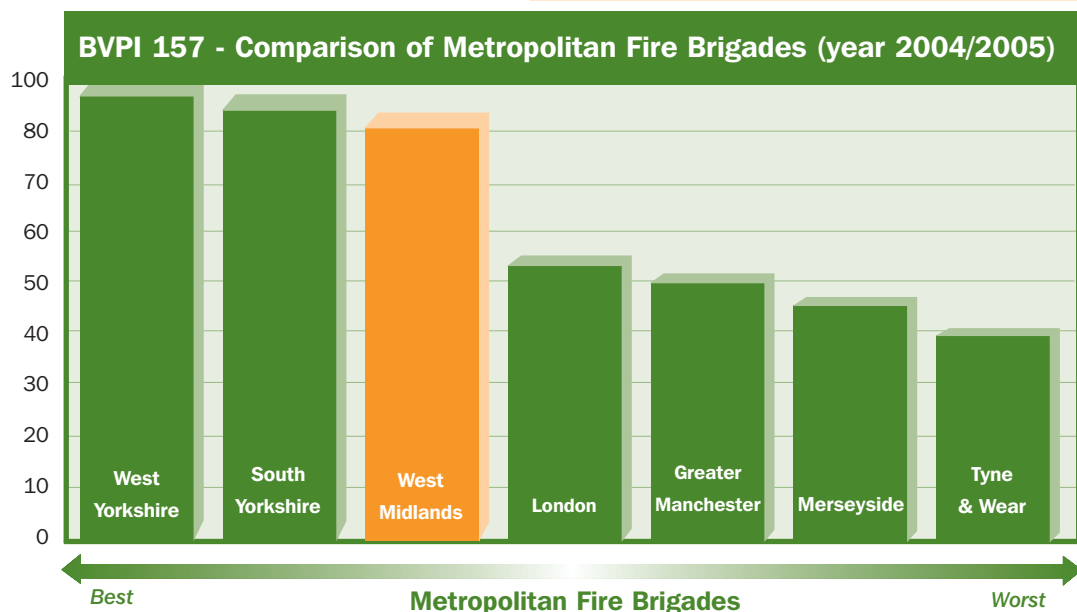
The Government has set a target for the public sector, including the Fire Service, to provide all of its services, wherever possible, electronically by December 2005.

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

How the New Target will be met

The remaining Electronic Service Delivery work predominantly centres around the payment of accounts on line. Work has been undertaken by Information Communications Technology (ICT) to ensure that the Brigade's website facility is able to address, and be compliant with, the Government's 'Gateway' requirements. This work will be completed in June 2006. Once this work has been completed, it is intended that online payment facilities will be enabled for relevant Departments in the Brigade with a target date of 30th September 2006.


Number of types of interactions enabled for electronic service delivery




Other Local Indicators

Indicators relating to Fires


LI 5 The number of false alarms calls due to Automatic Fire Alarms

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 5 Local	10,517	11,861	12,832	12,000	12,314	11,222	


LI 12 The number of arson fires in dwellings

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 12 Local	936	947	789	789	670	701	

LI 13 The number of accidental fires in buildings other than dwellings

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 13 Local	1,150	1,154	1,101	1,050	975	1,001	


LI 14 The number of arson fires in buildings other than dwellings

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 14 Local	924	984	768	768	641	690	

Other Local Indicators


Indicators relating to Fires

LI 16
The number of fires not involving property or vehicles e.g. grass fires


Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 16 Local	16,584	21,534	12,454	16,857	13,414	15,801	

The Brigade continues to put in measures to drive down the number of fires through fire prevention activity, education and involvement of Local Authority partners.

F8 CPA
Number of non-fire related incidents per 10,000 population

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
F8 CPA Local	37.34	32.77	27.51	new	27.94	26.79	


LI 39
Number of non-fire related calls

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 39 Local	9,538	8,442	7,094	new	7,205	6,909	

Other Local Indicators

Indicators relating to Fires


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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 4a Local	7,732	7,337	6,545	6,500	6,472	6,455	


As part of our Fire Safety Education Programme (Key Stage II Hoax Calls), we strive to raise awareness of the seriousness of malicious false calls. This programme assists us in our efforts to drive down the number of calls made.

Indicators relating to non-fire emergency calls

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 6a Local	7,114	6,011	4,812	4,800	4,797	4,788	

LI 6b The number of Road Traffic Collisions attended


Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 6b Local	2,424	2,431	2,282	2,200	2,408	2,121	

Protocols for dealing with incidents such as lift releases through Local Authorities led to a significant reduction in incidents attended for 2004/2005. The scheme will be extended to commercial properties this year with further reductions expected in 2006/2007. As part of our role in managing risk in society we will work with the Police to reduce the number of Road Traffic Collisions. We will continue to use the 'Dying to Drive' initiative as a key tool in our approach to this area of work.


Other Local Indicators

Indicators relating to Fire Safety

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


Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 7a Local	44.1%	46.49%	52.17%	60%	43.70%	69.01%	

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 7b Local	35.57%	38.37%	42.15%	46%	35.74%	50.20%	

Ownership of a working smoke alarm is central to our protection activity. These additional smoke alarm indicators will help us to measure the success of our Home Safety Fire Check (HFSC) initiative.



LI 38 The number of Home Fire Safety Checks conducted by the Brigade

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 38 Local	n/a	n/a	8,986	new	13,194	40,000	

Other Local Indicators

Equality & Diversity Indicators

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


Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 22 <small>Local</small>	8.90%	8.90%	11.170%	11.55%	11.33%	11.10%	
Raw Data Figures	43/483	44/495	60/537	62/537	63/555	65/555	

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


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

Personnel Indicators

LI 8
The number of serious injuries to employees

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 8 <small>Local</small>	68	58	77	67	41	65	

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

Indicator	Actual Figures			Target for 2005/2006	Actual Figure for 2005/2006	Target for 2006/2007	How good our performance is against the 2005/06 target
	2002/2003	2003/2004	2004/2005				
LI 8a <small>Local</small>	25	27	36	26	20	25	

Last year was an exceptional year for accident reduction. This year the challenge is to maintain that achievement. We aim to meet our targets by analysing the annual accident statistics and identifying key issues which will then be targeted via investigations and campaigns to raise awareness. Additional support will be given to Stations and Departments who report a higher proportion of accidents. The Health and Safety Team will also attend operational incidents of four fire engines or more, to carry out active monitoring of health and safety. This will assist in identifying issues, addressing them and promoting a positive health and safety culture which in turn will reduce accidents.

The Assessment of Progress on Action Plans for the Previous Financial Year (pages 77 – 85)



Health and Safety Team working with firefighting crews.

In our Best Value Performance Plan for 2005/2006, we detailed four specific action plans resulting from recommendations made during inspection/audit of the Authority, as well as a summary of recommendations arising from our Best Value Reviews. This section explains our progress in meeting the requirements detailed in each.

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

Progress on Action Plans resulting from KPMG Audits carried out during 2004/2005

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

KPMG BVPP Audit

Background

The report detailing the audit of the Authority's BVPP for 2004/2005 was received in December 2004.

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

Response

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

Progress on Action Plans resulting from KPMG Audits carried out during 2004/2005

KPMG Annual Audit

Background

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

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

Response

The Authority accepted all eight points and reports the following progress.

- MTFP was included in the 2005/06 budget report which was presented to the Authority. This incorporated details on the Capital Programme and Prudential Borrowing. Developments only relate to Business Planning. Items on the risk management Action Plan would be incorporated within the 2005/06 budget. Links are made with the Performance Management Framework; value for money framework and Gershon efficiencies. Improvements are still required to link the Asset Management Plan with the MTFP.

Progress on Action Plans resulting from KPMG Audits carried out during 2004/2005

- Financial modelling has been undertaken as part of the Integrated Risk Management Plan (IRMP). Further modelling will be required to ensure that the requirements of the Office of the Deputy Prime Minister (ODPM) efficiency savings are achieved. The Authority has produced its first Annual Efficiency Statement, and the Authority need to ensure that it has the skills and capacity to meet future requirements.
- The Statement of Internal control is not linked to the risks faced by the Authority. This is to be considered in accordance with CIPFA best practice.
- Corporate risk review undertaken for the second year. The items identified on the high level risk log are reviewed bi-monthly, by directors. Standing Order for risk management is to be drafted imminently.
- From discussions with the Internal Audit section at Sandwell Metropolitan Borough Council we understand that the 2005/06 Internal Audit Plan will be risk assessed.
- Progress has been made in this area, however there are still un-reconciled balances on the bank reconciliations and unallocated cash on the PARIS system. The Service Level Agreement with Sandwell Metropolitan Borough Council for 2005/06 will be specific in terms of who is expected to undertake which tasks.
- Standing orders and financial regulations are in place for the Regional Management Board.
- Since this recommendation was made the ODPM has issued guidance on the requirement of Fire Authorities to achieve Gershon efficiency savings. Activities will need to be costed to identify the cashable savings.

Update on 2004/2005 Best Value Reviews

During 2004/2005 the Best Value Team continued to work on the Best Value Review of Community Protection. The work was completed and presented to the Executive Committee on 22nd May 2006. The resulting Action Plans are located on pages 97-101 of this Plan.

Progress on the Integrated Risk Management Action Plan for 2004/2005

Integrated Risk Management Action Plan

Background

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

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

Recommendations

One specific recommendation was made which built upon some of the actions identified in the first year Plan, namely:

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

Details of the recommendation is as follows:

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

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

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

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

Recommendations

The proposal to reduce the number of fire appliances staffed between the hours of midnight and 8am was implemented in September 2005. The situation has been kept under review to monitor the impact of changes made and our performance in relation to emergency response.

Full details of the Authority's Integrated Risk Management Action Plan can be found on our website at www.wmfs.net or by contacting us by one of the methods detailed on pages 111 – 112 of this BVPP.

Progress on Action Plans resulting from Assessments carried out during 2004/2005

Corporate Risk Management

As part of a permanent, embedded risk management process, the strategic risks which could affect the ability of the West Midlands Fire Service to deliver its' corporate objectives are monitored and reported bi-monthly to the Corporate Management Team. Reports identify confidence in the level of control over risks. The process also incorporates a comprehensive annual review of strategic risks; the latest was undertaken in September 2005.

Progress against the summary risk file is as follows:-

Strategic Risk Scenario 1: Funding Shortfall

- | | |
|---------------|--|
| Action | <ul style="list-style-type: none"> • Identify savings arising from modernisation of the Fire Service. • Identify general efficiency savings. • Contribute to the Comprehensive Spending Review of the Fire Service. |
|---------------|--|

Progress	Finance remains a real risk, however has remained controlled through careful management and realisation of modernisation efficiency savings.
-----------------	--

Strategic Risk Scenario 2 : Regional Control Room Project

- | | |
|---------------|---|
| Action | <ul style="list-style-type: none"> • Project to be closely monitored. • Establish joint team to audit risk critical systems in Fire Control. • Carry out audit to determine requirements to maintain a resilient Command and Control facility. • Carry out feasibility study. |
|---------------|---|

Progress	The project has been delayed by national contract issues and will continue to be carefully monitored.
-----------------	---

Strategic Risk Scenario 3 : Need to work with Representative Bodies (RBs) to enhance ability to change

- | | |
|---------------|--|
| Action | <ul style="list-style-type: none"> • Review guidance on consultation. • Review 'time off' arrangements for Trade Union activities. • Consult with RBs over protocol and gain agreement by Joint Consultative Panel. |
|---------------|--|

Progress	This risk was re-focused to concentrate on 'Duty Systems' as it was a issue affecting staff. The risk was realised with a resulting industrial dispute. The resolution has resulted in strong co-operative working and considerable progress in modernisation.
-----------------	--

Progress on Action Plans resulting from Assessments carried out during 2004/2005

Strategic Risk Scenario 4 : New 'back office' system does not deliver

- | | |
|---------------|--|
| Action | <ul style="list-style-type: none"> • Let contract for Human Resources (HR)/Finance system by January 2005. • Tender for Information Communications Technology (ICT) applications that meet the needs of HR rostering and Integrated Personal Development System (IPDS) and ensure end users have direct input into the selection of the product. |
|---------------|--|

Progress	The risk was re-focused requiring Information Communications Technology (ICT) reliance and integration. Considerable resources have been committed.
-----------------	---

Strategic Risk Scenario 5 : Relocation of Headquarters

- | | |
|---------------|---|
| Action | <ul style="list-style-type: none"> • Adopt PRINCE2 project management. • Provide initial funding. • Identify potential value, use and implications of listing of Headquarters site. • Apply for Certificate of Immunity from listing. |
|---------------|---|

Progress	This project is ongoing and site options will be determined by 31st May 2006.
-----------------	---

Strategic Risk Scenario 6 : Line management for Station Managers

- | | |
|---------------|---|
| Action | <ul style="list-style-type: none"> • Implement station management structure. |
|---------------|---|

Progress	This change was fully implemented in 2005 and no longer features on the risk register.
-----------------	--

Strategic Risk Scenario 7 : Public resistance to change in focus from emergency response to prevention

- | | |
|---------------|---|
| Action | <ul style="list-style-type: none"> • Emphasise benefits of prevention in safety campaigns and consultation exercises. • Use evidence of effectiveness of prevention versus intervention as part of public awareness campaign. |
|---------------|---|

Progress	This risk was re-focused to look at 'cultural change' and included internal resistance. There has been considerable progress. Areas such as diversity still remain a concern and the risk will be closely monitored.
-----------------	--

Progress on Action Plans resulting from Assessments carried out during 2004/2005

Strategic Risk Scenario 8 : Information not targeted to staff who need it. Perception of low staff morale

- Action**
- Undertake a staff survey.
 - Work with Departments and Stations to match communications processes to staff needs.
 - Incorporate into the Internal Communications Strategy.
 - Adopt effective method of measuring morale.
 - Review methods of consultation and involvement in change.
 - Promote, recognise and reward good practice and performance.
 - Actively seek opportunities to deliver benefits for staff arising from modernisation.

Progress

These two risks were re-targeted to concentrate on 'Staff Satisfaction'. Communication strategies have been developed and new line management structures introduced. A health and well being survey was undertaken and the outcomes clearly demonstrated staff concerns. Considerable progress has been made in addressing those concerns and is a continuing priority. The survey will be repeated as a measure of progress in the next 12 months.

Strategic Risk Scenario 9 : West Midlands Regional Management Board (WMRMB) fail to deliver collaborative agenda

- Action**
- Identify practicable savings and service improvements arising from collaboration.
 - Enter into multi or bi-lateral agreements to realise such benefits.

Progress

The WMRMB has a considerable programme of work. The capacity within the partner Fire and Rescue Authorities remains an issue. The political fragility of issues around the regionalisation agenda has been included in this risk and it will remain closely monitored.

Progress on Action Plans resulting from Assessments carried out during 2004/2005

The following items were added to the Risk Register during financial year 2004/2005

Strategic Risk Scenario 10 : Viral Pandemic

Progress The concerns surrounding the potential impact of 'Bird Flu' on staff and resources, has been looked at as part of the Business Continuity Planning. This is at an advanced stage to ensure our emergency services remain robust.

Strategic Risk Scenario 11 : Programme Management

Progress The considerable workload in Project Management was added to the risk profile and new monitoring and support structures put in place. Capacity remains an issue and the risk will be closely monitored.

Further review and monitoring throughout the planning cycle will ensure the management of risk remains dynamic and responsive to the organisations changing environment. The integrated planning process has management of risk as a key driver in all of our action planning.

Action Plans for 2006/2007 to Meet Performance Targets (pages 86 – 102)



Personal Protective Equipment in action.

During 2005/2006, the Authority responded to one specific audit report, two assessments and its third year IRM proposals. This section gives details of the recommendations arising from each of these along with key actions and completion dates. It also provides an update on the ongoing Best Value Review.

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

Action Plans for 2006/2007 resulting from KPMG Audits reported to the Authority in 2005

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

KPMG BVPP Audit

Background

The report detailing the audit of the Authority's BVPP for 2005/2006 was received in November 2005.

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

Response

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

Action Plans for 2006/2007 resulting from KPMG Audits reported to the Authority in 2005

KPMG Annual Audit

Background

During their annual audit of the Authority generally, KMPG identified four key areas for improvement.

Response

The Authority accepted all four points.

Performance Management Arrangements

- Developing the performance management arrangements and support at an area level will ensure the Authority's objectives are deliverable.

Budget Monitoring

- Review resource allocation and budgets on both a subjective and thematic basis to aid understanding of costs associated to the Authority's activities.

Statement of Internal Control (SIC)

- The Authority should:
 - define the quality of and type of assurances needed to sign up to the statement.
 - consider incorporating the Authority's action in response to key risks in the statement of internal control; and
 - ensure the SIC should be signed by both the Chair of the Authority and the Treasurer.

Service Level Agreement

- The Service Level Agreement with Sandwell Metropolitan Borough Council for 2006/07 should be specific in terms of who is expected to undertake finance system related tasks.

Action Plans for 2006/2007 resulting from Assessments carried out during 2005/2006

CPA Self Assessment Action Plan

Comprehensive Performance Assessment (CPA) was devised and is run by the Audit Commission. Assessments were carried out on all Fire and Rescue Authorities in England during the first half of 2005 and was an independent review of how Elected Members and the Management Team are running the fire service and meeting the needs of the communities they serve.

It analysed our performance and indicated where there were strengths and weaknesses. The West Midlands Fire and Rescue Fire Authority was rated as **'good'**.

A CPA Service Improvement Plan 2005/2006 was compiled as a composite document of all Department and Borough Action Plans, identifying actions to address all the observations made by the Audit Commission CPA Assessment Team in their report in July 2005. This plan was submitted to the Round Table Event on 5th January 2006.

A summary of the priority concerns is detailed in the list below:

Key Line of Enquiry: Leadership and Priorities

Action

- We are currently developing a Borough-led Communications strategy
- We plan to increase the awareness of staff of their own involvement with the decision making process.
- Contact with Corporate Board is to be improved by involving staff earlier in the consultation process.
- Departments in Headquarters will be made more aware of each others' work by holding a series of communication meetings
- Staff will be regularly reminded about the efforts being made to improve communication.
- A survey of staff groups to ascertain what information they receive will be undertaken to ensure that information is targeted more effectively
- The Administration Department will work closely with Departments and Stations to modify communication processes to match, as closely as possible, staff needs.
- We will develop alternative and more effective ways of communicating with staff. New approaches will be trialled and assessed.
- We will continue to work on existing communication issues with Representative Bodies and produce a communication strategy specifically designed to address their needs.
- We will review the role of the Joint Consultative Panel (JCP) and any required improvements will be implemented.

Action Plans for 2006/2007 resulting from Assessments carried out during 2005/2006

Key Line of Enquiry: A Balanced Strategy

Action

- We will enhance the current partnership strategy to increase the number of Home Fire Safety Check (HFSC) referrals and support station initiatives.
- Improvements in the output of HFSCs will be achieved with the introduction of Advocacy workers combined with a monitoring and evaluation strategy.
- A method to promote good practice and effectively communicate to the end-user will be established.
- A restructure at Borough level will take place to ensure that resources are focussed on supporting local communication strategies with diverse groups. This will ensure that existing good practice in communicating with diverse communities is shared across all Boroughs.
- We plan to develop and implement a monitoring and evaluation strategy for community fire safety initiatives and to produce a written policy to ensure service delivery.

Key Line of Enquiry: Capacity: Governance and Management

Action

- We will annually review and report on the performance of Borough Commanders.
- We will work towards embedding the performance management framework across the Authority to sustain and improve in all National and Local Performance Indicators.
- Borough Action Plans will be developed with more face-to-face communication and provide an opportunity for all staff to influence the corporate direction.

Key Line of Enquiry: Capacity: Resources and Value For Money

Action

- We aim to make clearer the links between the planning processes and to merge the Medium Term Financial Plan (MTFP) with the Integrated Risk Management Plan (IRMP) and the Best Value Performance Plan and Business Plan.
- We will implement the Corporate Partnership Strategy Standing Order 22/02 in order to promote organisational improvements in the support and monitoring of partnership working across the Brigade
- We will manage down the potential risk generated through partnership working.
- We will maintain a structured and centrally co-ordinated framework for partnership working arrangements across the Brigade.

Action Plans for 2006/2007 resulting from Assessments carried out during 2005/2006

Key Line of Enquiry : Capacity: People

Action

- We will empower line managers to manage Human Resource (HR) issues to promote more timely succession planning.
- A review of the current recruitment and development policies and practices is planned.
- A strategy for Continuous Professional Development (CPD) linked to organisational priorities will be developed.
- We will develop a process for producing a training plan alongside a recording system capable of being interrogated.
- We will prepare policies to support the training plan.
- HR Action Plans will be worked up to ensure that the Integrated Personal Development System (IPDS) is embedded in the organisation to enable effective management of individual performance.
- The Directed Action Planning (DAP) process will be piloted within the HR function.
- Equality and Diversity First Contact Officers/Champions will be recruited to ensure that an Equality Impact Assessment (EIA) approach becomes an integral part of the functions, where appropriate and relevant.
- We will increase the number of employees trained in EIA working to an attainment of Level 3 of the Equality Standard.
- We will develop clear strategies with each Department that will address issues and targets within the Race Equality Scheme with more support planned from the Equality and Diversity Section.
- We will ensure that all key HR personnel are aware and understand current and emerging Equality and Diversity legislation and promote transparent and systematic communication between Departments.
- We aim to increase the number of applicants from targeted groups through stronger working relationships between Departments and to support positive action initiatives.

Action Plans for 2006/2007 resulting from Assessments carried out during 2005/2006

Key Line of Enquiry : Performance Management

Action

- We will develop staff awareness and work towards an embedded culture of risk management throughout the Brigade.
- We aim for all staff to be risk aware and capable of using basic risk management skills, tools and techniques supported by managers with developed expertise.
- Business risk management policy, strategy and application will be consistently improved.
- We will work towards an increased awareness and ownership of performance management across the Brigade through the development of a performance management communications strategy in conjunction with the Internal Communications Manager.
- We plan to enable Section Heads and Borough Commanders to further develop performance management and to introduce DAP across functions.
- We will learn and gather performance management good practice from external organisations .
- We will review the performance management framework to ensure current structure is reflected and all links to IPDS are clear.

Key Line of Enquiry : Achievement of Objectives

Action

- The initiative to target hoax calls from mobiles phones is robust and will continue.
- We will continue to develop our call management strategy in line with recently issued Government guidelines.

Key Line of Enquiry : Future Plans

Action

- We recognise that recent proposals are challenging .

Corporate Risk Register for 2006/2007 resulting from Assessments carried out during 2005/2006

Corporate Risk Management

A full Strategic Management review was carried out during September 2005, as part of the annual risk management cycle informing the 'Integrated Planning Process' for 2006/2007. The process invited all staff and stakeholders to raise opportunities and threats that the organisation may face in the coming planning year. The 81 Issues raised were fed into the planning process through a management briefing then analysed and prioritised by Corporate Board. A total of 19 risk scenarios were identified, for further analysis, which could seriously effect the Authority's ability to deliver its Corporate Aims. Through a series of workshops these were scored and prioritised in a risk matrix by managers representing all sections of the

organisation, in line with Audit Commission and Office of Government and Commerce (OGC) good practice.

As a result of the review, nine strategic risks were identified and placed on the Corporate Risk Register following agreement with the Corporate Board and the Fire and Rescue Authority.

These risks have been taken under direct management by Corporate Board Directors and Fire and Rescue Authority Members and are subject of bi-monthly review and progress reporting to the Corporate Board and the Authority's Executive Committee.

Strategic Risk Scenario: Cultural Change

Trigger

Withdrawn co-operation and consent with resulting grievances complaints/sickness and discipline issues

Consequence

- Disputes
- Loss of performance
- Impact on morale
- Cost efficiencies lost
- Modernisation slows
- Reputation
- Litigation

Corporate Aims

1,3,6,10,14

Links to existing Action Plans:

- Communications Strategy
- Prevention Strategy
- Integrated Risk Management Plan (IRMP) Consultation
- Human Resources (HR) Strategy
- Integrated Personnel Development System (IPDS)

Corporate Risk Register for 2006/2007 resulting from Assessments carried out during 2005/2006

Strategic Risk Scenerio: Duty System

Trigger	Inability to get staff brought into change
Consequence	<ul style="list-style-type: none"> • Stresses on service delivery • Dispute/poor industrial relations • Poor morale • Cost efficiencies lost • Loss of confidence/reputation • Modernisation slows
Corporate Aims	1-15
Links to existing Action Plans:	<ul style="list-style-type: none"> • IRMP • HR Strategy

Strategic Risk Scenario: Staff Satisfaction

Trigger	High turnover in staff and little improvement in morale. Falling performance. Base line questionnaire analysis
Consequence	<ul style="list-style-type: none"> • Loss of quality • Lack of innovation • Loss of output • Industrial unrest • Impacts on modernisation
Corporate Aims	1-15
Links to existing Action Plans:	<ul style="list-style-type: none"> • High level summary Action Plan • Outcomes of employee survey

Strategic Risk Scenario: Viral Pandemic

Trigger	New system does not deliver what is required
Consequence	<ul style="list-style-type: none"> • Unable to maintain quality of service/potentially very restricted service delivery
Corporate Aims	1-15
Links to existing Action Plans:	<ul style="list-style-type: none"> • Risk Management Group established

Corporate Risk Register for 2006/2007 resulting from Assessments carried out during 2005/2006

Strategic Risk Scenario: Programme Management

Trigger **Project failure (local, Regional, National)**
Action Plans objectives not met

Consequence

- Wasted resources
- Opportunities/lost efficiencies
- Tension between departments
- Impacts service delivery
- Increased workload
- Disaffection/dispute
- Inadequate change control
- Escalation of costs
- Modernisation slows

Corporate Aims 1-15

Links to existing Action Plans: • Project Management Group

Strategic Risk Scenario: Information Communications Technology (ICT) Reliance & Integration

Trigger **System failure**
Poor information leads to poor decisions
ICT staff turnover
ICT unable to meet demands

Consequence

- Cost escalation
- Business improvement not addressed
- Projects delayed
- Staff frustration/Morale
- Impacts service delivery
- Modernisation slows/discredited

Corporate Aims 1-15

Links to existing Action Plans: • Technical Services Department Action Plan and Project Plan

Corporate Risk Register for 2006/2007 resulting from Assessments carried out during 2005/2006

Strategic Risk Scenario: Fire Control National Project

Trigger **System performance.**
Headquarters relocation compromised / cost escalation.
IRMP opportunities frustrated by external controls on resources
Other Fire Controls within Region.

Consequence • Service delivery compromised
 • Budget pressures
 • Modernisation slows

Corporate Aims 1, 2, 3, 5, 11

Links to existing Action Plans: • Office of the Deputy Prime Minister, Regional and Brigade Project Plans

Strategic Risk Scenario: Funding Shortfall

Trigger **Increasing numbers of retirements due to change in conditions and fear of Government led changes**
Public spending review allocation inadequate
Efficiency target

Consequence • Need to seek efficiencies and economies
 • Increased reliance on modernisation to meet funding needs brings its aims into disrepute
 • Performance falls
 • Public/staff dissatisfaction
 • Reputation injured

Corporate Aims 1-15

Links to existing Action Plans: • Annual Budget setting process and three year Medium Term Financial Plan
 • Annual Efficiency Statements

Strategic Risk Scenario: Regional Management Board (RMB)

Trigger **Potential for political disharmony affecting project outcomes therefore not meeting needs of West Midlands Fire Service**

Consequence • Loss of benefit, additional work needed
 • Stresses within RMB
 • Impacts on Service delivery
 • Political fall out
 • Government intervention

Links to existing Action Plans: • The RMB Modernisation Programme reflects the priorities in the National Framework. An effective Programme Board supported by a Programme Office ensures that the programme and constituent projects are fully monitored auditable against objectives.
 Financial Plan

For a full list of Corporate Aims, see page 8 within our Business Plan.

Integrated Risk Management Action Plan for 2006/2007

Integrated Risk Management Action Plan

Background

Following the Authority's second Action Plan being published in April 2005, a third Action Plan has been produced outlining further improvements to the service provided. Once again recommendations focus on prevention and protection, as well as providing an emergency response which is line with the Authority's Vision and Mission statements.

The Action Plan was subject to two periods of 12 weeks public consultation and the final plan was published in May 2006.

Recommendations

The recommendations detailed in the third year Action Plan are:

- "We will move the two fire engines, currently based at Central Fire Station, at the existing Headquarters building, to more appropriate fire station locations.

....to ensure our resources are positioned effectively in areas of risk we will:

Position one fire engine at Aston Fire Station.

This will be closer to the area of "life risk", where there is a greater risk to the public of injury or even death from fire. This fire engine will provide 24 hour cover, in addition to the existing fire engine also providing 24 hour cover.

Position the other fire engine at Hay Mills Fire Station

This will be closer to the area of "property risk", where there is a greater risk of losing property from fire. This fire engine will provide 12 hour cover between 11am and 11pm, in addition to the existing fire engine that already provides 24 hour cover.

- "We will continue our efforts to drive down the number of fires and other emergencies by significantly increasing the number of home fire safety checks carried out each month."
- "We will change the hours of availability of 13 fire engines, from between 8am and midnight to between 11am and 11pm. In order to maintain our flexibility in service we will retain the current number of firefighters."
- "To ensure a level of resilience during unforeseen circumstances, such as periods of extreme weather conditions, or during a major emergency, we will formalise our current systems for firefighters to be recalled to duty, if needed."

Full details of the Authority's Integrated Risk Management Action Plan can be found on our website at www.wmfs.net or by contacting us by one of the methods detailed on pages 111 – 112 of this BVPP.

Action Plan for 2006/2007 resulting from Best Value Review 2005/2006

Review of Community Protection

What is it?

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

This revised methodology allowed for the review process to be undertaken in two distinct phases, namely:

- Light touch
- Full detailed review.

To date, the review of Community Protection (CP) is the biggest undertaken by the Best Value Team. To meet this challenge a new methodology was applied, to ensure that the appropriate resources were allocated in the most effective and efficient manner.

'Light Touch' v 'Full Detailed Review'

On the 15th March 2005, a report was submitted to, and approved by, Corporate Board outlining the following areas as only requiring the 'light touch' phase:

- Health and Safety
- Arson Task Force
- Fire Research and Investigation
- Integrated Risk Management Team
- Hazardous Materials
- Operational Procedures
- Research and Development
- Mobilising and Resources

The areas subjected to a 'full detailed review' are listed below:

- CP Management Team
- Headquarters Community Fire Safety (CFS)
- Youth Services
- Community Fire Safety Centres including Handsworth Community Fire Safety Centre
- Legislative Fire Safety
- Emergency Planning Unit (EPU)
- Contingency Planning Team
- Water

It was agreed that following the application of the 4 Cs, Challenge, Compare, Consult and Compete, no step change had been identified.

Action Plan for 2006/2007 resulting from Best Value Review 2005/2006

Review of Community Protection continued...

How did we challenge our services?

- We used a standard set of challenge questions
- SWOT analysis
- STEEP analysis
- Focus groups were held with internal and external customers
- Visits were undertaken to 22 fire stations
- Visits were undertaken to four Metropolitan Fire Brigades
- One visit was undertaken to a Brigade within the West Midlands Region

What did we find during this Review?

- The roles, responsibilities and structure of CP Management Team were unclear.
- Much good work is undertaken within the Community Fire Safety arena. However, greater strategic direction and management by Headquarters CFS Team and Youth Services are required.
- There is a lack of clarity and consistency in corporate direction and the undertaking of the Community Relations Officer (CRO) and Business Liaison Officer (BLO) roles. Reporting lines are inappropriate.
- The Brigade has previously made provision to enable 30% of uniformed Legislative Fire Safety (LFS) posts to become non-uniformed. This has only been partially achieved.
- The level of training available to LFS officers, within the function, is insufficient.
- Inconsistencies in the application of the Risk-Based Inspection Programme (RBIP) were identified across the Brigade. For example Houses of Multiple Occupancy (HMOs) are currently excluded from the RBIP, but present a serious risk.
- The grant funding for EPU has been withdrawn and reallocated to Local Authorities. However, the Brigade still has legislative responsibilities in this area, as detailed within the Civil Contingencies Act 2004 (CCA), that require specialist staff with emergency planning skills.
- Further work is required to determine the appropriate structure, and future service requirements, of the Brigade's Water function.
- CP has some Performance Indicators in place, however more are required.
- Communication across the Directorate requires improvement.

Action Plan for 2006/2007 resulting from Best Value Review 2005/2006

What options did we consider?

- Cessation of the service in whole or part.
- Creation of public/private partnership.
- Transfer of service.
- Market testing of all or part of the service.
- Restructuring or repositioning of the in-house service.
- Joint commission or delivery of the service.

How did we consult?

- Awareness sessions held with members of staff within the CP Directorate.
- Regular meetings held with Service Review Team representatives.
- Regular newsletters produced and circulated to all members of staff within the CP Directorate.
- Focus groups held with internal and external customers.
- Visits undertaken to 22 fire stations.
- Interim report presented to Corporate Board and made available to all members of staff within the CP Directorate.
- Away-day held in August 2004 with the CP Management Team.
- Full reports made available to Service Review Team Representatives, stakeholders and Representative Bodies.
- Executive Summary reports made available to all members of staff within the CP Directorate.
- Executive Summary reports made available on the Brigade's Intranet and all staff informed by way of internal notice.
- Other Metropolitan Fire Authorities received a copy of Executive Summary reports.

What are the main proposals?

Community Protection Management Team

- Clarify and communicate the role of the CP Management Team (3 x Senior Divisional Officers)

Community Fire Safety, Headquarters

- To join up all the discrete Community Fire Safety (CFS) functions to ensure that all CFS activity is undertaken in accordance with corporate goals.
- Re-determine roles and responsibilities and structure of the Headquarters CFS Team.
- Re-determine roles and responsibilities of Community Relations Officers (CROs) and stations in line with corporate objectives. Reporting lines to be aligned to Borough Commanders who will be given corporate direction from the Divisional Officer (Community Protection) (Prevention).
- Build upon the current Strategic Community Fire Safety Policy.
- Enhance current performance measures and indicators and develop new performance measures and indicators for the CFS function, in line with Directed Action Planning.

Action Plan for 2006/2007 resulting from Best Value Review 2005/2006

What are the main proposals continued...

Youth Services

- Obtain strategic direction from Corporate Board, to ensure that activity undertaken reflects the modernisation and risk reduction agenda
- Based on the outcomes of the strategic direction, produce a Strategic Youth Services Policy.

Handsworth Community Fire Safety Centre

- Re-determine roles and responsibilities in line with corporate objectives. Reporting line to be aligned to Divisional Officer (Prevention).

Legislative Fire Safety

- The Brigade should pursue its previously stated intention of recruiting non-uniformed staff into up to one third of its legislative fire safety posts. Thereafter, to determine the value for money of whether or not to vary the ratio of uniformed to non-uniformed staff further.
- Develop a structured and accredited training programme and a refresher training programme.
- Develop a methodology to achieve corporate direction for the Risk Based Inspection Programme.
- Re-determine roles and responsibilities of Business Liaison Officers (BLOs) in line with corporate objectives. Working within the Borough structure and given corporate direction from Divisional Officer (Community Protection) (Protection).
- As part of the second phase of the restructure project, determine the structure and reporting lines of Fire Safety Centres, giving consideration to the recent move towards a Borough structure.

Emergency Planning Unit (EPU) /Contingency Planning Team

- Obtain longer term funding to ensure continuity of service.
- Disestablish the EPU. Transfer/redeploy permanent EPU staff into the Contingency Planning Team.

Water

- To determine service required, restructure internal provision as appropriate and prepare to test external market. Test the external market
- Once approval has been given, produce specification and contract to be awarded to the most economic, efficient and effective supplier. The in-house provider to be fully included within the tender process and invited to submit bid.

Youth Services and Legislative Fire Safety

- Develop performance measures and Indicators for the function

Headquarters Community Fire Safety and Youth Services

- Improve internal and external communications and raise the profile of the function

Action Plan for 2006/2007 resulting from Best Value Review 2005/2006

How will the proposals benefit users?

- Clarifying the roles, responsibilities and structure of CP Management Team will improve the overall efficiency and effectiveness of the directorate.
- More appropriate structure and management of the CFS and Youth Services activity will enable both corporate and local needs to be met. It will ensure activity reflects the modernisation and risk reduction agendas and allow greater station involvement.
- The production of appropriate CFS and Youth Services policies and strategy will enable activities to be undertaken in a consistent and effective manner.
- Central management and marketing of Handsworth Community Fire Safety Centre will expand the availability of this valuable resource to the wider West Midlands community.
- Making 30% of uniformed posts within LFS non-uniformed will allow for significant cost savings. The introduction of an accredited and structured training programme, for all LFS officers, will ensure that efficiency and effectiveness of the function is maintained and enhanced.
- The corporate direction for the RBIP will ensure a consistent methodology for the determination of risk.
- More appropriate structure and management of CRO and BLO roles and responsibilities will develop a more flexible and targeted approach.
- The Brigade has a Contingency Planning Team in place to ensure compliance with Civil Contingencies Act 2004 (CCA).
- Identifying an appropriate structure, and future service requirements, of the Brigade's Water function will ensure the service is delivered in the most efficient, effective and economic way.
- The introduction of Performance Indicators will allow effective measurement and benchmarking across the Directorate.
- Improving communications across the directorate will enhance service delivery.

Regional Collaboration

(pages 103 – 104)



Fire Control.

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

Regional Collaboration

West Midlands Regional Management Board (WMRMB)

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

The Boards take responsibility for delivering, in accordance with national policies, six strategic functions listed in paragraph 2.7 of The Fire and Rescue National Framework namely:

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

The West Midlands Region comprises the Fire Authorities of:

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

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

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

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

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

Using the PRINCE2 project management system and the Office of Government and Commerce (OGC) Gateway Review system, the Board has a programme of projects to deal with the six strategic functions listed earlier. Each discrete project has been allocated to a Fire Authority, with a project manager and responsible owner appointed to each project.

Partnerships

(pages 105 – 107)



Breathing Apparatus crews preparing to tackle a major fire.

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

Partnerships

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

The Deaf Community Project

The aims of this joint project are to ensure that all the services being provided by the West Midlands Fire Service are accessible and that members of the Deaf Community are made safer. Individual officers with an understanding of the Deaf Culture and who are knowledgeable in British Sign Language (BSL) undertake excellent community fire safety work. This work, over a number of years, led to a successful bid for funding in April 2006 for a full time Dedicated Fire Link Officer. The role of the link officer will vary from educating at Deaf Schools using BSL to the fitting of specialised smoke alarms. The officer will also work closely with other organisations e.g. the Police, BID Services with Deaf People, Royal National Institute for the Deaf (RNID) etc. in order to raise the profile of Deaf Awareness and Safety.

The project is seeking further joint funding in a bid to develop more suitable fire detection systems and to continuously improve the way the Brigade meets the demands of the Deaf Community.

The Erdington Interactive Visitor Centre

Personnel at Erdington Fire Station successfully secured funding via the Local Delivery Group (LDG) in 2005/2006 to build an Interactive Visitor's Centre within the station facilities. Working in partnership with the LDG, the Erdington Ward Safer Neighbourhood Partnership and the Birmingham Fire Reduction Partnership, the aim of the centre is to provide the local community with appropriate facilities in order

to raise awareness about all aspects of community safety. The centre is accessible to all members of the community and specifically targets groups such as young offenders and those most vulnerable.

It is hoped that initiatives of this nature will continue to assist us in improving the quality of service that we provide to all our communities.

The Dudley Borough Smoke Alarm Project

Working with Dudley Metropolitan Borough Council this partnership aims to ensure that every Council home has at least one working smoke alarm, two where appropriate. The project was officially launched on 13th February 2006 and it is anticipated that over 18,000 smoke alarms will be fitted into the Council's housing stock, helping to safeguard the tenants.

The initiative is jointly managed by the Station Commander at Brierley Hill Fire Station and the Housing and Building Services Department at the Council. It is estimated that approximately 720 smoke alarms will be installed per month over a four year period.

Child Car Seat Initiative

This initiative was set up to raise awareness of the dangers of fitting child car seats incorrectly. Seven fire stations and a network of 15 trained firefighters within the Sandwell and Dudley Boroughs currently take part in this initiative. Four months after the launch, firefighters completed the 1000th Child Car Seat Check. The successful nature of the campaign has led to the partnership being extended indefinitely.

Partnerships continued...

More recently a new link was established with Sure Start and this organisation has agreed to act as a referral agency for both this initiative and for Home Fire Safety Checks.

Homestamp

This is a partnership consortium with membership including Local Authorities and the private rented housing sector. West Midlands Fire Service has been an integral member of the consortium since the inception of the scheme back in August 2000, holding the position of Secretary. Forthcoming work sees the development of a Midlands-wide Landlord Accreditation Scheme and the formation of a focus group. The aim of the focus group will be to look at sprinkler systems in residential properties with the intention of improving community fire safety within the private rented housing sector.

More information about Homestamp can be found by logging onto www.homestamp.com

'Your Choice on the Road'

The aim of this programme is to educate and raise awareness about the dangers and consequences of anti-social behaviour when driving. The elements included cover general road safety, speeding, drink driving, road rage and other causes of road traffic collisions. This project has been particularly successful in targeting those individuals who are considered 'at risk' of committing vehicle crime.

The Royal Society for the Prevention of Accidents (RoSPA), West Midlands Casualty Reduction Partnership (WMCRP), West Midlands Police, West Midlands Ambulance Service along with the West Midlands Fire Service will continue to support this programme throughout 2006.

Glossary of Terms and Abbreviations

(pages 108 – 110)



Workshops Engineers
testing ladders.

Glossary of Terms/Abbreviations

Term/Abbreviation	Definition
AFA	Automatic Fire Alarm
BFPSA	British Fire Protection Systems Association
BLO	Business Liaison Officer
BSL	British Sign Language
BV	Best Value
BVT	Best Value Team
BVPP	Best Value Performance Plan
BVPI	Best Value Performance Indicator
BVR	Best Value Review
CB	Corporate Board
CCA	Civil Contingencies Act 2004
CDRP	Crime and Disorder Partnership
CFOA	Chief Fire Officers' Association
CFS	Community Fire Safety
CFSC	Community Fire Safety Centre
CIPFA	Charter Institute of Procurement and Financial Advisors
Corporate Health Indicators	Indicators relating to the general management of the Authority
CPA	Comprehensive Performance Assessment
CP	Community Protection
CRO	Community Relations Officer
DAP	Department of Communities and Local Government
DCLG	Department of Communities and Local Government
DDA	Disability Discrimination Act
EPU	Emergency Planning Unit
ESD	Electronic Service Delivery
Executive Committee	A small committee of Councillors with delegated decision making power.
FRS	Fire and Rescue Service
FSHQ	Fire Service Headquarters
FTE	Full Time Equivalent
HFSC	Home Fire Safety Check
HMFSI	Her Majesty's Fire Service Inspectorate
HMOs	Houses in Multiple Occupancy
ICT	Information Communications Technology
Indicator	The measure of an Authority's Performance
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
JCP	Joint Consultative Panel
LI	Local Indicators decided by the Authority, or set following BVRs

Glossary of Terms/Abbreviations

Term/Abbreviation	Definition
LFS	Legislative Fire Safety
Member	A Councillor who is a Member of the Authority
Milestone	Intermediate Target
MTFP	Medium Term Financial Plan
ODPM	Office of the Deputy Prime Minister
OGC	Office of Government and Commerce
PEST	Analysis of Political, Economic, Social and Technological Influences
Policy Planning Forum	A discursive meeting of the full Authority which submits policy changes to the full Authority or Executive Committee for approval
Programme Management Group	The group of officers responsible for keeping projects on track
RBs	Representative Bodies
RBIP	Risk Based Inspection Programme
RES	Racial Equality Scheme
RIDDOR	??
RNID	Royal National Institute for the Deaf
RTCs	Road Traffic Collisions
Service Specific Indicators	Indicators relating to fire safety and firefighting
SPARK	Schools pAck and Resource Kit
SRT	Service level Review Team
Standard	The minimum acceptable level which must be met by an Authority
STEEP	Analysis to assess Social, Technological, Economical, Environmental and Political implications
Strategic Reserve	Fire engines whose personnel are not immediately available to respond to 999 calls because of undertaking fire prevention and protection work and training.
SWOT	Analysis to assess Strengths, Weaknesses, Opportunities and Threats
Target	The level of performance an Authority is expected to achieve
WMATF	West Midlands Arson Task Force
WMCRP	West Midlands Casualty Reduction Partnership
WMFRA	West Midlands Fire & Rescue Authority
WMRMB	West Midlands Regional Management Board

How to Contact us

(pages 111 – 113)



Urban Search and Rescue Team
at the Tornado incident, Birmingham.

How to contact us

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

Arabic

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

Bengali

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

Chinese

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

Czech

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

Farsi

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

French

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

Gujarati

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

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

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

E-mail: bestvalue@wmfs.net

You can also visit our website at www.wmfs.net

How to contact us

Kurdish

ئەگەر تۆھمەت دەست زانیاری زیاتر دەست بکە ویت مەبارەت بە ھەر بۆریکی ئەم پلانی ئەنجامدان بە باشترین شیوە وە پلانی ئیش و کار، تکیە پەیوەندیمان لەگەڵ بکە بە بەکارھێنانی یەک لە وریگایانە ی خوارەو.

Polish

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

Punjabi

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

Russian

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

Somali

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

Urdu

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

Vietnamese

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

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

Please call 0121 380 6125.

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

0121 359 5161

For a **FREE**
Home Fire Safety Check
call

FREE 0800 389 5525

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

Customer Care Hotline

0121 380 7404

contact@wmfs.net

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

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

www.wmfs.net

For current recruitment opportunities go to

www.wmfs.net/jobsonline