

# THE PLAN

Making West Midlands Safer 2012-2015





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information about  
the work of the  
West Midlands  
Fire Service  
may be found  
by visiting our  
website:  
**[www.wmfs.net](http://www.wmfs.net)**





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# 01

## INTRODUCTION

### Foreword from the Chief Fire Officer

This 'Plan' sets out the rapid progress we are making to deal with the challenges we face now and in future years, and reaffirms our commitments to the people of the West Midlands.

These are testing times for West Midlands Fire Service; we have been dealt the deepest cuts of any Fire Service in the country in 2011/12 and 2012/13, and the situation for the years 2013/14 and 2014/15 is still unknown.

Our pursuit of excellence in all we do is our driving force. We have set clear expectations of how West Midlands Fire Service will make this journey. The 'Building upon Success' programme is vital in helping us to develop innovative options for prevention, protection and response, but at the same time meeting the immediate savings needed. We have already succeeded in dramatically reducing false alarm calls by an average of 25%, successfully implemented more efficient staffing arrangements and undertaken a wide ranging review of our back office functions. These changes have involved difficult decisions but have minimised the impact upon the services we provide to communities, which should always be our first priority.

Efficiencies and reorganisation are not the only ways in which we are seeking to address these challenges. We continue to make our case for a fairer settlement to the government, and are looking to build upon our partnership with businesses and other public sector organisations to save money and generate income.

Further change in the future will be necessary and how we deal with these is crucial to the delivery of our services. We are currently outlining additional ways in which we can further shape our services to meet shifting demands with reducing resources. Despite all these challenges, there are a great many things still to be proud of; we possess the talent, dedication and skill to succeed, and we should remain confident that we can still provide a world class Fire and Rescue Service.



**Vijith Randeniya OBE**

Chief Fire Officer  
West Midlands Fire Service



# INTRODUCTION

## Foreword from the Chair of West Midlands Fire and Rescue Authority

The West Midlands Fire and Rescue Authority have a legal responsibility to ensure that an effective fire and rescue service is provided across our area. We also have to raise the money to pay for it and ensure that we achieve a balanced budget to deliver the service to our 2.7 million residents across a diverse range of communities.

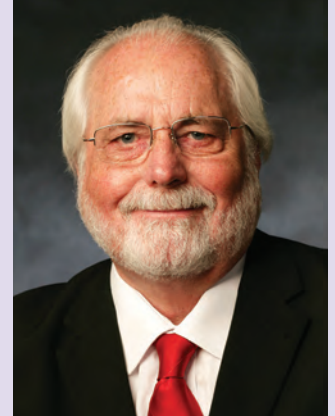
The service is much more than a 24/7 blue-light response to fires and other emergencies, vital though that is. We also have responsibilities for effective fire prevention activities to reduce deaths and injuries and we need to ensure that we have a resilient and sustainable emergency service in the event of major incidents across the towns and cities we cover. In all the work we do we have to engage properly with the many communities we serve.

The Government's decision to reduce national cash grants for the fire service by an average of 25% over four years has not been fairly applied. Metropolitan areas like the West Midlands, which have the highest numbers of emergency incidents and vulnerable communities, are facing cuts in our funding that are much higher than the average figure, while more affluent areas of the country have done comparatively well. We need a fair financial settlement that reflects our local needs and circumstances and we will continue to put our case to Government robustly on this issue, working in partnership with our Metropolitan colleagues.

Our representations to Government so far have been based on strong track record of excellent performance. Thanks to the people who work for us, the West Midlands Fire Service is the most effective and efficient in the country where deaths and injuries from fires have reduced significantly over recent years. We have also achieved reductions in our budgets by changing the way we work and the way we deliver services. It is worth remembering that we provide a value-for-money service that costs each of us in the West Midlands less than £1 a week for everything the fire service provides.

All of us are proud of our fire service; we want it to be there when we need it and we want to ensure that it continues to be the premier fire and rescue service in the country. We are committed to that aim.

# 02



**Councillor John Edwards**

Chair, West Midlands  
Fire & Rescue Authority

## OUR SERVICE AREA

The West Midlands Fire Service covers an area approaching 92,000 hectares (350 sq. miles) and provides a fire and rescue service to a population of over 2.7 million people made up of the following proportion of ethnicities:

- White 76.8%
- Asian or Asian British 14.2%
- Black African/Caribbean or Black British 4.5%
- Mixed Origin 2.6%
- Chinese 0.9%
- Other 1.0%

Working with our partner agencies, we will improve the outcomes for the Community by supporting priorities in Local Strategic Partnerships, and Community Safety Partnerships, as well as influencing other partnership priorities such as: Health and Wellbeing and Social and Environmental Wellbeing. We will support improved prosperity for local communities within a framework of financial affordability.

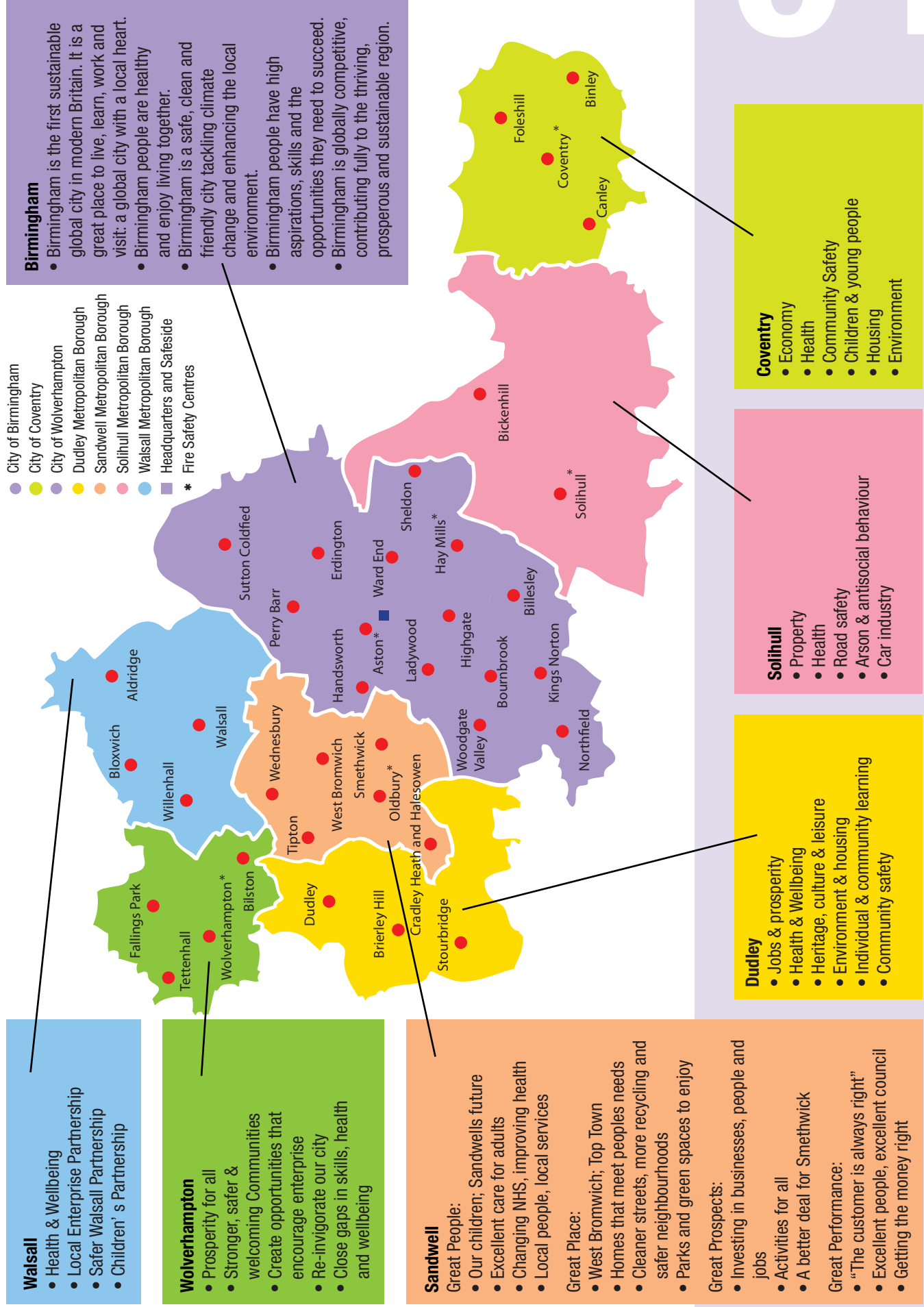
The map on page 4 provides an overview of the community priorities in each of the local authority areas within the West Midlands.

This map also shows the location of our community fire stations and fire safety centres, which cover the cities of Birmingham, Coventry and Wolverhampton and the Metropolitan Boroughs of Dudley, Sandwell, Solihull and Walsall.



# THE COMMUNITIES WE SERVE – Our Local Partnership Priorities

# 04



*We will be  
recognised as  
the World's best  
Fire Service.*



## ABOUT US

West Midlands Fire Service works towards 'Making West Midlands Safer' by providing a quality service to reduce risk through:

- **Preventing** fires and other emergencies through community involvement and education
- **Protecting** property and people by providing advice and enforcing appropriate legislation and
- **Responding** effectively to emergencies when needed.

Our activities are governed by Communities and Local Government. Our legislative responsibilities are set out in the Fire and Rescue Services Act 1994 and the Fire and Rescue National Framework for England.

As the external environment in which we operate changes and the impact of agendas such as the Comprehensive Spending Review and the Localism Bill influence our approaches; the services we provide and the way in which we deliver them will also begin to change.

The West Midlands Fire and Rescue Authority is made up of Members of the seven Councils in the West Midlands and they set the direction for the Service in the best interests of the community.

Our strategic leaders form a Corporate Board and together with the Authority work towards achieving our key priorities:-

- Communities and Partnerships
- Response
- People
- Value for Money





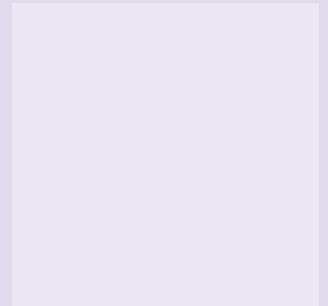
# WE HAVE GREAT PEOPLE ACHIEVING GREAT THINGS

Everyday the West Midlands Fire Service undertakes a range of activities in order to ensure the safety and wellbeing of the communities it serves. The following examples of our core work demonstrate some of those critical activities. Further information on any of these and more can be found by visiting our website [www.wmfs.net](http://www.wmfs.net).

- Handling 999 emergency calls from the public and providing the most appropriate level of resources to deal with a wide range of incidents.
- Undertaking free Home Safety Checks in order to provide advice and guidance to occupants about how to reduce risk of fire occurring in the home, with an emphasis on delivering this service to the most vulnerable households.
- Employees working as Vulnerable People Officers, directly with partner agencies, to target individuals who are at risk of fire. Thereby reducing the impact of potentially damaging lifestyles and behaviours.
- Undertaking risk based Fire Safety Inspections on non-domestic premises to ensure compliance with the Regulatory Reform Fire Safety Order.
- Educating children and young people on a wide range of community safety issues including home, road, fire and street safety. We will use our interactive education facilities: 'Safeside Interactive Safety Centre' at Nechells and the 'Red Hot Education Centre' in Handsworth.
- Working with partners to ensure the effective targeting of vulnerable people across the West Midlands, particularly around our prevention work. Educating our communities about the hazards associated with fire, road safety and dangerous driving as well as the benefits of a healthy lifestyle.



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## THE CHALLENGES WE FACE

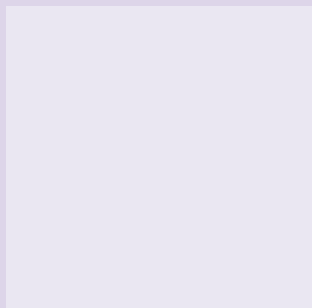
We continue to make service improvements with reduced resources by improving how we do things and developing new ways of working. Since the introduction of the Comprehensive Spending Review, the West Midlands Fire Service experienced a grant reduction of £7.7 million in 2011/2012 and a further £2.5 million in 2012/2013. The level of cuts for 2013/14 and 2014/15 are yet unknown as is the impact these will have on the Service. The challenge we face is to continue to deliver essential services against a backdrop of current and future reductions in budget.

With the combined commitment of staff, members, partners and the communities we serve we will:

- Ensure our emergency response teams are operating at the peak of their capability and we employ the highest quality staff with the right equipment and systems, delivering exceptional outcomes.
- Continue to develop our approach to prevention - we have had outstanding success in this area and many vulnerable people are alive today because of what we have done.
- Utilise efficient and effective back office systems so support staff can continue to enable emergency response, protection and prevention capability.
- Take pride and responsibility for delivering high quality services.

The Building upon Success Programme will support the achievement of the above, this four year transformation programme has already delivered efficiencies since it began in May 2010. During 2011/12 we have introduced more efficient staffing arrangements for operational staff and re-organised support functions to operate more effectively and efficiently. We have introduced an alternative approach to dealing with calls generated by Automatic Fire Alarms and are currently considering and trialling more innovative approaches to delivering our prevention, protection and response services. These range from remote working for our Fire Safety Officers to the development of new innovative response vehicles for different types of incident.

Coping with current and future cuts will present a significant challenge and will require the cooperation and dedication of all our staff, enabling the delivery of a more flexible and agile Fire and Rescue Service for the future.



## OUR INTENTIONS

In the Summer of 2010 we consulted on the priorities of the Service with the community and our staff. The following were highlighted to us as important to our communities:

- Response and Fire Control: responding to all types of incidents including road traffic collisions, hazardous materials and major incidents
- Protection: keeping the public safe from fire in public places
- Provision of specialist rescue teams
- Prevention through educating our communities
- Safety in the home
- Performance standards (different response times for different incident types)

It is vital we provide services which we are confident meet our communities' needs and expectations. This 'Plan' sets out what these priorities are and how we will achieve them.

## Building upon Success

We have already received our first year of central government grant reductions, but despite these significant changes, our 'Plan' maintains our focus on providing our core services of: Prevention, Protection and Response. The 'Building upon Success' programme will continue this journey for us.





Our 'Strategic Intent' presents an opportunity to transform our existing service provision, whilst at the same time expanding and enhancing our capabilities.

With a clear focus on the delivery of our core services the management of risk across all our activities is critical. We will achieve this through:

- Providing the best trained firefighters and staff, capable of delivering against all expectations.
- The exploitation and development of new technology enabling West Midlands Fire Service to excel in the delivery of targeted services.
- Safe operating systems and empowering frameworks enabling our people to use their knowledge, skills and equipment to maximise organisational impact.

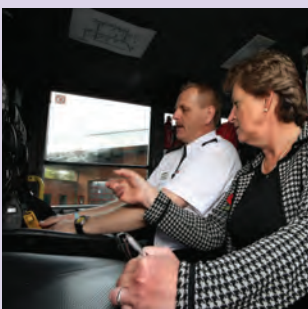
Three key enablers to achieving this are:

- The requirement for personal accountability
- Dynamic leadership with freedom to exercise judgement
- A willingness to be bold with imaginative approach across all departments, including exploiting the external market, to identify commercial and sponsorship opportunities.

We will continue to work in a way which brings our Core Values to life, ensuring they are the foundation of everything we do. Every member of West Midlands Fire Service has a part to play in ensuring we make the West Midlands safer.

Our communities have needs that are far wider than rescue from fire or road traffic collisions. We will work in our communities to achieve positive outcomes across the range of our core services: Prevention, Protection and Response.

Building upon  
Success



## OUR COMMITMENT TO EQUALITY AND DIVERSITY

The communities of the West Midlands region are amongst of the most diverse in the UK. Our strategic aim is to “make the people of the West Midlands safer” through a combination of protection, prevention and response. It is our commitment to do this in ways which meet the different needs of our communities, in order to deliver services effectively.

To demonstrate our commitment to equality and diversity at the heart of our business planning and activities, we are in the process of developing an ‘Equality and Diversity Supporting Strategy’. The strategy outlines our proactive approach to meeting the requirements of the Equality Act and our public duties.

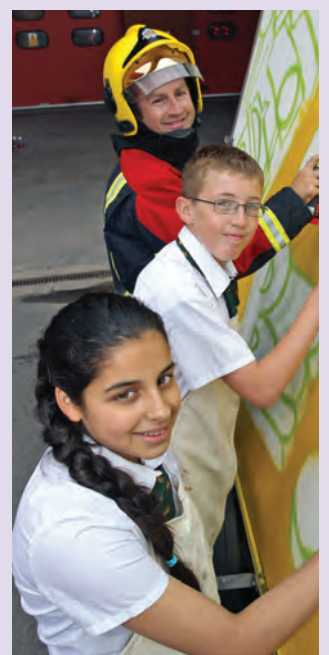
West Midlands Fire Service is also committed to achieving Excellence under the Fire and Rescue Service Equality Framework by focusing on five key areas:

1. Leadership and inclusion
2. Accountability
3. Effective service delivery and community engagement
4. Employment and training
5. Evaluation and sharing good practice

This year the service was honoured with the national Chartered Institute of Personal Development (CIPD) People Management Award 2011, in the category of Change Management. This award commended the positive equality and diversity work we have undertaken with our people, through serving and meeting the needs of our different communities. We have also been nominated for the Human Resource Distinction Awards 2012, in the category of ‘Distinction in Diversity and Inclusion’.



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## OUR PREFERRED VISION

### Our Communities

As a Fire and Rescue Service we meet the needs of the diverse communities we serve. Through provision of education, community safety, enforcement and emergency response services we minimise the impact of fires, emergencies and our organisation on the environment.

We are a high performing; ethical organisation with effective leadership at all levels, providing quality, value for money services to our communities. We work effectively with partners, and engage with our communities.

### Our People

We are an employer of choice where all our people are valued. We succeed as individuals and together as a team we maximise our impact as a public service. We recognise and reward the achievement of our staff. We deliver our services by having a professional highly skilled workforce who are capable of responding to changing and challenging times, are innovative, motivated, flexible, qualified and fulfilled. Our standards and performance are achieved by our collective and individual commitment to continuous improvement, personal development, responsibility and accountability.

### Our Reputation

The West Midlands Fire Service is judged by others to be a successful organisation whose mission is to Making West Midlands Safer. Our external assessments tell us we are good at what we do. We want to be recognised for being great.

### Our Aspiration

By providing better public services and ensuring the West Midlands is safer – we will be recognised as the world's best fire service.

## THE DETAIL

Further information about the work of West Midlands Fire Service may be found by visiting our website: **[www.wmfs.net](http://www.wmfs.net)**





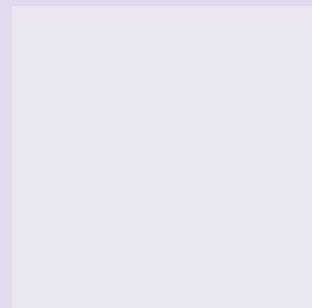
# OUR OUTCOMES

Through our work we will make a significant contribution towards the following outcomes:

- Reduce the number and severity of fires, injuries and deaths
- Reduce the number and severity of road traffic collisions, injuries and deaths
- Ensure that at all times we are well-prepared in order to respond to all incidents including major threats and emergencies
- Work with partners to improve the safety, health and wellbeing of our local communities
- Protect business from risk of fire in order to support the economy
- Reduce the number of malicious calls and false alarms
- Deliver Value for Money and improve our services by making best use of all of our resources
- Deliver services in a responsible and sustainable way to reduce the impact of our work on the environment
- Ensure high levels of public satisfaction and confidence in our services so that people feel safer



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## STRATEGIC OBJECTIVES

### Our Priorities and Strategic Objectives

To effectively achieve our outcomes we target our resources and activity in each of our four priority areas: Communities and Partnerships, Response, People and Value for Money (VFM).

Within the Communities and Partnerships, Response and People priority areas, strategic objectives broadly explain how we will continue to target our resources and activity in 'Making West Midlands Safer'. Our portfolio of activity; supporting strategies, action plans, programmes and projects, detail how we intend to do this.

As part of our planning process we will determine how we intend to evidence VFM as an overarching priority throughout our all of our strategic objectives, whilst continuing to improve outcomes for the West Midlands community.

### Value for Money Strategy:

West Midlands Fire and Rescue Authority is committed to providing a high quality value for money service and already have a sustained track record of delivering improvement. We recognise the need to continue to place an emphasis on VFM, so we are able to respond to external influences and the challenges we face in delivering the high quality services expected by our communities, with less resources.

Through the provision of an effective performance reporting framework, we will constantly challenge what we are achieving to ensure the delivery of this 'Plan' in the most economic, efficient and effective way.



## Communities and Partnerships

We recognise there are communities and individuals who are more at risk from safety related issues in the home, including fire.

Working with our partners we will tackle a range of issues including healthier living, anti-social behaviour, supporting independent living and safer business premises. This multi-agency approach will produce the best results for members of the communities we serve.

### Vulnerable People

#### We will:

- Reduce the number of fires, deaths and injuries.
- Work with partners locally to improve the safety, health and wellbeing of the most vulnerable people within our communities in the most effective and efficient way. Thereby reducing the impact of potentially damaging lifestyles and behaviours.

### Road Safety

#### We will:

- Promote and work with responsible partners and other stakeholder groups to improve road safety through structured, efficient and effective, targeted action to reduce the number of people killed or seriously injured.

### Arson and Anti-Social Behaviour

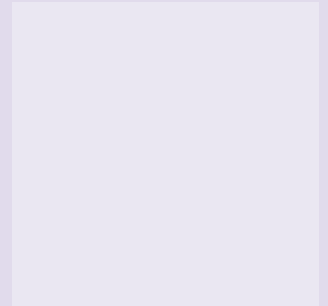
#### We will:

- Improve the quality of life and economic prosperity within local communities by preventing, educating and reducing the effects of arson and anti-social behaviour.

### Environment

#### We will:

- Adapt and invest where necessary to ensure we have adequate resources and technologies to deal with incidents caused by severe weather and the impact of climate change.
- Build on our approach to carbon management and mitigation technologies, throughout the organisation in order to reduce our carbon emissions, carbon footprint and energy costs and make better, more economic use of partnerships to maximise our impact in this area.
- Protect the natural environment by preventing fires and where fires and other incidents have occurred, to effectively minimise the environmental impacts.





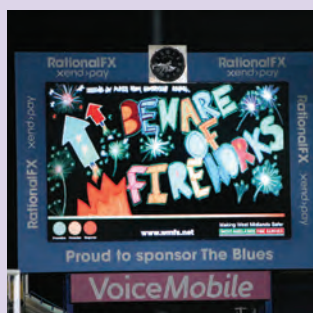
# 15

*“Make a real impact on saving lives and protecting our local community in an emergency”*

## Protection - Advise and Enforce

### We will:

- Continue to effectively advise and enforce on fire safety issues across the West Midlands in line with current legislation.
- Consult and liaise with partners including the Health and Safety Executive, Building Control Bodies and Licensing Task Forces to achieve safer premises and preserve the built environment in the West Midlands.
- Continue to improve the information and intelligence provided to emergency crews, enabling them to deal effectively and efficiently with incidents and keep them safe.
- Continue to improve the accuracy of information provided to emergency crews.



## Response

By making sure we have the right people in the right place at the right time, with the right skills and equipment, we will make a real impact on saving lives and protecting our local community in an emergency.

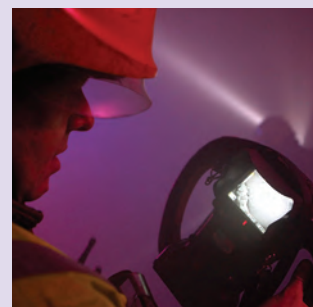
### Deal Effectively with Incidents

#### We will:

- Plan in conjunction with partner agencies and organisations for known risks and emergency situations.
- Provide appropriate equipment, vehicles and information and develop innovative and effective flexible procedures to support emergency incidents.
- Use our learning from incidents and information from known risks, to continuously improve our response to emergencies.
- Deliver a safe, economic, efficient and effective emergency response service by ensuring we have the right staff with the right skills in the right place, at the right time.

# 16

*Our service is shaped by our risk analysis and our understanding of the West Midlands and its diverse communities.*





## People

We are an organisation that embraces diversity through our staff, the way we engage with the public, and how we build and deliver our services. By understanding and acknowledging individual difference, we can create environments and deliver services that include everybody.

Our people trust and respect each other and those we serve.

### Innovative, Creative and Accountable Leadership

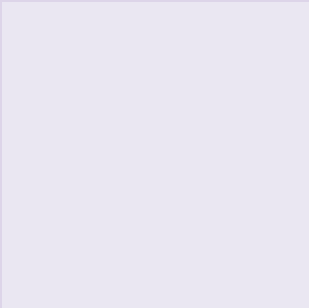
#### We will:

- Select, develop and retain a skilled, flexible and motivated workforce.
- Enable and empower leadership at all levels.
- Support all employees in identifying, acquiring and maintaining knowledge and skills required to deliver organisational objectives effectively and efficiently.

### Recognised, valued and engaged staff who are safe and healthy at work

#### We will:

- Ensure that effective reward and recognition packages are in place to attract and retain a highly skilled, high performing and flexible workforce.
- Support our employees to enable them to achieve and maintain excellent health and safety and well being.
- Provide flexible employment conditions and working patterns that balance both the needs of the diverse workforce and the Service.





## Organisational Development

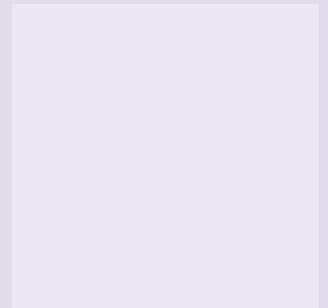
### We will:

- Develop and sustain effective working relationships and partnerships to continuously improve our organisational outcomes.
- Enable organisational learning across professional and sector boundaries to increase performance.
- Build our people capacity to be more dynamic and responsive to managing change within the organisation.

## Our People and the services we provide reflect the needs of our Community

### We will:

- Ensure that the needs of our different communities and workforce are reflected through equality outcomes aligned to organisational outcomes.
- Communicate, consult and engage with: employees, partners and communities, to improve outcomes.



### Communities & Partnerships

- Vulnerable People
- Road Safety
- Arson and Anti-Social Behaviour
- The Environment
- Advise and Enforce

### People

- Innovative, Creative and Accountable Leadership
- Recognised, valued and engaged staff who are safe and healthy at work
- Organisational Development
- Our People and the services we provide reflect the needs of our Community

CORE VALUES

IMPROVEMENT

SERVICE TO THE COMMUNITY

## COMMUNITIES & PARTNERSHIPS

## PEOPLE

Ensure high levels of public satisfaction and confidence in our services so that people feel safer

Deliver services in a responsible and sustainable way to reduce the impact of our work on the environment

Reduce the number of malicious calls and false alarms

Deliver Value for Money and improve our services by making best use of all of our resources

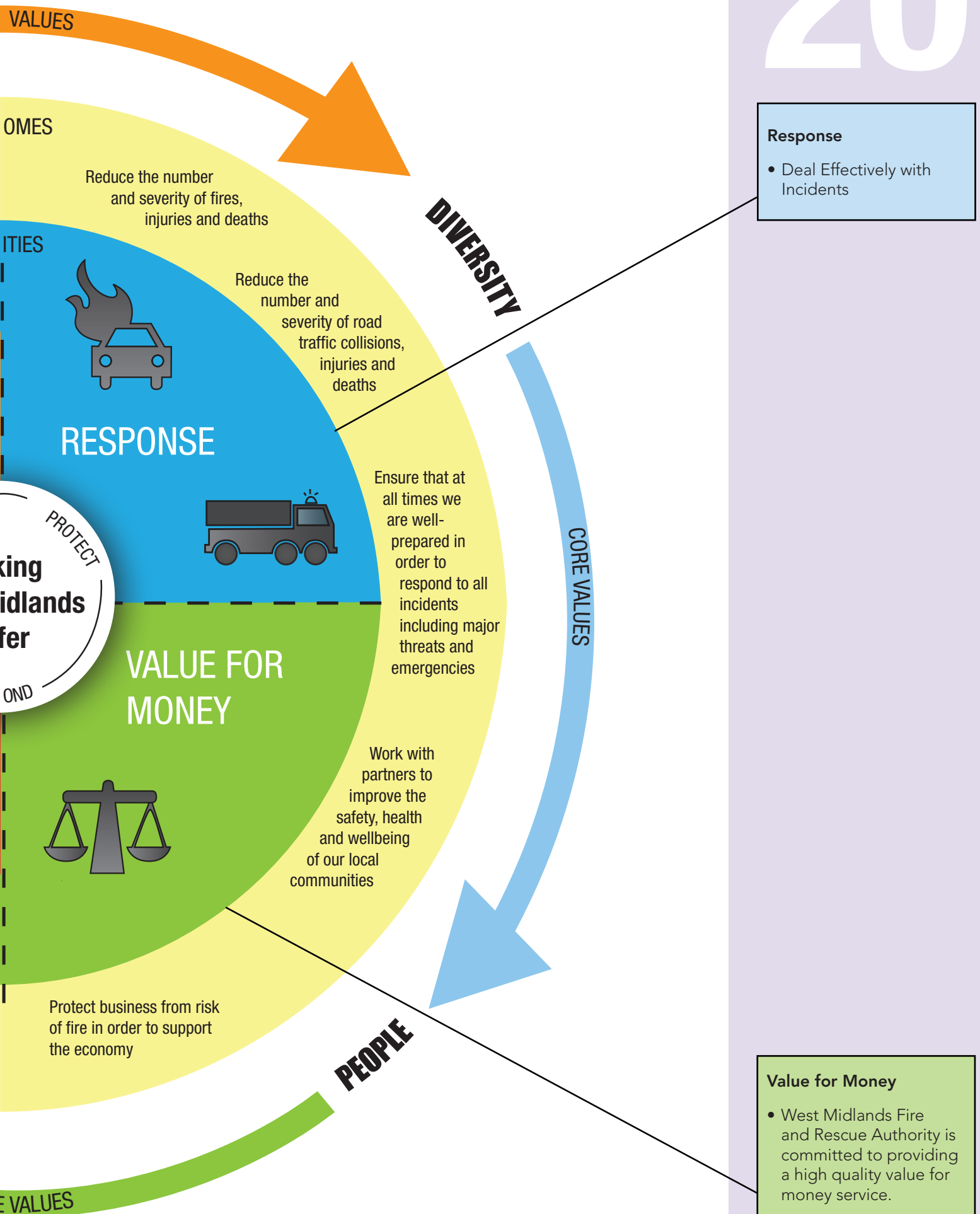


PREVENT

Make  
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RESP

CORE





## ADDRESSING COMMUNITY RISK

Our Service is shaped by our risk analysis and by our understanding of the West Midlands and its diverse communities. In this way we are able to plan and allocate resources to ensure we are managing risk effectively. We identify and target those members of the community who are at highest risk, but we also create plans based on intelligence and data, to ensure an effective response service.

Our prevention activity has impacted upon reductions in the numbers of fires in the home and other emergency incidents. Our resources are strategically placed to meet demand and risk across the area, so we can target those most at risk through prevention and protection and achieve appropriate levels of response for all types of incidents. Our analysis of risk enables us to target our core services in the following ways:

- **Prevention** – we work with local people to educate them about the dangers of fire and other hazards, either directly or through partner agencies to address local area priorities. Through identifying the most vulnerable households we can continue to target our work and ensure we have the greatest impact.
- **Protection** – we carry out audits of premises and examine plans for new buildings to ensure fire safety standards are appropriate. By targeting our highest risks we can ensure people are safe in the workplace and in their daily activities. We are also able to better understand the risk our firefighters may face if a fire occurs. We have revised our response to automatic alarm systems to reduce unnecessary emergency journeys to false alarm calls.
- **Emergency Response** – we constantly monitor how we respond to fires and other emergencies to ensure our resources are used in the best, most cost effective way. We also consider the scale and nature of events that we may have to respond to in the future. As part of this process we review the use of different vehicles and systems of work. We also examine the range of skills and equipment our firefighters need to function safely and effectively.

More information can be found on our website at

**[www.wmfs.net/Our\\_Performance/Integrated\\_Risk\\_Management/](http://www.wmfs.net/Our_Performance/Integrated_Risk_Management/)** which will be updated periodically to reflect the dynamic nature of the area and the people we serve.



## PERFORMANCE

### How Do We Know We Are Delivering Our Outcomes?

To ensure we are delivering the best possible service to the community and to meet the priorities set out in this Plan, we monitor and measure performance. We also ensure systems are in place to demonstrate continuous improvement and how we adapt to change to meet the demands on the Service.

Key performance indicators and targets are set against our plans to allow us to understand how successfully we achieve our outcomes. These enable us to make key decisions and enable us to improve performance, build upon our successes and demonstrate our journey to excellence.

The performance indicators and targets aligned to the priorities and outcomes in this 'Plan' are reviewed on an ongoing basis and can be found on our website – **[www.wmfs.net](http://www.wmfs.net)**

# 22

*“Make a real impact on saving lives and protecting our local community in an emergency”*



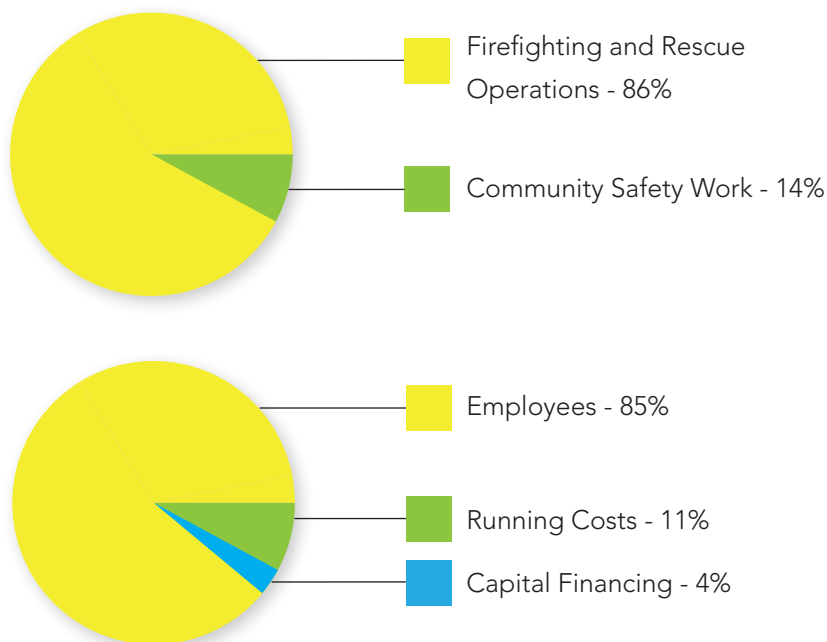
## FINANCIAL SUMMARY 2012/2013

### How will the Service be funded in 2012/2013?

The total net budget requirement for the Fire Service in 2012/2013 is £xxx.xm. This mainly relates to firefighting and rescue operations and community fire safety work.

The majority of expenditure relating to the net budget requirement of £xxx.xm are mainly employee costs, a further analysis is shown below.

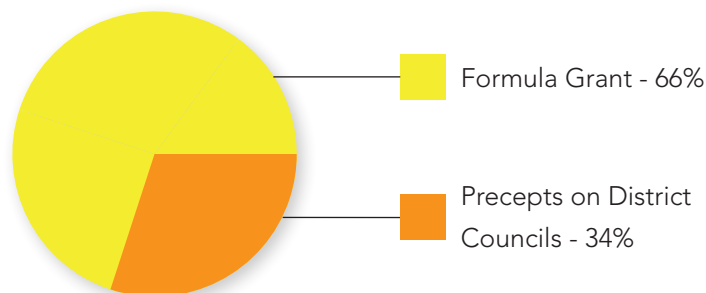
### Expenditure



### How will the Service be funded in 2012/2013?

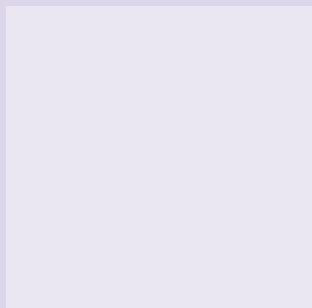
The resources to fund the net budget requirement of £xxxm comes in the form of a formula grant from the Government (£73.2m) and Precepts on District Councils (£xxm).

### Financing



### Balances and Reserves

The Fire Authority must consider the level of general balances it wishes to maintain before it can decide the level of Council Tax to charge in any year.





In order to set a balanced budget in 2012/2013 the Authority assumed no movement in general balances. The actual level of general balances at 31st March 2011 was £5.775m. The Authority holds general balances as funding to meet any unforeseen events which it may need to respond to. Interest is earned on any unused balances.

In addition, as part of the closedown of accounts process, consideration needs to be given to the level of earmarked reserves required. These are amounts set aside to meet specific anticipated future demands. The level of earmarked reserves at 31st March 2011 was £17.964m. Interest is earned on any balances until expenditure is committed against the demands identified.

### Capital Expenditure and Funding

In 2012/2013, the Authority plans to spend £xxxx million on capital projects.

A planned capital expenditure analysis is shown below:

	£m
<b>Vehicles</b>	x
<b>Land &amp; Buildings</b>	x
<b>Equipment</b>	x

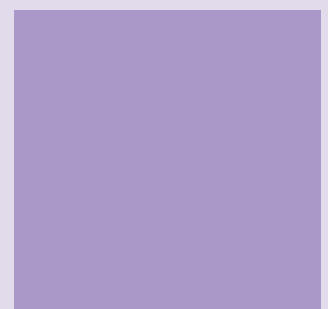
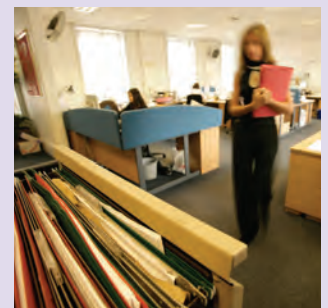
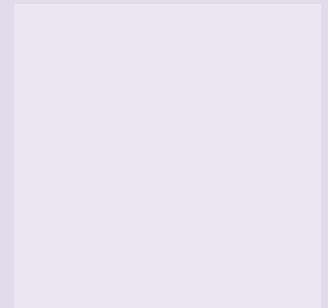
A forecast of resources to fund the capital programme in 2012/2013 is shown below: –

	£m
<b>Capital Grants</b>	x
<b>Revenue Funding</b>	x

The Fire Authority did not undertake any borrowing to help purchase assets during 2010/11, borrowing in earlier years meant that as at the 31st March 2011, the Authority had total loans of £45.430m (the interest and principal on any loans needs to be met from future revenue budgets). The value of fixed assets held by the Authority as at 31st March 2011 which the loans had helped fund was £148m, of which approximately 91% related to land and buildings and 9% related to vehicles and equipment.

### Medium Term Financial Plan

The cost of delivering the service was considered as part of the Authority's 2012/13 budget setting process. However due to restrictions in public sector expenditure there will be further reductions in Government grant which will have an impact on service objectives.



## CONTACTS

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

Strategic Planning Improvement and Risk Team  
West Midlands Fire Service Headquarters  
99 Vauxhall Road  
Birmingham  
B7 4HW

**0121 380 6678**

**SPIRiT@wmfs.net**

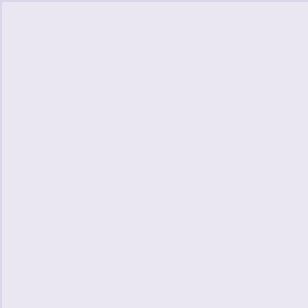
If you have access to the Internet, **www.wmfs.net** provides everything you need to know about the services we provide, our performance, fire safety advice and recruitment.

For further information about your Fire Service, you can contact our customer care service by:

Public Relations Team  
West Midlands Fire Service Headquarters  
99 Vauxhall Road  
Birmingham  
B7 4HW

Customer Care Hotline – **0121 380 7404**  
(24 Hour answerphone)

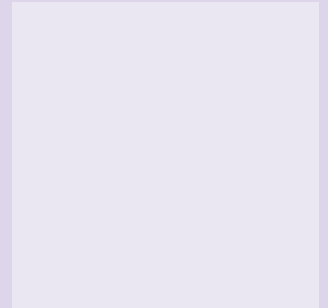
**contact@wmfs.net**



## OTHER FORMATS

The Authority is committed to equality of opportunity but must demonstrate value for money. Whilst all requests for our leaflets and publications to be reproduced in alternative formats and languages will be considered, where possible we will seek other methods of communication.

Please call **0121 380 6678** (24 hour answerphone).





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Making West Midlands Safer