



WEST MIDLANDS FIRE SERVICE

Annual Service Plan  
2009 - 2010



## How to get in contact with us ...

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

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If you have access to the Internet, [www.wmfs.net](http://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:

**Letter:** **Public Relations Team**

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## Arabic

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**0845 8009000** પર ફોન કરો.

## Kurdish

ئەم زانیاریە بە زمان و شێوازی تێرش دە سنه بە ز دە بێت. نگیه به یوه ندی بگه به  
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## Somali

Akhbaartan waxaa lagu heli karaa iyagoo u qoran siyaalo kale iyo afafka kale. Fadlan wac **0845 8009000**

## Urdu

یہ معلومات دوسری زبانوں میں اور دوسرے انداز میں بھی دستیاب کی جاسکتی ہے۔ براہ مہربانی اس نمبر پر  
فون کیجئے **08458009000**

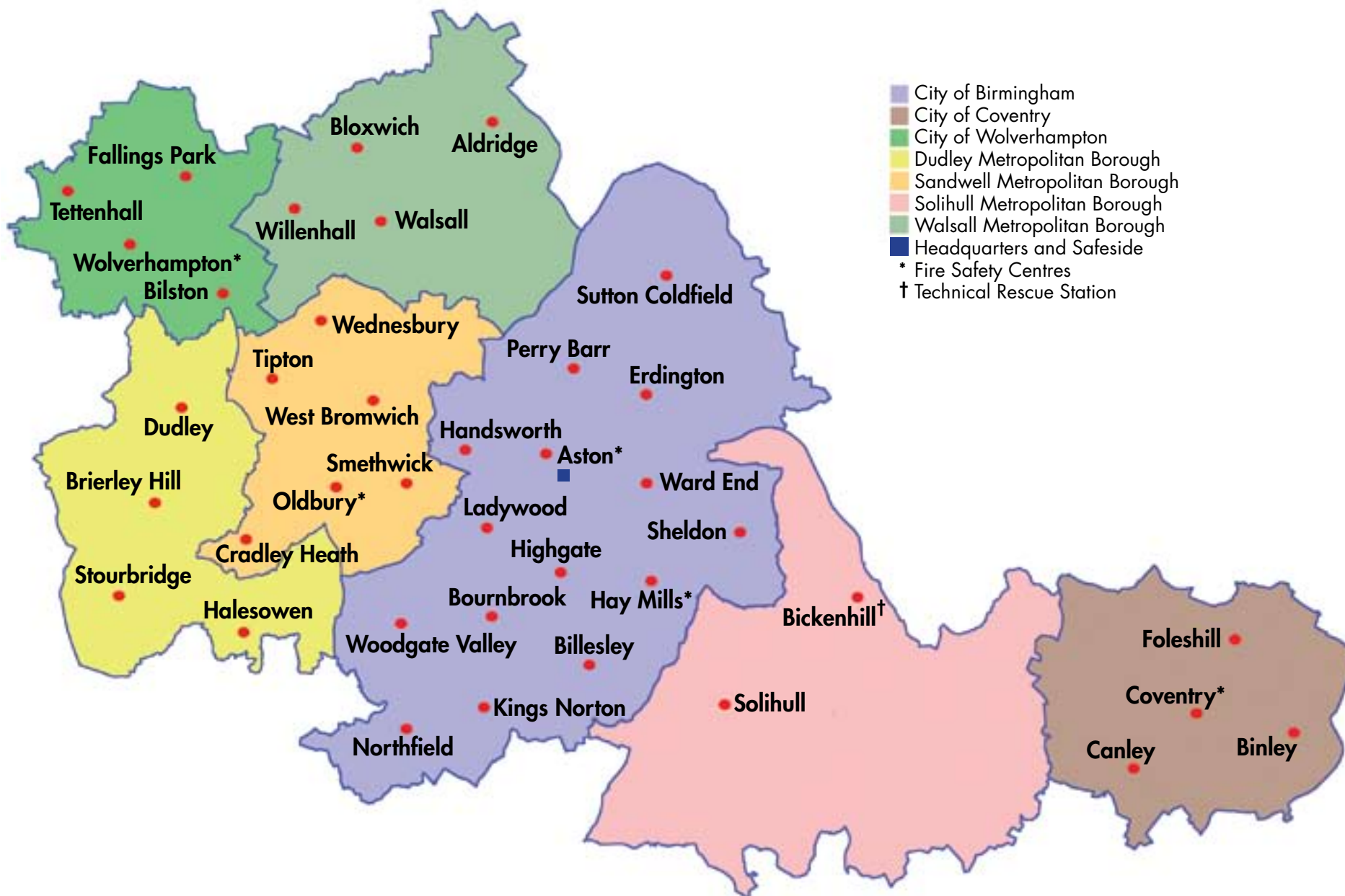
## Vietnamese

Tin tức này có thể được cung cấp trong ngôn ngữ và hình thức khác. Làm ơn điện thoại số **0845 8009000**

The information contained in this document can also be provided in other formats including Braille, audiotape and large print. Please call 0121 380 6901.

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in your home, by your local firefighters  
Freephone 0800 389 5525 or register via [www.wmfs.net](http://www.wmfs.net)

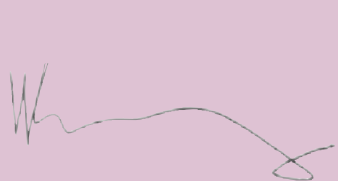
## Service Area Map



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## Joint Foreword from the Chief Fire Officer and Chairman of the Authority: Developing the Annual Service Plan



**Vijith Randeniya OBE**

Chief Fire Officer  
West Midlands Fire Service

**Peter Howard**

Chairman West Midlands Fire  
& Rescue Authority

Our intention is to work towards making risk management the driving force behind all of our actions, so that the service we deliver is the most efficient and effective at managing risk to local people.

The Service plan presented here combines our Integrated Risk Management (IRM) Action Plan with our Business Plan to make sure that our Corporate Objectives are driven by an assessment of risk in the community and analysis of how we intend to manage our resources as a result.

This plan helps to explain to our workforce and the communities that we all serve some of the practical ways we will be attempting to reduce risk in the West Midlands and continue to strive towards our vision of **"Making West Midlands Safer"**. It includes the risk management proposals that were subject to twelve weeks' internal and external consultation during 2008/2009 and refers to a summary of the consultation responses received and the Authority's responses to the points raised.

When setting out plans for our prevention activities we will target our resources to make sure that they achieve the greatest effect. We will also make advances in the methods we use to protect and advise people in non-domestic properties to allow our Service to operate more efficiently. We will continue to invest heavily in training to make sure that we provide an effective service to the public whilst minimising risk to our firefighters.

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

## Our Fire and Rescue Service

The West Midlands Fire Service currently has 39 fire stations and five fire safety centres.

The management structure is based upon the seven Local Authority areas within the West Midlands. We have a network of Operations Commanders who are responsible for managing local performance and service delivery for the areas of:

- Birmingham Central
- Birmingham North
- Birmingham South
- Coventry
- Dudley
- Sandwell
- Solihull
- Walsall
- Wolverhampton

By aligning our service provision in this way we are able to make sure that our Operational Commanders and Station Commanders play a full and active role in local partnerships, for example Crime and Disorder Reduction Partnerships (CDRP) and Local Area Agreements (LAA). Working alongside our partner agencies in the local communities helps us to achieve much more than would be possible by acting in isolation.

We can participate fully in planning for the future needs of local communities and respond to issues on a local level. In addition we can contribute by:

- Building and shaping local identity
- Representing the community
- Regulating harmful and disruptive behaviours
- Maintaining the structure of the community
- Helping to resolve disagreements
- Working to make the local economy more successful
- Understanding local needs and preferences, making sure that the right services are provided to local people
- Working with other partners to respond to complex challenges



## Our Consultation

We consult on those issues that are thought to have a potential impact on our service to the community.

During 2008-2009 we carried out detailed research to identify better locations for fire stations in order for our overall fire engine response times to be improved. We consulted on building eight new fire stations in strategic locations, replacing 10 of the existing stations. We also consulted the public about the times when fire engines would be operationally available and the number of fire engines at each location. There were no proposals to reduce the number of frontline fire engines.

## Changes to our Plan following consultation

A summary of the responses received during the consultation period, which ran from 15th October 2008 to 7th January 2009, can be found on the Authority's website [www.wmfs.net](http://www.wmfs.net).

We are grateful to all those who took the time to respond. A number of concerns were raised which were fully taken into account in developing our final set of plans. Full details of the Authority's responses to the consultation can be found at [www.wmfs.net](http://www.wmfs.net). The level and nature of responses led to major changes to the original proposals and the amended plans that were approved can be found on the following page.

From 15th October 2008 to 7th January 2009 we carried out a 12 week consultation exercise during which members of our communities were invited to submit comments and views on an ambitious and far reaching study of how our emergency cover could be provided in the future. The study identified some improved locations for our network of fire stations to help improve fire engine response times and to support a long term estates strategy. In this way we can be confident that our capital spend is efficiently targeted. The aim is to provide an even better service to the communities we serve. As a result of the consultation responses a number of changes were made to the plans and it is important to note that fire stations located at Hay Mills, Billesley, Sheldon, Smethwick and Ward End, some of which were to be replaced with new fire stations, will now stay open.

Following the consultation period revised proposals were put forward to the Full Fire Authority on 9 February 2009 and were subsequently approved, namely:

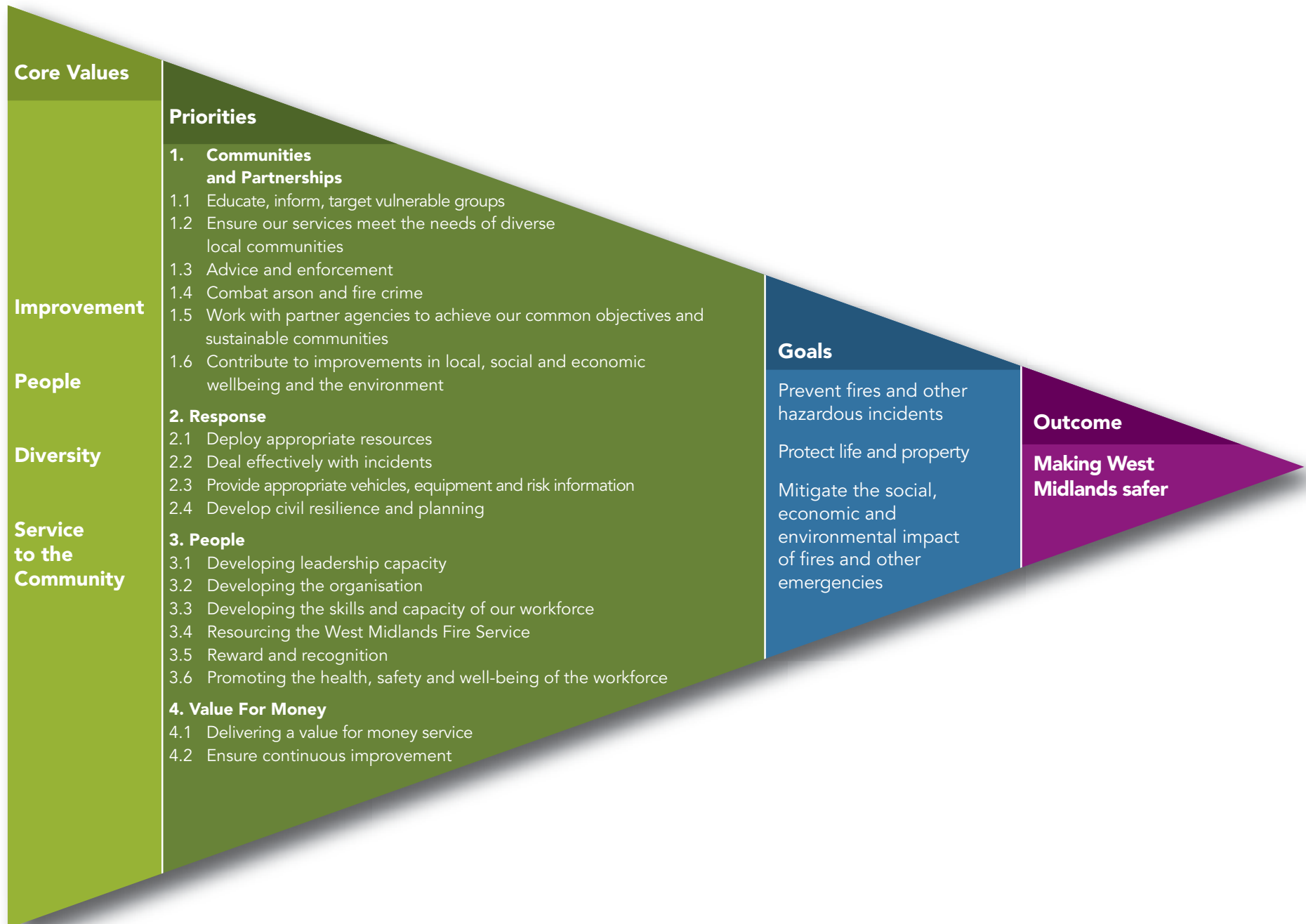
- Maintain Smethwick Fire Station open with one 24 hour fire engine moving one 12 hour fire engine to Tipton Fire Station (Priority One)
- At Tipton Fire Station increase resources resulting in one 24 hour fire engine and one 12 hour fire engine being available
- The 24 hour fire engine from Bickenhill Fire Station to move across to the new Chelmsley Wood site. The specialist rescue team will remain at Bickenhill Fire Station (Priority Two)

- Maintain Sheldon Fire Station open with one 24 hour fire engine moving the other 24 hour fire engine across to a new Chelmsley Wood site. Chelmsley Wood will have two 24 hour fire engines available
- Combine Cradley Heath and Halesowen fire stations and replace with new Cradley/Halesowen fire station. This station will have two 24 hour fire engines available (Priority Three)
- Move the existing Aston Fire Station to a new site. This station will have two 24 hour fire engines available (Priority Four)
- Move the existing Wednesbury fire station to a new site at Wood Green, Wednesbury. This station will have one 24 hour fire engine available (Priority Five)
- Move the existing Canley Fire Station to a new site in the Canley area. This station will have one 24 hour fire engine available (Priority Six)

The priority list has been determined based on reducing risk. The changes will improve the quality and level of the service we provide to the local communities of the West Midlands.



# Our Key Priorities



## Our Service

Our most valuable resource is our staff. Everyone contributes towards our aims and helps us to achieve our objectives.

At the frontline there are the firefighting personnel responding, not only to operational incidents, but undertaking vital training and carrying out important community safety work. They visit schools, homes, businesses and work in partnership to help achieve our current vision statement.

Firefighters respond to calls, dress in protective clothing and navigate through traffic to arrive at the scene as quickly as possible. Safe working practices are adopted and they work together in a team to bring any situation under control.

To deal with a house fire, firefighters will wear breathing apparatus to ward off the effects of the smoke and heat whilst they check whether anyone has been left inside and then to put the fire out.

When a smoke alarm has been fitted in the house the occupants are given an early warning and have the chance to escape. By closing any doors as they make their way out, they help to prevent the spread of heat and smoke within the house, limiting the amount of damage that can be caused.

As a result of our work in the community, educating people about the dangers from fire, lives and property have been saved.

Emergency calls come into and are received by our fire control personnel who have to act promptly to obtain the correct information, often under difficult conditions. They mobilise the nearest fire engines, specialist vehicles and officers that are required to deal with many and varied incidents.

Our non-uniformed professional, technical and administrative staff play an important support role. There are a number of functions within the organisation that assist in making sure that the service delivered is first class. We have produced a number of supporting strategies to outline how services are to be delivered and how they are linked across the organisation, namely;

- Human Resources
- Estates
- Communication and Consultation
- Technical Services
- Fleet Management
- Performance Management
- Information Communications Technology
- Procurement
- Operations
- Finance

## Our Plans for 2009 – 2010: Actions

Our intended actions for 2009 – 2010 are summarised below. More detailed information can be found on pages 15 - 30.

Further information can be found in our Corporate Strategy which is available on our website [www.wmfs.net](http://www.wmfs.net).

We intend to:

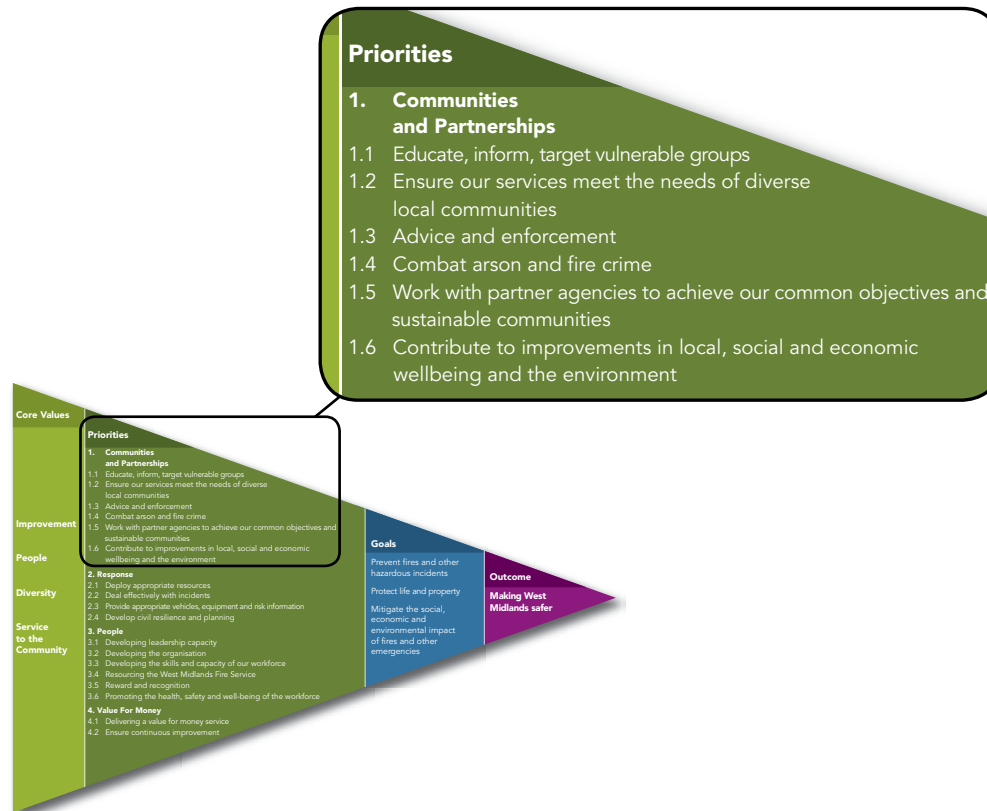
- Improve safety in the home focusing on our most vulnerable communities to reduce the incidence and severity of preventable fires
- Implement an Asset Management Portfolio for the management of operational equipment, fire engines and support vehicles and Information and Communication Technology (ICT) assets
- Implement the national digital radio scheme (Firelink) throughout the West Midlands Fire Service area
- Promote regional collaboration and the development of joint working protocols related to the management of incidents
- Work with our partners to reduce anti-social behaviour and Arson in our communities in line with National Indicator Number 33 – Arson incidents
- Support our partners in engaging with children and young people to promote good citizenship, healthy living and educational attainment
- Work with our partners to influence reductions in the numbers of people killed or seriously injured in Road Traffic Collisions (RTCs) in line with National Indicator Numbers 47 and 48
- Introduce flexible service and maintenance to support full availability of front line fire engines
- Establish and maintain an Operational Intelligence management process integrating Site Risk and Fire Safety information with post event debrief to improve firefighter safety and effective operational intervention through learning and development
- Review the current Hazardous Materials provision to develop more effective and efficient ways of working
- Develop regional replacement of Respiratory Protective Equipment (RPE) and deliver savings and realise benefits through the sharing of regional resources
- Develop and implement an ICT security policy
- Further embed risk management principles
- Investigate and report on the feasibility of revising existing or developing new operational tactics and techniques to reduce the impact on the environment
- Attract and retain people with excellent leadership skills to support the future of the organisation
- Refine our public consultation and engagement processes in the light of Duty to Involve
- Improve the framework for consultation and communication, and review processes for the resolution of employee relations issues

- Improve realism in training to improve the effectiveness of operational response personnel
- Complete all modules in relation to the six equality and diversity strands and provide new and innovative activities to further develop understanding and skills
- Develop a plan of action to meet the recruitment targets as set out in the national Equality and Diversity (E&D) strategy
- Recruit and train Equality Champions who will support the organisation in carrying out the actions as set out in the national E&D strategy
- Develop a workforce plan to provide sufficient staff with appropriate skills to enable effective succession/capacity planning
- Consult on a reward strategy that recognises the contribution of our people and delivers value for money
- Develop flexible working practices to support performance improvement and provide employment conditions that suit our diverse workforce and the needs of the organisation
- Work with managers to reduce the number of days lost due to sickness absence and rehabilitate employees at the earliest opportunity
- Undertake a compliance and non-compliance assessment regarding delivering good governance in the West Midlands Fire Service using the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) template for governance evidence statements

- Develop and put in place processes and measures with the aim of achieving the requirements of the Key Lines of Enquiry (KLOE) regarding data quality
- Improve our current performance management framework and promote its use across the service and to support, guide and develop performance champions
- Prepare and support the organisation for the launch of Comprehensive Area Assessment (CAA) with focus on continual improvement and sustainability
- Develop a forward looking operational peer assessment toolkit which will focus on preparing for the introduction of operational assessment linked to CAA



## Our Plans for 2009 – 2010: Key Priority Number 1 – Communities and Partnerships



We recognise that there are communities and individuals who are more at risk from fire and other issues related to safety in the home. Using our Community Advocates, champions, volunteers and other resources we will work with these areas. Additionally we will make effective use of our firefighting resources in order to reduce the likelihood of fires occurring, through the delivery of Home Fire Safety Checks (HSFCs). Working with our partners we will tackle the causes of social problems, including fire, making sure that this multi-agency approach has the best results for members of the communities we serve. We will be seeking to develop an effective referral system, continue developing techniques and delivering effective campaigns to make the best use of resources to reduce the risk of fire occurring.

*“We will improve safety in the home focussing on our most vulnerable communities to reduce the incidence and severity of preventable fires.”*

The Fire and Rescue Service has a duty to promote fire safety and, because the great majority of fire deaths and injuries occur in the home, we are directing much of our work in this area. The need to provide advice to people on how to stop a fire occurring at home and increase the chance of escape if there is a fire remains crucial. In addition we work with schools and education authorities to help improve children’s knowledge about fire safety issues.

Working with our partners we will help influence and reduce the numbers of adults and children killed or seriously injured as a result of Road Traffic Collisions (RTCs). We will continue delivering the “Your Choice on the Road” programmes to raise awareness and knowledge of young drivers and their passengers about the hazards associated with dangerous driving. Programmes will be developed to raise awareness and knowledge of motor cyclists and further work will be carried out with our colleagues from the Police and road safety teams. This will help to inform and raise awareness of older drivers of the dangers of bad driving practices.

We aim to raise the awareness of road safety issues amongst children from nursery age up to further education.

“We will work with partners to influence reductions in the numbers of people killed or seriously injured (KSI) in line with the following National Indicators

NI47 People killed or seriously injured in Road Traffic Collisions

NI48 Children killed or seriously injured in Road Traffic Collisions.”



Arson is a blight on society, it destroys lives, homes and leads to job losses. We recognise the impact of the economic slow down within our society and seek to mitigate any fire related effects on our communities. To sustain economically vibrant communities within the West Midlands we need to work towards preventing the number of arson and other fire related crimes. We do this by working in close collaboration with the Police, Local Authorities and other agencies. We will continue to make sure that known void premises are made secure in order to reduce the number of break-ins and arson related incidents in such properties.

Additionally we will continue to work with our community partners making sure that individuals who are more at risk from arson attacks are adequately protected. Assistance and support will be given to the Police in the investigation of fires and to aid prosecution of offenders. Alongside this we will assist the Police in targeting areas where there is a high level of arson incidents. Theatre and other innovative productions will continue to be used to raise awareness amongst children and young people of the consequences of setting deliberate fires.

“We will work with our partners to reduce anti-social behaviour and Arson in our communities in line with the following National Indicator

NI 33 – Arson Incidents  
Number of deliberate (i) primary and (ii) secondary fires per 10,000 population.”

We recognise that children and young people are the citizens of tomorrow. We will seek to carry out a number of positive activities in order to support children and young people. Comprehensive fire safety and other safety programmes will be delivered to all children in school and in post-school education facilities.

Fire intervention and recreation education programmes to help reduce the numbers of crime related incidents carried out by children and young people within the communities will be delivered. We will continue to expand our Young Firefighters’ Association (YFA) network across the West Midlands, providing a fire related experience for children and young people. Services will continue to be developed at Handsworth Community Safety Centre and the Red Hot Education Station.



Safeside at Eastside is our new, state of the art, interactive safety education centre located next to the new Fire Service Headquarters. The centre comprises a full size indoor village including a real street scene with pedestrian crossing, double decker bus, car, railway, canal, green space, dark alley, shops, police station and much more. The centre opened for trial visits in November 2008 and already more than 2,500 primary school children have visited, with more than 10,000 planned throughout 2009-2010. During 2009 it is planned to trial the new secondary school programme and other groups such as

people with disabilities, vulnerable adults and community groups. This will mean that the centre will be opening and receiving visitors during evenings and weekends.

We have already been successful in securing a total of £600,000 funded from Be Birmingham, the Safer Birmingham Partnership and the West Midlands Road Safety Partnership. This has kept the admission cost to schools at a minimum and encourages those schools from the most disadvantaged areas to visit.



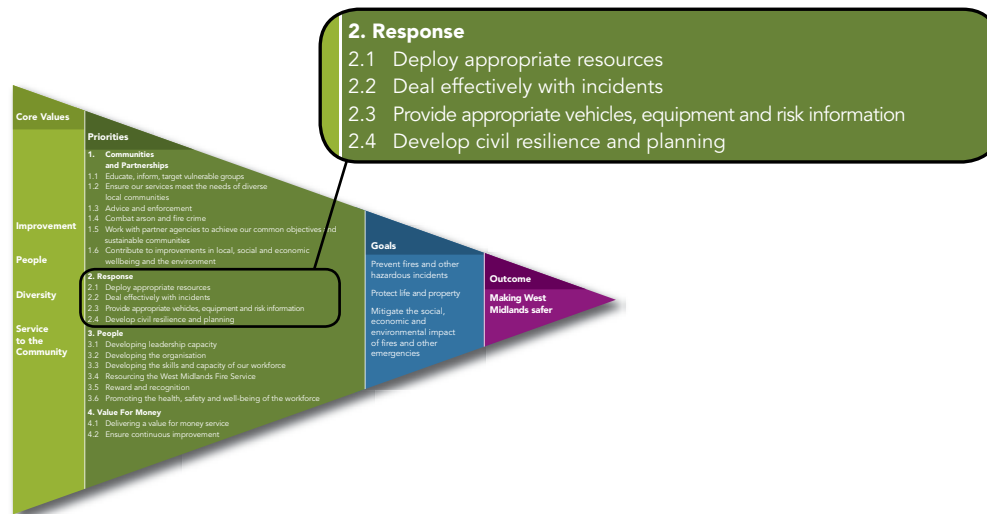
In addition to the community resources Safeside at Eastside also has excellent meeting and conference facilities that are being used by partner organisations that share our aims and objectives, namely West Midlands Police, Royal Society for the Prevention of Accidents (RoSPA) and the Royal National Lifeboat Institute (RNLI). It is planned that the centre will become the hub for delivering community safety activities across the West Midlands.

*“We will support our partners in engaging with children and young people to promote good citizenship, healthy living and educational attainment.”*

We will work with our partners in the health sector, in particular with helping people stop smoking and reducing obesity levels.



## Our Plans for 2009-2010: Key Priority Number 2 - Response



During 2008 we carried out a significant project and implemented a new Command and Control system within our Fire Control. This included the purchase of a new system and associated hardware to take 999 calls from the public and quickly identify the nearest fire engine to respond. New Automatic Vehicle Location Software (AVLS) means we can now tell instantly the precise location of our fire engines and send the ones that are nearest to incidents. We have arrangements in place to make sure that we are able to maximise the benefit of the Firelink radio network when it becomes available to us within the next 12 months.

We will make sure that our resources are made available and incidents will be dealt with quickly and effectively. We will provide vehicles, equipment and risk information. We will develop resilience and planning.

On the 9th February 2009, the Fire Authority approved changes following a period of public consultation. The details of the recommendations can be found on pages 8 - 9 of this Annual Service Plan.

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

We will also carry out a significant amount of work supporting the national FiReControl project. Following a review of the progress made to date at national level the proposed 'go live' date for West Midlands Fire Service is now November 2010. We will continue to work on matters within the project related to operational procedures; technical aspects and issues related directly to our staff.

*"We will implement the national digital radio scheme (Firelink) throughout the West Midlands Fire Service area."*

*"We will continue the work to support the progress of the national FiRe Control project."*

*"We will work with regional Fire and Rescue Services to implement the national FireControl project at the new Regional Control Centre (RCC) constructed at Wolverhampton."*

We attend an increasing number of emergency incidents where hazardous substances are involved. It is important that we manage these incidents effectively in order that we protect both our staff and the environment. We intend to use the next 12 months to examine and review our approach to such incidents making sure that our procedures accurately reflect the challenges we face.

*"We will review the current Hazardous Materials provision to develop more effective and efficient ways of working."*

A recent agreement reached with our 4 neighbouring Brigades within the West Midlands region means that we will work together to deliver a shared approach to the command of incidents. Procedures relating to Breathing Apparatus and 'New Dimension' and various strategies to guarantee the effectiveness of our operational response will be developed and signed protocols will be in place before the end of 2009.

*"We will promote regional collaboration and the development of joint working protocols related to the management of incidents."*

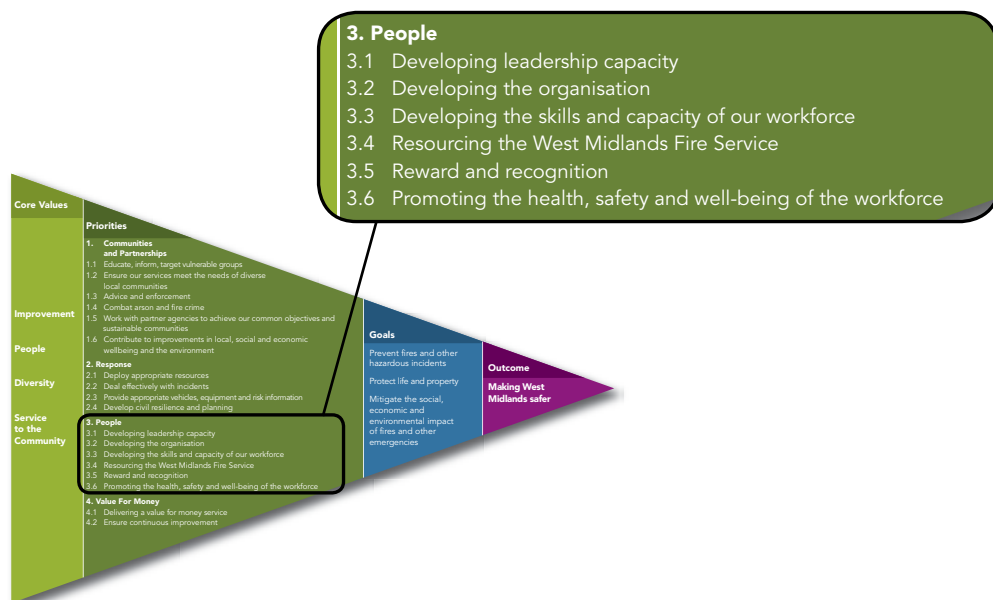
In response to flooding events that have challenged the nation, the region and our local area in the last few years, we will improve the capability of our staff making sure that they work safely and effectively in flood waters. This will include the purchase of new equipment and improved training for our staff and managers to help them deal with this type of incident.

*"We will, in line with the WMFS Environment Strategy, investigate and report on the feasibility of revising existing or developing new operational tactics and techniques, to reduce environmental impact."*





## Our Plans for 2009-2010: Key Priority Number 3 – People



- provide the necessary training to introduce the new generation breathing apparatus sets with modern telemetry;
- embed defibrillator training within the service;
- continue to develop our capacity to train in heavy vehicle rescue techniques; and
- review and revise training assets to maximum effectiveness whilst creating new facilities to support more realistic training.

In addition to developing the front line firefighters, the officers who command these operational incidents are also being developed. Not only will they be developed in the field of incident command but also in leadership skills which are necessary to resolve the diverse range of events to which firefighters are called.

*“We will improve realism in training to improve the effectiveness of operational response personnel.”*

We will develop leadership; the organisation and the skills and capacity of our workforce. We will reward and recognise all achievements. Health, safety and well being will be promoted within our workforce.

In the operational training field we aim to build upon our current processes to meet the new challenges that face us. Specifically in the medium term we intend to:

- develop and deliver training in swift water rescue;
- work with our regional and agency partners to strengthen and improve our command of operational incidents;

Our Equality and Diversity priorities for 2009-2010 will build upon the successes from previous years. We will focus on truly embedding and mainstreaming Equality and Diversity. Our intention is to make sure that all our staff are equipped and are confident in progressing Equality and Diversity in a way that will encourage engagement from the wider community. This will enable us to deliver a service that is effective and appropriate to the needs of our very diverse communities. Our action plan includes meeting the requirements of the national Equality and Diversity Strategy in the following areas:



- **Leadership and promoting inclusion** - aimed at positive leadership at all levels driving change and promoting equality and diversity. We intend to meet this through the delivery of our 'Living the Values' training for all staff including Members of the Fire Authority;

- **Accountability** - all employees will be held accountable for delivering the Fire and Rescue Service Equality and Diversity Strategy. To make sure that our people have a full understanding of their roles we will make better use of newsletters. We will visit departments and stations to promote the national strategy in order to develop further understanding. Our courses will be regularly reviewed and updated;
- **Effective service delivery and community engagement** - key to improving our service delivery to all communities is by effective planning and engagement. We will explore the possibility of implementing a Community Engagement post. We will actively recruit and train Equality Champions from all levels within the organisation;
- **Employment and training** - by recruiting, developing and retaining a workforce that better reflects the diversity of the communities we serve, we will be better able to recognise, understand and respond to their needs. We will work with our Recruitment section to develop a new strategy. We will develop and implement a training programme specifically for targeted employees; and

- **Evaluation and sharing good practice** - to make sure of continuous improvement it is essential to carry out a process of monitoring, evaluation and recognition of good practice methods. We will develop a resource directory of materials, information and guidance toolkit. We will develop and implement a regional Equality and Diversity communication strategy. Regular 'good practice' articles will be published as part of newsletters and in the organisation's magazine FirePower.

"We will complete all modules in relation to the six equality and diversity strands and provide new and innovative activities to further develop understanding and skills."

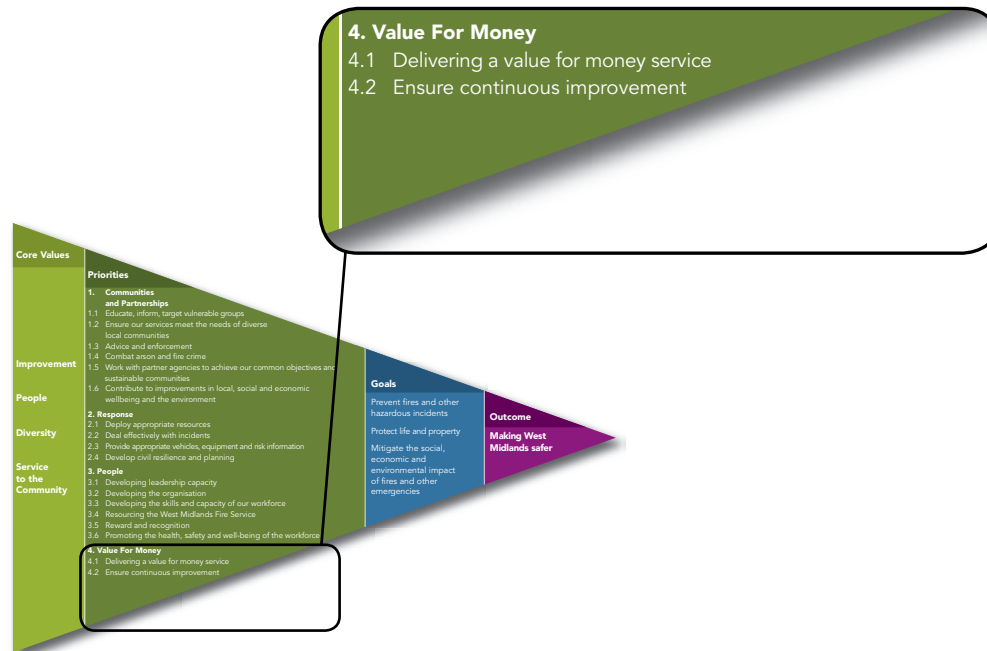
"We will recruit and train equality champions who will support the organisation in carrying out the actions as set out in the National Equality and Diversity Strategy"

"We will develop a plan of action to meet the recruitment targets as set out in the National Equality and Diversity Strategy."

Developing these areas of work will strengthen our ability to demonstrate our commitment to embracing and celebrating the diversity that exist amongst our service users and our employees.



## Our Plans for 2009-2010: Key Priority Number 4 – Value For Money



be directly related to fire or arson. We must look to see how we can deliver our messages through these partnerships in different ways. This will require greater involvement and cooperation by us with our partners to achieve priority community outcomes.

We will be involved in two new assessment processes as part of CAA namely the new Area Assessment and an Organisational Assessment. CAA will put comprehensive and independent assessments about local services in the hands of local people, service users and taxpayers. It will also provide a joint assessment of outcomes for people in an area and a forward look at prospects for sustainable improvement.

The Performance Assessment and Improvement Team (PAIT) will guide the organisation through the key stages of this new assessment framework and will work with members of the Brigade to build knowledge and understanding.

We will budget and provide Value for Money whilst continuously improving our service.

From April 2009 Comprehensive Area Assessment (CAA) will replace Comprehensive Performance Assessment (CPA) and will establish a new performance management framework for local public services. CAA will focus strongly on outcomes for the people in our local communities. For us this means looking at how we are working in partnerships such as Local Area Agreements (LAA), to achieve agreed priority objectives for the local communities in which we work. These priorities will be based on risk and future needs and may not always

*“Prepare and support the organisation for the launch of Comprehensive Area Assessment with focus on continual improvement and sustainability”*

We will continue using Appreciative Inquiry (AI) and the 4D model (Discovery; Dream; Design and Destiny) in a variety of ways to realise our ‘preferred future’. We will build commitment across the organisation achieving the important elements that were agreed in May 2008. The continued engagement of our staff and, this time for the first time, our partners, will be critical to this process.

*“Integrate Appreciative Inquiry throughout the organisation using a range of tools and techniques to bring about effective organisational change”*

The new Performance Management Framework will be introduced as will tailored support and guidance so all members of staff know what performance management means for them. PAIT’s focus will be to educate and build understanding around the new framework explaining how they contribute to achieving organisational objectives and wider community outcomes.

*“Improve our current performance management framework and promote its use across the service and to support, guide and develop performance champions.”*

The principles of Best Value will continue to be applied in the service throughout all the work that is carried out and particularly through performance reviews. These reviews of our service and organisational processes will be carried out to identify opportunities for improvement across functions and service delivery. Business process improvement techniques are a key part of our new performance framework and will be used to help us identify and address opportunities. PAIT will work with regional and central government to identify capacity building opportunities to support the development of this improvement work across the organisation.

The process, storage, quality, security and sharing of corporate information all play a key role in supporting our efforts in managing corporate governance and risk. During the past few years information security has become an ever increasing critical business issue. As society has progressed we have seen the introduction of more sophisticated technologies including the use of mobile and wireless communication tools. This has resulted in businesses being open to more and more information security threats and increasing risks. The Corporate Planning team will carry out a review of our existing procedures and work throughout the next three years carrying out the necessary steps to attain ISO27001 – Information Security Management System.

*“We will carry out a review of existing procedures with the aim of introducing a document management system. We will carry out the necessary steps towards attaining ISO27001 – Information Security Management System.”*

In order to manage our services and be accountable for performance we need to have in place, and have access to, data that is reliable, accurate, comprehensive and timely. The quality of data is vital in the delivery of performance information that can be relied upon. We currently use a range of data for a variety of purposes, for example the targeting of our prevention based activities etc. During 2009 we will respond to an in depth study being carried out by the Audit Commission regarding data quality. We will provide responses to the questions laid out in the Key Lines of Enquiry (KLOE) identifying any

gaps within our processes and carrying out the necessary tasks in order to improve.

*"We will develop and put in place processes and measures with the aim of achieving the requirements of the Key Lines of Enquiry regarding data quality."*



## Our Targets for 2009/10

### Performance Indicators relating to Fires

Indicator Number	Description	Actual 2007-2008	Target 2008-2009	Estimated Actual 2008-2009	Target 2009-2010
1	The number of accidental fires in dwellings	1,959	1,825	1,872	1,778
2	The number of injuries from accidental fires in dwellings	137	122	130	124
3	The number of deaths from accidental fires in dwellings	8	7	12	12 (one less than the average of the previous 3 years)
4	The number of arson fires in dwellings	558	525	483	473
5	The number of accidental fires in non-domestic premises	689	650	629	598
6	The number of arson fires in non-domestic premises	293	300	243	243
7	The number of arson vehicle fires	1,578	1,518	1,396	1,396
8	The number of arson rubbish fires	5,645	5,480	4,317	4,101
9	The number of malicious false alarm calls received by the Brigade	5,130	4,865	5,132	5,029

## Our Targets for 2009/10 continued

Indicator Number	Description	Actual 2007-2008	Target 2008-2009	Estimated Actual 2008-2009	Target 2009-2010
10	The number of malicious false alarm calls attended by the Brigade	2,158	2,000	1,868	1,737
11	The number of false alarm calls due to automatic fire alarms (AFAs) in non-domestic properties	6,886	6,500	6,196	5,824
12	The number of false alarm calls due to automatic fire alarms (AFAs) in dwellings	4,265	NEW	4,199	4,136
13	The percentage of dwelling fires where a working smoke alarm was fitted	41.52%	43.2%	59.3%	62%
14	The number of Home Fire Safety Checks conducted by the Brigade	48,383	At least 40,000	47,000	40,000
15	The severity of accidental dwelling fires	NEW	NEW	NEW	75
16	The percentage of Home Fire Safety checks delivered to those at high risk	NEW	NEW	NEW	70%

## Our Targets for 2009/10

### Personnel Indicators

Indicator Number	Description	Actual 2007-2008	Target 2008-2009	Estimated Actual 2008-2009	Target 2009-2010
17	The percentage of whole time uniformed and retained duty system employees with a disability	2.16%	2.49%	NOT AVAILABLE	2.49%
18	The percentage of non-uniformed and Fire Control employees with a disability	5.50%	6.79%	NOT AVAILABLE	6.79%
19	The percentage of all employees with a disability	2.98%	3.35%	NOT AVAILABLE	3.55%
20	The percentage of women firefighters	3.29%	3.60%	NOT AVAILABLE	4.5%
21	The percentage of uniformed staff from ethnic minority communities	6.74%	7.20%	NOT AVAILABLE	12.5%
22	The percentage of non-uniformed and Fire Control staff from ethnic minority communities	13.21%	8.90%	NOT AVAILABLE	14.5%
23	The number of all staff from ethnic minority communities	8.33%	8.90%	NOT AVAILABLE	13%
24	The percentage of women recruited to operational roles	NEW	NEW	NEW	11%
25	The percentage from minority ethnic communities recruited to whole workforce	NEW	NEW	NEW	10%

## Our Targets for 2009/10

### Personnel Indicators - *continued*

Indicator Number	Description	Actual 2007-2008	Target 2008-2009	Estimated Actual 2008-2009	Target 2009-2010
26	The average number of working days/shifts lost due to sickness – whole time, uniformed (excl. Fire Control)	6.13	5.50	NOT AVAILABLE	5.50%
27	The average number of working days/shifts lost due to sickness – non-uniformed and Fire Control staff	6.34	5.50	NOT AVAILABLE	5.50%
28	The average number of working days/shifts lost due to sickness – all staff	6.18	5.50	NOT AVAILABLE	5.50%



## Abbreviations and Glossary

AI	Appreciative Inquiry	KLOE	Key Lines of Enquiry
AVLS	Automatic Vehicle Location Software	LAA	Local Area Agreement
BIA	Birmingham International Airport	LSP	Local Strategic Partnership
CAA	Comprehensive Area Assessment	MSS	Multiple Sclerosis Society
CB	Corporate Board	OASD	Operational Assessment of Service Delivery
CCSP	Coventry Community Safety Partnership	PAIT	Performance Assessment Improvement Team
CDRP	Crime and Disorder Reduction Partnership	PCT	Primary Care Trust
CLG	Communities and Local Government	PPE	Personal Protective Equipment
CPA	Comprehensive Performance Assessment	Precept	District Council Levy
CSR	Comprehensive Spending Review	PRINCE2	Projects in Controlled Environments
CSR	Corporate Social Responsibility	PSA	Public Service Agreement
DOT	Direction of Travel	PSO	Programme Support Office
FRS	Fire and Rescue Service	RPE	Respiratory Protective Equipment
HFSC	Home Fire Safety Check	RTC	Road Traffic Collision
Indices of Multiple Deprivation	Measures of deprivation for each super output area in England	Super Output Areas	Small areas derived from population figures and ward boundaries
IPDS	Integrated Personal Development System	UoR	Use of Resources
IRMP	Integrated Risk Management Plan	WMFS	West Midlands Fire Service
		4D	Discovery; Dream; Design and Destiny

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