

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

17 FEBRUARY 2014

1. **2014/2015 PROPERTY ASSET MANAGEMENT PLAN**

Report of the Chief Fire Officer

RECOMMENDED

THAT the Authority approve the 2014/2015 Property Asset Management Plan attached as Appendix A.

2. **PURPOSE OF REPORT**

In order to ensure the effective and efficient use of land and buildings a Property Asset Management Plan is essential. The Authority's proposed Property Asset Management Plan is attached to this report as Appendix A.

3. **BACKGROUND**

- 3.1 Considerable work has taken place over the last 12 months to assess the appropriateness of existing property assets and consider where any future investment should be directed.
- 3.2 In order to demonstrate the effective use of resources it is necessary to undertake a fundamental review of property assets which should also be flexible enough to respond to organisational changes.
- 3.3 The attached Property Asset Management Plan involved input from all key West Midlands Fire Service stakeholders and reflects the property and property related priorities over the next five year period.

4. **EQUALITY IMPACT ASSESSMENT**

In preparing this report an initial Equality Impact Assessment is not required and has not been carried out. The matters contained in this report do not relate to a policy change.

5. **LEGAL IMPLICATIONS**

The course of action recommended in this report does not raise issues which should be drawn to the attention of the Authority's Monitoring Officer.

6. **FINANCIAL IMPLICATIONS**

- 6.1 Planned maintenance issues will need to be undertaken during the five year period. Current annual revenue provision for these items is £1.1m per annum.
- 6.2 Subject to approval of the attached proposals, estimated capital expenditure of £720k would be incurred on building related assets in 2014/2015.

BACKGROUND PAPERS

Report to the Fire Authority – 18 February 2013 – Agenda item 10.

Report to the Fire Authority – 25 November 2013 – Agenda item 8

The contact for this report is Director Resources, Mike Griffiths, 0121 380 6906.

PHIL LOACH
CHIEF FIRE OFFICER

Property Asset Management Plan 2014/15

1. Purpose

The purpose of this document is to set out the property asset position and requirements of West Midlands Fire and Rescue Authority (WMFRA) to support its service needs, objectives, strategy and plans. Property plays an important role alongside people, vehicles, equipment, finance and information to ensure quality of service and thus needs to be fully reflected in the planning of the Service.

This Plan is written to reflect the changing financial climate that prevails within the Public Sector and it is recognised that there may be significant amendments to, or indeed, omissions or inclusions throughout the coming years. The uncertainty with regard to funding could have a major impact upon the Plan. Specific reviews will drive forward initiatives that are likely to impact upon the Authority's property portfolio.

The Property Asset Management Plan should be utilised as a realistic, flexible, practical working tool to ensure that the Authority's Property Portfolio (currently valued at circa £130 million) is managed, improved, replaced or refurbished as required to complement the operational and functional needs of a dynamic community orientated rapidly changing organisation. To this end the concept of collaborative provision and space utilisation has been, and will continue to be, explored to ensure Best Value is achieved for the community.

The Plan will ensure that all of the Authority's land and buildings are used efficiently, effectively, economically and in a sustainable manner that will facilitate service improvement.

The Property Asset Management Plan needs to consider a number of key issues such as emergency response standards and the provision of appropriate training facilities ensuring that it is flexible and responsive. The intention is that the Plan has a positive impact on service delivery from the Authority's building portfolio.

2. Background

WMFRA operates from forty two sites throughout the West Midlands. These properties include thirty eight fire stations, training buildings, Headquarters and other support buildings as well as residential units. This Property Asset Management Plan covers these forty two sites.

Fundamental to the Property Asset Management Plan is an assessment of whether the Service operates from an appropriate number of sites. This is particularly relevant in determining fire station numbers and whether all of the sites are actually required and if so, whether the current location is appropriate.

For a number of years, studies have been carried out to assess the incidents that have occurred in the West Midlands conurbation via the Integrated Risk Management Plan, now referred to as the Community Safety Plan, and has been part of public consultation exercises, the outcomes of which have been considered in developing the Property Asset Management Plan.

It is imperative that having determined the number and location of Authority buildings that the building stock is effectively maintained and is fit for purpose. In order to ensure that this requirement is met Building Condition Surveys are undertaken. This exercise ensures that appropriate focus is given to those issues which need to be considered as part of the ongoing Planned Maintenance Programme and highlights those buildings which need to be considered for complete refurbishment and upgrade subject to funding availability.

Property Asset Management Planning assists the Service in targeting resources effectively and investing appropriately to ensure that the Authority's building assets contribute towards the continuous improvement of service delivery.

This document collates the information necessary to make informed decisions about investment in property. The Condition Surveys provide a key component of the Plan in terms of a property perspective and in order for an effective property asset management plan to be implemented it is essential that input from other stakeholders is fully considered.

The information from the Property Asset Management Plan will assist the Authority in:-

- Providing property that meets the Brigade's needs.
- Ensuring that property decisions are consistent with the Brigade's objectives and service requirements, and are integrated in to the corporate planning process.
- Prioritising decisions on spending and evaluation of building projects to ensure and demonstrate value for money.
- Providing information to ensure conserved energy usage and therefore the impact on the environment is minimised.

3. **Assessment of Existing Building Stock**

The need to undertake building condition surveys is a key factor in managing any organisations building stock. It is essential to consider all required maintenance work in a planned way, both in terms of ensuring the organisation has the capacity to undertake the work and to maintain or improve the fabric of the building assets. The benefit of taking a proactive approach to building maintenance will result in a more efficient use of resources and more effective use of the buildings. The table on Appendix 1 provides an age profile of all those buildings which have been surveyed/assessed.

Building condition surveys were completed during 2013 on the Authority sites and a thorough analysis has been undertaken of the planned maintenance requirements of the buildings. The outcome of this work is reflected in Appendix 2, which provides a summary of the estimated value of planned maintenance work required for each site over the five year period commencing 2014/2015.

The property related Capital and Revenue Programmes may be subject to change for a number of reasons, including the following:

- Changes to the Community Safety Plan.
- Legislative Requirements.
- Operational Requirements.
- Health & Safety Issues.
- Environmental Issues.
- Corporate Objectives.
- Collaborative provision.
- Available Budget.

Operations Commanders have been consulted to establish if there are any planned major initiatives which would require funding and resources from the Facilities Management Section. There are plans to decentralise training away from the Academy and to individual sites across the Brigade which will have an implication on resources. In addition an Asset Report was submitted to the Authority on 25th November 2013, the outcome of which was for further work to take place regarding one for one replacement Stations at Aston, Coventry, Bickenhill and Kings Norton and to consider options for the disposal of vacant residential/non-operational properties. Furthermore, a report to the Executive Committee on 20th January 2014 highlighted issues affecting the Authority, particularly the Headquarters site, arising from the proposed High Speed 2 rail project which will need to be considered during 2014/2015.

4. **Community Safety Plan**

There is a requirement arising from the Fire and Rescue National Framework and the Fire and Rescue Services Act 2004, to ensure an Integrated Risk Management Plan (IRMP) is produced and updated and that significant plans for change are released for public consultation. WMFS released its updated IRMP for 2013-16 in the form of the Community Safety Plan (CSP), which was published in April 2013.

The CSP sets out the Fire and Rescue Authority's assessment of local risk and, in line with this assessment, how resources will be deployed to address these risks. The annual Action Plan, which complements the CSP, indicates how the Authority intends to deliver its services to reduce risk in the community. The West Midlands Fire Service fulfils this requirement through the publication of 'The Plan', the CSP and supporting documentation and risk analysis, on an ongoing basis.

During the preparation of the Authority's 2009/2010 Service Plan, a far reaching study was undertaken to assess how well the current stock of fire stations meets the needs of the local communities we serve, to enable our fire engines to respond expediently to all areas of the West Midlands, whilst creating the most efficient distribution of resources. The study was carried out to ensure that any future investment in new build or the major refurbishment of existing stations is directed efficiently at those locations able to deliver optimal service to the communities of the West Midlands.

This research has been revisited and updated to enable the rollout of a new fleet of Brigade Response Vehicles in the most risk-appropriate distribution, to control risk in local communities and to provide the most effective response network to uphold fast attendance times, whilst still meeting tight financial controls.

Further Integrated Risk Management work and service reviews have been undertaken as part of the process to incorporate new vehicle types, staff management systems and a realignment of service delivery areas. Some of these changes are likely to impact on the Property Asset Management Plan; notably the decision to withdraw the focus of training delivery away from the Academy, with a revised emphasis on locally based training and development facilities into the future.

The adoption of new vehicle types and their distribution and revised ways of working, will impact on the type of accommodation needed. It is difficult to finalise full details of the service's plans for the long term future, as budgeting updates are likely to be released year by year, so future planning will continue to be problematic with regard to the detailed forecasting of our needs with regard to the building stock, emphasising the need for flexibility and pragmatism within any planning framework.

5. **Community Safety Facilities**

The provision of Community Safety (CS) Facilities contribute significantly to the potential to deliver community based risk reduction education. The two key property requirements to be considered to ensure the Authority can deliver community fire safety in an effective, targeted manner relate to the provision of appropriate facilities for the Young Firefighters' Association (and other youth related activities) and the provision of facilities to meet the more general needs of the Community and community groups.

Work has been undertaken by the Community Safety Section to assess the current level of property provision to meet the requirements highlighted in the above paragraph. The assessment concluded that on average two facilities would be the minimum required in each of the seven West Midlands City/Borough areas to allow the required range of activities to take place. The strategic aim would be to have a provision on all Community Fire Stations. Given the current level of CS facilities, it was acknowledged that there is no specific need to invest in further facilities within existing stations although it was recognised that as part of the overall Property Asset Management Plan, when there are any proposed new stations and/or major station refurbishments, YFA and CS facilities would be considered as part of those particular projects.

This is evidenced in the proposals for a new Fire Station replacing Halesowen and Cradley Heath and also in recent refurbishments at Solihull and Walsall Community Fire Stations where such facilities have been incorporated.

There are a number of specialist educational CS facilities based at specific fire stations, such as 'Calamity Cottage' at Stourbridge Fire Station, the 'Red Hot Education Station' at Handsworth and the 'Safeside' facility alongside the Fire Service Headquarters. Consequently, it is felt that the current availability of such facilities is sufficient to meet the service needs and are currently being maintained to meet the needs of the organisation. The Education facilities at Handsworth have recently been refurbished to bring them up-to-date and provide scenarios in a wider range of safety issues. Prior to the refurbishment the facilities concentrated on fire safety but now the centre is fully equipped to cover fire, personal, domestic, in-car, road, water and internet safety for a wide range of visitor groups.

6. **Training Facilities**

The provision of training facilities is under review in its entirety following the Authority decision that the Academy will no longer form part of the internal asset strategy.

Officers of the Operational Training Section are currently assessing suitability of a number of sites to deliver training using a multi centred model and this will incur some initial set up costs which will be recovered by the disposal of the Academy.

A new high rise training facility is currently under construction at Oldbury Fire Station and will form part of this new approach

In addition there is a commitment to deliver two specialist Training at Height Facilities within the Capital programme in 2014/15.

7. **Environmental Impact**

The Service is committed to minimising the impact of its operations on the environment, reducing carbon emissions and energy costs by means of continuous improvement; balancing the needs of the environment with operational requirements.

To improve energy efficiency and reduce the Service's carbon footprint several energy saving programmes are in place as part of the Property Asset Management Plan. For example, installation of photovoltaic cells where feasible, improvements in building fabrication such as insulation, phased boiler replacements, water heating and space heating controls. Compliance with Part L Building Regulations (Conservation of Heat and Power) will be achieved or exceeded on applicable schemes. In addition to the above Electric Vehicle Charging points have recently been installed at HQ for the new era of dual fuel vehicles.

Any new builds will endeavour to utilise eco-friendly products and low carbon or renewable technologies where possible and will be built in a responsible and sustainable manner. A robust approach will continue to be undertaken on energy management and reporting, helping to highlight and focus attention on properties to ensure that they compare favourably with energy benchmark targets. Utilities sub-metering has been introduced to further improve energy monitoring and control. Additionally, Display Energy Certificates (DECs) and the Associated Advisory Reports continue to be undertaken for each of the Authority's buildings (non domestic) and can now be used to ensure continual improvement.

WMFRA has signed up to the Carbon Trust's Carbon Management Programme 2010 and its Board Members (consisting of Brigade staff including Safety, Health and Environmental Team, Facilities Management, Finance and Operations) have committed to achieving a significant 25% Carbon Reduction across all buildings and operations over the five year period up to 2015/16.

This will be achieved by:-

- good housekeeping/energy saving measures/behavioural changes.
- invest to save/low carbon technologies.
- employing latest design and asset management techniques.
- improving existing building thermal performance.
- organisation realignment and process changes.
- renewable technologies.
- liaise with energy providers to explore grants and services on offer to reduce energy use.

All of the above will help the WMFS in compliance with Part L Building Regulations (Conservation of Heat and Power) will be achieved or exceeded on applicable schemes.

8. **The Equality Act (DDA) Compliance**

WMFRA is committed to the Equality Act (2010) with a substantial amount of work having been undertaken to carry out reasonable adjustments to the building stock. Measures are in place to ensure compliance as appropriate on all future projects involving either refurbishment or new build. Compliance with the Equality Act is dependant to a large extent upon the Brigade ensuring that access for all members of the public into fire stations is restricted to the ground floor non operational areas only, with no access to any other floors.

Further to the establishment of the National Equality and Diversity Delivery Partnership, representatives from the Chief Fire Officers Association, Communities and Local Government and the Equality and Diversity Stakeholders Group (trade unions and groups such as the Disabled Fire Service Association) have commenced joint working on guidance documents over a range of issues, including facilities on fire stations. During 2014/15 Facilities Management will provide additional facilities for staff under the 'Dignity for All' agenda.

9. **Partnership and Community Working**

The Authority is keen to work with partners to share accommodation and facilities where appropriate and so achieve better value for money and wider community benefits.

For example, at HQ, Birmingham City Council Youth Offending Team are due to enter into a lease occupying a quarter of the ground floor. At Oldbury Fire Station, two ground floor offices are leased to Learn Direct for their Sandwell MBC Co-ordination Team and at West Bromwich Fire Station a considerable investment in the community building by Learn Direct now sees West Bromwich Fire Station as the Learn Direct Centre with comprehensive online learning facilities.

There will be some termination of leases in 2014/15 due to space being re-designated to Operations particularly relating to the new Training Strategy.

Accommodation facilities for the Ambulance Service have continued, giving the Ambulance service an operational location at 36 of our sites, including HQ.

The Brigade is keen to keep pace with ever changing demands on its building stock and demonstrate value for money through efficiently used property assets, driven by both the Government focus on effective property management and by good asset management practice to ensure appropriate space utilisation (be it by: partnering arrangements, rationalisation of stock, higher density office accommodation or re-profiling budgets considering life cycle costing).

10. **Specific Actions**

During the financial year significant Facilities Management related projects were successfully carried out within the property portfolio and a summary of key activities is contained within Appendix 3 supporting the specific actions of 2013/14.

Below are the key Specific Actions for the coming financial year:

- Facilities Management will oversee the construction of the new build fire station at Barrs Road.
- Bring to market and dispose of Cradley Heath Fire Station site.
- Oversee disposal of the Academy.
- Relocation of secondary fire control.
- Continued expansion of the Photovoltaic Panel installation programme.
- All planned maintenance work will be undertaken during 2014/2015 in line with the outcome of the Building Condition Surveys summarised on Appendix 2. Further work will be required to determine whether any re-phasing of work or additional funding is achievable to meet the increased demands from 2014/2015 onwards.

- To investigate the possibility of upgrading Station Security by rolling out the 'X' plan door security system (as fitted to HQ and the new Station at Barrs Road).
- Investigate further the proposals for building stock other than Fire Stations (residential and fire safety buildings) to evaluate space utilisation and potential income generation.
- Following the successful installation of the combined heat and power systems and boiler replacements, it has been identified that further boiler replacements should be undertaken over the next financial year at a number of Fire Stations, at an estimated combined cost of circa £328k (capital). This will further the Authority's efforts in reducing carbon emissions.
- Deliver the 'Dignity for All' project across all sites in line with the guidance document produced by the National Equality and Diversity Delivery Partnership in connection with fire station facilities including all new build and refurbishment works.
- To work closely with energy providers in a continued effort to reduce our Carbon footprint and reduce utility costs.
- Training at Height Facilities - the structures proposed at Aldridge and Binley to be progressed.
- To assist the provision of a multi centred training model.
- In line with HSG264 (Management of Asbestos) all applicable sites have Management Surveys undertaken and that any highlighted works are addressed.
- That consideration continues to be given to the appropriate provision of partnership and community working facilities within the asset base of the Fire Service in order to demonstrate value for money.
- Consideration to be given to the re-commissioning of drill towers in line with Operations and maintenance implications.
- To assist in developing plans in conjunction with the Emergency Response Planning Team pertaining to the estate to ensure resilience for the Authority.
- Work with operational staff to provide options for straight one for one Fire Station replacements where those locations have been identified within the Authority Report dated 25th November 2013, taking into account future spend and suitability of existing facilities.

- Continue to evaluate the HQ building to achieving full occupancy either by bringing in third parties at market rent for the part space available or working to re-position WMFS staff within HQ from other remote locations.
- HS2 – To progress with negotiations regarding HQ and Safeside and to compile a report outlining the options available for consideration by the Authority.

WMFRA Age Profile of Buildings

Building	Construction/ Acquisition Date
Aston Fire Station	1924
Perry Barr Fire Station ₁	1928
Kings Norton Fire Station	1930
Erdington Fire Station	1938
Cradley Heath Fire Station	1942
Bloxwich Fire Station	1954
Canley Fire Station	1956
Sheldon Fire Station	1956
Northfield Fire Station ₂	1958
Fallings Park Fire Station ₄	1960
Billesley Fire Station	1962
Bilston Fire Station	1963
Sutton Coldfield Fire Station	1963
Brierley Hill Fire Station	1966
Aldridge Fire Station	1967
Ladywood Fire Station	1967
Tipton Fire Station	1968
Wednesbury Fire Station	1968
Wolverhampton Fire Station	1968
Stourbridge Fire Station ₅	1969
Binley Fire Station	1970
Bournbrook Fire Station ₃	1970
Tettenhall Fire Station	1970
Solihull Fire Station ₇	1972

Building	Construction/ Acquisition Date
Highgate Fire Station	1972
Academy	1972
West Bromwich Fire Station	1973
Walsall Fire Station ⁸	1974
Oldbury Fire Station	1974
Ward End Fire Station	1976
Coventry Fire Station	1976
Bickenhill Fire Station	1977
Smethwick Fire Station	1978
Willenhall Fire Station	1981
Workshops	1984
Academy Annex ⁶	1989
Foleshill Fire Station	1990
Smoke House Oldbury	1990
Hay Mills Fire Station	1993
Woodgate Valley Fire Station	1996
Dudley Fire Station	1998
Handsworth Fire Station	1999
Technical Rescue Bickenhill	2008
Headquarters/Safeside	2008
Barrs Road	2014

1	Perry Barr Extension	1992
2	Northfield Refurbishment	2001
3	Bournbrook Refurbishment	2004
4	Fallings Park Refurbishment	2005
5	Stourbridge Refurbishment	2006
6	Academy Annex Refurbishment	2008
7	Solihull Refurbishment	2011
8	Walsall Refurbishment	2011

APPENDIX 2

ESTIMATED PLANNED MAINTENANCE REQUIREMENT

Site	2014/15 £	2015/16 £	2016/17 £	2017/18 £	2018/19 £
Academy	£6,200	£1,850	£0	£0	£0
Academy Annex	£500	£33,500	£17,000	£10,450	£7,500
Aldridge	£7,500	£18,050	£6,600	£20,650	£52,700
Aston Station	£10,400	£34,000	£66,600	£104,650	£7,400
Aston Annex	£600	£4,050	£5,700	£750	£127,250
Bickenhill Station	£7,300	£36,600	£48,900	£129,650	£18,100
Bickenhill USAR	£7,850	£5,700	£8,750	£5,800	£6,850
Billesley	£40,900	£64,500	£14,000	£70,600	£21,150
Bilston	£35,750	£46,550	£1,450	£4,450	£52,650
Binley	£32,100	£48,200	£43,200	£55,400	£43,750
Bloxwich	£15,400	£34,800	£17,350	£44,750	£15,950
Bournbrook	£12,500	£8,350	£23,550	£14,200	£1,900
Brierley Hill	£450	£33,900	£60,500	£7,550	£550
Canley	£44,350	£75,850	£9,950	£11,050	£29,650
Coventry	£8,000	£56,200	£265,750	£55,800	£57,350
Cradley Heath	£500	£0	£0	£0	£0
Dudley	£20,250	£5,250	£14,300	£9,350	£8,400
Erdington	£6,450	£46,800	£58,650	£39,150	£1,950
Fallings Park	£8,650	£10,700	£1,850	£13,800	£27,050
Foleshill	£33,100	£32,350	£59,300	£91,750	£3,500
Halesowen	£0	£0	£0	£0	£0
Handsworth	£1,750	£28,250	£69,500	£85,450	£66,900
Hay Mills Station	£28,800	£75,650	£1,900	£90,750	£77,000
Hay Mills Annex	£19,550	£35,550	£31,600	£9,200	£700
Hayden Hill	£0	£0	£0	£0	£0
Headquarters	£36,300	£16,050	£22,600	£46,150	£128,700
Highgate Station	£39,900	£64,700	£19,900	£24,300	£15,950
Highgate Annex	£14,350	£2,000	£400	£17,000	£22,950
Kings Norton	£17,500	£70,950	£30,600	£127,750	£30,700
Ladywood	£28,850	£9,350	£41,000	£20,000	£56,000
Northfield	£31,550	£26,600	£25,700	£22,800	£61,900
Oldbury Station	£27,400	£41,800	£43,850	£28,700	£1,950
Oldbury Annex	£24,700	£33,800	£20,800	£7,300	£10,900
Oldbury Fire House	£26,600	£23,150	£24,650	£23,650	£66,550
Perry Barr	£25,200	£49,550	£1,250	£58,000	£11,300
Sheldon	£18,500	£6,550	£90,600	£74,750	£20,700
Smethwick	£4,200	£1,200	£1,250	£73,300	£1,300

Site	2014/15 £	2015/16 £	2016/17 £	2017/18 £	2018/19 £
Solihull Station	£14,800	£28,400	£60,800	£24,400	£60,800
Solihull Annex	£3,800	£4,000	£900	£0	£1,000
Stourbridge	£2,200	£8,750	£26,400	£40,450	£2,100
Sutton	£40,600	£38,300	£75,100	£36,600	£26,800
Tettenhall	£17,500	£1,800	£48,100	£49,550	£63,700
Tipton	£24,200	£16,350	£52,000	£41,150	£69,800
Walsall	£31,800	£58,900	£34,600	£7,250	£111,300
Ward End	£24,000	£36,750	£73,000	£33,650	£32,500
Wednesbury	£14,850	£10,050	£29,850	£35,450	£22,600
West Bromwich	£1,050	£55,050	£71,800	£83,150	£23,250
Willenhall	£15,100	£45,950	£43,700	£38,050	£16,300
Wolverhampton Station	£46,750	£47,800	£3,800	£119,050	£18,350
Wolverhampton Annex	£8,450	£500	£550	£600	£6,650
Woodgate Valley	£20,550	£15,100	£30,250	£20,800	£17,450
Workshops	£28,950	£8,000	£2,600	£13,100	£17,150
Total Spend	£938,500	£1,458,050	£1,702,450	£1,942,150	£1,546,900

Boilers	£330,000	£229,000	£154,000	£235,000	£211,000
Lighting	£145,000	£56,150	£24,350	£10,350	£5,450
PartL2B	£16,500	£19,000	£21,500	£28,350	£70,450
Rewires	£65,000	£55,000	£115,000	£185,000	£517,500
Roof	£140,000	£183,500	£278,450	£258,000	£329,000
Windows & Doors	£185,000	£240,000	£278,000	£256,000	£381,000
Other (Above)	£938,500	£1,458,050	£1,702,450	£1,942,150	£1,546,900
TOTAL FORECAST SPEND	£1,820,000	£2,240,700	£2,573,750	£2,914,850	£3,061,300

Approved Base Budget

-Revenue	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
-Capital	720,000	707,500	825,450	934,000	1,438,500
TOTAL BUDGET AVAILABLE	£1,820,000	£1,807,500	£1,925,450	£2,034,000	£2,538,500
Provisional Surplus(+)/Deficit(-)	£0	-£433,200	-£648,300	-£880,850	-£522,800

Key Activities

This year significant Estates related works were successfully carried out within the property portfolio and below is a list of some key achievements:

- Construction of the New build Station project at Barrs Road (Halesowen/Cradley)
- Continued expansion of the Photo Voltaic Panel installation programme, with panels installed during 2013/14 at Billesley, Binley, Ward End and Sutton Fire Stations
- Re roof Oldbury Fire Station
- Demolition of the Training Tower at Oldbury
- Construction of the new 'Multi Storey Training Facility' at Oldbury
- Window and external door replacement at Canley, Highgate, West Bromwich and Ladywood Fire Stations
- Internal Fire door upgrades and DDA compliant doors installed at Ward End, Sutton, Sheldon, Bloxwich, Woodgate Valley and Wolverhampton Fire Stations
- Boiler replacements at Transport Engineering Workshops, Sheldon, Bilston and Oldbury Fire Stations
- Additional work on sites to enable Ambulance staff to be accommodated including charging facilities for their vehicles
- Refurbishment of male ablutions at Oldbury, Wednesbury, Brierley Hill Fire Stations and Oldbury Fire Safety.
- Refurbish female ablutions at Sheldon, Wednesbury, Highgate (OH) Tipton, Bilston and Oldbury Fire Station
- Management of asbestos across Authority premises in line with HSG264.
- Building Stock condition surveys have been completed across the Brigades Property Portfolio.
- Outline planning consent obtained for Halesowen, site successfully marketed and contracts due to be exchanged on 19th February 2014.
- Involvement with on-going development plans in conjunction with the Emergency Response Planning Team pertaining to the estate to ensure resilience for the Authority.

- Continued work to evaluate the HQ building with regards to achieving full occupancy, agreeing market rent with third parties and working to re-locate WMFS staff within HQ from other WMFS locations.