

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

15 FEBRUARY 2010

1. PROPERTY ASSET MANAGEMENT PLAN

Report of the Chief Fire Officer

RECOMMENDED

THAT the Authority approve the 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 three to 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 Subject to approval of the attached proposals the following estimated capital expenditure would be incurred on building related assets over the next three financial years.

2010/11	2011/12	2012/13
£ 000's	£ 000's	£ 000's
3,686	500	300

- 6.2 In addition, the Capital Programme currently shows surplus resources which would be directed at new fire stations in line with the approved 2009/2010 Service Plan.
- 6.3 Furthermore, planned maintenance issues will need to be undertaken during the three year period. Current annual revenue provision for these items is approximately £1.1m.

BACKGROUND PAPERS

Report to the Fire Authority – 9th February 2009 – Agenda item 8

VIJ RANDENIYA
CHIEF FIRE OFFICER

APPENDIX A

Property Asset Management Plan

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 needs to be fully reflected in the planning of the Service.

The Property Asset Management Plan needs to be utilised as a realistic, flexible, practical working tool to ensure that the Authority's Property Portfolio (currently valued at circa £99 million) is managed, improved, replaced or refurbished as required to complement the operational and functional needs of a dynamic community orientated rapidly changing organisation.

The Property Asset Management 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 and needs to be flexible and responsive. The intention is that the Plan has a positive impact on service delivery from the Authority's various sites.

2. Background

WMFRA operates from forty four sites throughout the West Midlands. These properties include thirty nine whole-time stations and one former retained fire station, training buildings, headquarters and other support buildings as well as residential units. This Property Asset Management Plan covers the forty four sites from which services are provided.

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. During 2008/2009, a sophisticated analysis was carried out to establish where fire stations should be located to achieve an overall faster response to emergency calls. The study concluded that a faster response could be achieved from fewer fire stations providing improvements could be made to fire station locations. The study was subject to a public consultation exercise, the outcomes of which have been reflected within this 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 have been undertaken. This exercise ensures that appropriate focus is given to those issues which need to be considered as part of an ongoing planned maintenance programme and highlights those buildings which need to be considered for complete refurbishment and upgrade.

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 Brigade 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 impact on the environment is minimised.

It should be noted that this is the second Property Asset Management Plan developed by the Brigade. During the current financial year significant Estates related works were successfully carried out, many of which were specific actions within the first Property Asset Management Plan and below is a list of some key achievements:

- Refurbishment of Coventry Fire House.
- Placing nine training towers back on the run (in line with HSE recommendations).
- Design and construction of Training at Height Facility at Solihull, West Bromwich and Fallings Park.
- Installation of sprinkler systems at Training Centre and Potterton Way.
- Facilitation works for the relocation of a fire engine from Smethwick to Tipton, in line with one of the specific actions within the 2009/2010 Service Plan.
- Adaptations to carbonatious training facility at Birmingham Airport.
- BMS upgrades to the majority of the building stock (remainder to be completed in 2010/2011).
- Upgraded hot water systems at Billesley, Hay Mills, Kings Norton, Sheldon, Oldbury, Smethwick and Ladywood.

- Upgraded lighting systems at various locations (in accordance with Pt L Building Regulations).
- Station End Improvements plan was initiated with the successful delivery of first phase at the five identified stations (completion to be phased over the next two years).
- Tendering exercise completed for the refurbishment of Solihull and Walsall Fire Stations.

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.

Building condition surveys have been completed on all Authority sites and a thorough analysis has been undertaken of the maintenance requirements of all 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 2010/2011. The building condition survey and other relevant property related data was used to provide an assessment of those sites most in need of refurbishment or reconstruction, as part of the 2009/2010 Property Asset Management Plan and the Authority approved the refurbishment of Solihull and Walsall Fire Stations as part of the Authority's 2009/2010 to 2011/2012 Capital Programme. Because of the limited resources within the Authority's Capital Programme due to anticipated reductions in funding and the need to direct any available funding towards new fire stations approved as part of the 2009/2010 Service Plan, no further refurbishments are proposed at this stage.

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

- Integrated Risk Management Plan
- Legislative Requirements
- Operational Requirements
- Health & Safety Issues
- Environmental Issues
- Corporate Objectives
- Available Budget

4. Integrated Risk Management Plan (Service Plan)

There is a requirement arising from the Fire and Rescue National Framework and FRS Circular 7/2003 to ensure an Integrated Risk Management Plan (IRMP) is produced and updated and that annual Action Plans are released for public consultation.

The IRMP 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 supplements the IRMP, indicates how the Authority intends to deliver its services to reduce risk in the community.

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 as fast as possible to all areas of the West Midlands. 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 an even better service to the communities of the West Midlands.

The results of our analysis indicated that the Authority could improve its response times to emergency calls overall by operating from fewer stations, if the locations of some of these were to be changed to reflect the current spread of risk across our area of operations. We consulted extensively with local people to gather their views on our proposals and at the Authority meeting on 9th February 2009. A number of proposed new fire stations were approved. The position regarding new fire stations will be reviewed during 2010/2011 in the light of anticipated public sector funding reductions.

In addition to the study identifying potential improvements in fire station locations, it also confirmed that most of our current fire stations are well placed to meet the Community's operational requirements which are a key factor when considering our property investment options. Approval was also given, following a period of public consultation, to the decision to the removal of the fire engine at Sedgley Fire Station and consideration needs to be given to the future options for this site.

5. Fire Station Facilities

As part of the Authority's 2008/2011 Corporate Strategy, the Operations Department was responsible for the specific action of developing asset plans which identified the facilities required at fire stations to meet the requirements of the local communities and WMFRA staff (Station End Improvements). The basic philosophy behind this assessment was that fire stations are a place of work where learning and development needs to be undertaken in a fit for purpose arena. Specific issues for consideration included; team briefing/lecture room requirements, appropriate resting facilities, the provision of a gymnasium and associated equipment, display equipment, etc.

The initial assessment was undertaken by Operations Commanders across all fire stations. Not surprisingly, given that the fire stations differ greatly in size, structure and location, the scale of investment required to ensure some level of consistent provision of facilities varies considerably. In addition, there is a need to link this study into any planned maintenance and station refurbishment proposals contained within this Asset Management Plan as well as determine target timescales and a priority order for the work to be undertaken (for example, should enhancements be undertaken on a geographical basis or should the provision of specific facilities be considered across all of the Authority's fire stations). Consequently, further work will need to be undertaken during 2010/2011 to deliver further enhancements and determine further specific fire station facility requirements arising from this Corporate Strategy action. The proposed stations for the next phase of the works (subject to Planning Permission & Building Regulations Approval as appropriate) are:

- Smethwick
- Kings Norton
- Wednesbury
- Bilston
- Sutton Coldfield

6. Community Fire Safety Facilities

The provision of Community Fire Safety (CFS) 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 (YFA)/other youth related activities and the provision of facilities (i.e. rooms) to meet the more general needs of the community and community groups.

Work has been undertaken by the Community Fire 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 sites are required in each of the seven West Midlands city/borough areas to allow the required range of activities to take place. Given the current level of CFS 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 CFS facilities would be considered as part of those particular projects.

Furthermore, there are a number of specialist educational CFS facilities based at specific fire stations, such as 'Calamity Cottage' at Stourbridge Fire Station and the 'Red Hot Education Station' at Handsworth. In addition, there has been significant recent investment in the 'Safeside' facility alongside the new Fire Service Headquarters. Consequently, it is felt that the current availability of such facilities is sufficient to meet the service needs.

7. Training Facilities

Given the number of operational incidents continues to decline, there is a need for more realistic training to ensure firefighters are as safe and effective as they can be given the hazardous nature of their occupation. Officers from the Brigade Training Centre, in liaison with other stakeholders, have assessed the property related assets required over the medium term to support this training in the risk critical operational intervention function.

This assessment has been based specifically on areas of core, risk critical, operational competence. The areas that have been selected are those where significant training facilities are required to ensure realistic, high quality training. In arriving at the areas the following have been considered:

- Role maps
- Health and Safety legislation
- IRM information
- Professional judgement

Having considered all of the above the core topic areas arrived at are:

- Breathing Apparatus – including hot fire behaviour
- Road Traffic Collision/Transport
- First Aid Trauma
- Working at Height
- Working in, on or near water
- Incident Command
- Pumps/Hose
- Hazardous Materials
- Foam

All of the above are core operational competencies and will require training to be undertaken by all personnel who have an element of intervention within their role map.

a. Breathing Apparatus (including hot fire behaviour)

This subject is best treated by distinguishing between the requirement to train in Breathing Apparatus per se and the need to train in a fire behaviour unit.

To train in breathing apparatus (cold smoke) is a general training requirement which can best be met by training on risk sites which have been identified and risk assessed by station personnel. Certain stations do possess 'cold smoke firehouses' which should be retained until any major maintenance is required, at which point an assessment should be made as to whether the facility represents value for money.

Hot fire training has to be carried out by every firefighter under assessable conditions every two years. To this end the three hot firehouses (Oldbury, Training Centre and Coventry) currently provide capacity for the Brigade. Coventry firehouse is the oldest of these and recently underwent significant state of the art refurbishment and upgrading to ensure it is fit to continue to be suitable for this role. It is also recognised that the BTC firehouse is limited in that it is a Liquid Petroleum Gas (LPG) unit rather than a carbonaceous system. This restricts the ability to train in tactical firefighting, e.g. it is not suitable for Positive Pressure Ventilation (PPV) training. Some initial work has indicated that a multi purpose fire house could address this issue and provide enhancements to the current provision of realistic scenario training but further work is required to establish whether such a facility is appropriate.

Fire behaviour units exist at Birmingham Airport and at Oldbury Fire Station. These are specialist units that can only be operated by highly trained and qualified specialist staff. These units have enough capacity for current needs.

b. Road Traffic Collision (RTC)

In order to provide suitable training assets for RTC work, two specific types of facility are required:

- Basic (one vehicle) RTC pads
- Larger road simulation type facilities (similar to the one currently in use at the BTC)

The existing RTC pads provide a reasonable geographical spread for basic RTC training and should be maintained. In order to provide more sophisticated and realistic scenario based training it has been assessed that two further sites (similar to the existing facility at BTC) need to be developed. A system of managing this would also be required as would the provision of a fork lift truck to generate scenarios. Without this, or similar provision, the facility becomes extremely limited and so further consideration needs to be given to staffing arrangements before any commitment is made to the provision of further facilities. To this end, full consideration will be given to the future requirements as part of the business planning and budget process.

c. First Aid Trauma

First Aid Trauma Training requires little in terms of property related assets and as such existing facilities are deemed adequate.

d. Working at Height

Workings at Height Training Facilities are required as a basic of the core skills training. Aside from the training at height element they also fulfil many functions required within ladder/hose/access/egress training. They are a key part of the Training Strategy.

The current disposition of drill towers gives a reasonable geographical spread across the Brigade. These towers are limited in that they cannot be used for realistic scenario training or for realistic access/egress training. As a result, an alternative Training at Height Facility (TaHF), constructed of galvanised steel, has been designed by the in-house team and a pilot structure built at Solihull Fire Station. The outcome of the evaluation of this pilot Training at Height Facility was very positive. Following the success of this asset, a further two facilities are being built at Fallings Park Fire Station and West Bromwich Fire Station which include some subtle enhancements to give even greater functionality. Having gained appropriate Planning Permission it is proposed to site further TaHFs at Walsall Fire Station and Sutton Coldfield Fire Station (during 2010/2011) to conclude the initial programme.

e. Working in, on or near Water

Whilst this is a vital part of the training required for firefighters there is little in the way of property related assets that can be achieved to simulate realistic scenarios. The River Severn at Trimpey remains the best facility available and the WMFRA should continue to foster good relationships with the owners of the facilities currently in use there. Other venues should also be scoped to find (if possible) an alternative venue which is closer to the Brigade.

f. Incident Command

Training in Incident Command is a growing area for fire services and requires Minerva/Hydra suites to carry out (near) realistic training. Other Incident command training can be carried out on suitably risk assessed premises either owned by the Brigade or used as an off site venue. The current site at Oldbury is to be retained to assist with the development of regional/multi agency work and the new facilities at Potterton Way will satisfy the internal demand for Command Training

g. Pumps/Hose

In order to train in these water related areas all that is required is a suitable open area and a water supply either pressurised from the mains or from open water. Training from open water is most effectively done using a real supply on the station ground as this is the most realistic scenario that can be created and also assists with topographical knowledge. If stations require something to train with on station some simple portable dams could be purchased.

h. Hazardous Materials

Hazardous Materials Training requires little in terms of fixed property related assets and as such existing facilities are deemed adequate.

i. Foam

Foam Training areas require very specific drainage facilities due to the environmental impact of foam concentrates. Currently there are five sites, geographically spread across the Brigade and this is deemed adequate.

j. General

One specific requirement that is proposed to be undertaken at the Training Centre itself is to enhance the female changing room facilities and to provide a practical briefing room.

8. Fire Safety Centre Facilities

The Brigade currently delivers its legislative fire safety function from the following six sites:

- Coventry
- Solihull
- Hay Mills
- Fire Service Headquarters
- Wolverhampton
- Oldbury

It is felt that the current arrangements for the Black Country (which covers the Wolverhampton and Oldbury sites) are appropriate but to better serve the Solihull and Coventry area, staff currently based at Hay Mills Fire Station should be re-located to Solihull Fire Station. This will be a consideration in the design for the refurbishment of Solihull Fire Station planned for 2010/2011 and permanent provision (including offices, lecture facilities and mess area) will be developed to accommodate this team. In addition, it was also decided to base the fire safety staff who served the Birmingham area currently at Hay Mills Fire Station and Aston Fire Station as a single team at Headquarters and this was actioned during 2009/2010.

9. Environmental Issues

The Service is committed to minimising the impact of its operations on the environment in an accountable way by means of continuous improvement, balancing the needs of the environment with operational requirements.

In support of energy reduction and reducing the Service's carbon footprint, several energy saving features will be incorporated into the Property Asset Management Plan. For example, as part of the ongoing maintenance and improvement of the current building stock, energy efficient lighting, water heating and space heating controls will be installed on an ongoing replacement basis as appropriate and compliance with Part L Building Regulations (conservation of heat and power) will be achieved or exceeded on applicable schemes.

On larger refurbishment works or major new projects, alternative Low and Zero Carbon (LZC) technologies such as Combined Heat and Power (CHP), Photovoltaic (PV) ground source heat pumps and condensing boilers will be considered for inclusion where the cost benefits and operational economics support such inclusion.

A more robust approach will continue to be undertaken on energy management and reporting, helping to highlight and focus attention on properties that compare unfavourably with energy benchmark targets. Utilities sub-metering will be introduced to further improve energy monitoring and control. Additionally, Display Energy Certificates (DECs) and the Associated Advisory Reports have been undertaken for each of the Authority's buildings (non domestic) which exceed 1000 M² Gross Internal Area (GIA). Furthermore, the Carbon Trust undertook an assessment of energy saving opportunities at five of the Authority's fire stations during 2008/2009 and the outcomes of that review continue to be considered and reflected as appropriate within future property asset management considerations.

One of the key areas that can assist in energy efficiency improvements relates to boiler plant and associated services. A programme of boiler replacement has already been set out with the replacement of Coventry, Sutton Coldfield and Tipton fire stations being complete during 2009/2010. Additionally, Bloxwich and Brierley Hill stations' replacements are in progress. The issue of boiler replacements was a specific issue captured as part of the building condition surveys and the prioritisation for future replacements has been considered as part of this Property Asset Management Plan.

10. Disability Discrimination Act (DDA) Compliance

The Brigade is committed to the Disability Discrimination Act 2005 and has undertaken an internal audit of its building stock. The approach adopted by Brigade has been discussed with the Disability Rights Commission who approved and supported the methodology. A substantial amount of work has been undertaken to carry out reasonable adjustments to the building stock and measures are in place to ensure compliance, as appropriate on all future projects including refurbishment and new-build. The adopted approach to public access onto stations is to facilitate access to ground floor areas, use of facilities in compliance with the DDA and access to community fire safety centres across the Brigade area.

Further, consideration will be given to the National Equality & Diversity Delivery Partnership on all future projects. This document has been compiled by representatives from the Chief Fire Officers Association, Communities & Local Government and the Equality & Diversity Stakeholders Group (trade unions and groups such as the Disabled Fire Service Association). This joint working initiative document provides guidance over a range of issues, including facilities on fire stations. Reference will be made to this guidance document when further developing the building stock to ensure opportunities for enhancement are maximised thus continuing the improvement process of recent years.

11. Partnership & Community Working

The Authority is keen to work with partners to share accommodation facilities where appropriate and so achieve better value for money and wider community benefits. For example, at Oldbury Fire Station, two ground floor offices are leased to Learn Direct for their Sandwell MBC Co-ordination Team (having recently taken a further one year lease) 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 making it the main adult learning centre for West Bromwich Town. This facility has seen significant expansion in terms of attendees and further growth in this area is predicted. The Fire Service also has a significant number of community fire safety facilities across the Brigade to meet the needs of the local communities and community groups. Further partnership opportunities and shared use of buildings will continue to be considered as part of the Property Asset Management Plan along with any appropriate sponsorship opportunities. 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. Government focus is on effective property management and by ensuring appropriate space utilisation (be it by: partnering arrangements, rationalisation of stock or re-profiling budgets considering life cycle costing) effective Strategic Asset Management will be achieved.

We are keen to support Government initiatives and an example of this being the ongoing negotiations regarding WMFRS presence at the Poolway site (identified as a high risk area of inner-city Birmingham) under the banner of 'One Place'. Currently, options are being explored to identify the optimal benefit the Brigade could bring to this area.

In order that we ensure we serve the public effectively we are endeavouring to find suitable partners to locate within our proposed new build stations. Officers from WMFRS are seeking expressions of interest from public sector organisations so as to identify and evaluate any potential synergy there may be. This will be done bearing in mind potential benefits and value for money.

12. Performance Indicators and Targets

In order to ensure optimal performance in terms of quality, timescales, price and satisfaction, a number of Key Performance Indicators (KPIs) have been implemented with respect to day to day repairs. Upon receipt of an electronic job requisition an assessment is made by the Estates Section of its priority. In order to ensure value for money, works are allocated a 'High' 'Medium' or 'Low' status. If the work is urgent in nature (e.g. Health & Safety implications or risk of further damage occurring) then a works order is generated for a 'High' category and the work will be attended to within twenty four hours (sooner if required). Where work is less urgent, a Medium priority (completion within two weeks) is allocated and similarly where works are more routine a Low priority (completion within six weeks) is applied. By allocating lower priorities where appropriate, jobs can be grouped together thus giving economies of scale and yielding financial benefit to the Organisation.

To assist in considering where improvements can be made in the delivery of day to day repairs, post inspections of works are carried out on a monthly basis (10% of all jobs and 100% of jobs over £2,000). The findings of these inspections are captured, recorded and reviewed by the Estates Section to ensure high standards are maintained throughout the building stock. Allied to this are Satisfaction Surveys which are sent out to sites on 10% of all works and 100% of all works over £1,000 (the sample being an alternate selection to the post Inspection sample) basis. Having had the benefit of this system in place for the past year we are in the position that we have captured a meaningful amount of data in order that performance of maintenance delivery can be evaluated and opportunities for improvement identified. Below is precis' of the performance analysis to date:

Completion dates:

Jobs achieved on time:	High Priority	96%.
	Medium Priority	95%
	Low Priority	99.5%

Customer Satisfaction Surveys:

On a scale of 1 (totally dissatisfied) to 10 (totally satisfied):

73% of surveys received scored 7 or above in all categories.

11% scored 5 or 6 in one category and 7 or above in all other categories.

11% scored 5 or 6 in two categories and 7 or above in all other categories.

5% scored 4 in one category and higher in all other categories.

0% scored less than 4

NB. Some low scores were returned on the basis that they were dissatisfied with the extent of the works as opposed to performance issues.

Post inspections:

10% of all jobs were selected for post inspection.

95% of these were inspected on time and passed as satisfactory.

Operational Efficiency Programme

The Treasury's Operational Efficiency Programme report into IT and back office functions recommended the introduction of a suite of back office value for money indicators across a number of functions including Estates. The prescribed indicators will enable the Estates Section to understand the costs and effectiveness of the service delivered and enable for consistent comparison across the public and private sectors. To date, a scoping study has been completed and it has been identified that the vast majority of these indicators can be introduced. Estates are working with the Strategic, Planning, Improvement & Risk Team (SPIRiT) to introduce these indicators. The intention is to introduce the indicators in early March 2010. This will enable the Service to meet the expectations of its forthcoming Use of Resources Assessment in which performance against these indicators will be scrutinised.

13. Specific Actions

- All planned maintenance work will be undertaken in line with the outcome of the Building Condition Surveys summarised on Appendix 2. This would incur estimated planned expenditure of approximately £1.24m in 2010/2011, £2.21m in 2011/2012 and £4.24 in 2012/2013. Sufficient funding has been built into the Authority's 2010/2011 budget to meet the anticipated costs of £1.24m in that year but further work will be required to determine whether any re-phasing of work or additional funding is achievable to meet the increasing demands from 2011/2012 onwards.
- That building refurbishments will take place for Walsall Fire Station and Solihull Fire Station at an estimated combined cost of £3.8m (capital), although the scope of these refurbishments is being reviewed.
- Options for the use of Sedgley Fire Station are currently being considered by officers and in due course options for the site will be presented to Committee for consideration.
- That following the successful first phase of works, a provisional sum of £291k will be made over the next two years of the Property Asset Management Plan to provide funding for the further work required in the Station End Improvement programme.
- That any building adjustments required to Solihull Fire Station are undertaken in order to facilitate Fire Safety staff moving from Hay Mills Fire Station to Solihull Fire Station. The cost of this relocation is estimated to be £35k (revenue funding).

- Following the successful installation of three combined heat and power systems and three boiler replacements, it has been identified that further boiler replacements should be undertaken at a number of fire stations at an estimated combined cost of £740k (capital) over the next three years. This would further our effort in ensuring we meet our obligations in the reduction of carbon emissions.
- That consideration is given to 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.
- 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.
- That the benchmarking exercise is progressed by the Estates Section in line with other similar organisations on selected industry standard performance measures in order to drive performance improvement.
- That work continues to identify specific sites for the new fire stations proposed in the Annual Service Plan, with priority given to the Chelmsley Wood site and the Cradley Heath/Halesowen site. Consideration also to be given to the future use of Bickenhill Fire Station (bearing in mind the Technical Rescue Station also occupies the same site).
- That enhancements are made to the female changing room facilities and practical briefing room facilities at the Brigade Training Centre.
- That consideration is given to the refurbishment of Brigade Training Centre and its priority over refurbishment of other Brigade building stock.

The impact and scale of the above actions on the Authority's Capital Programme is shown below:

Scheme	2010/11 £000's	2011/12 £000's	2012/13 £000's
Solihull Refurbishment	1,647	100	-
Walsall Refurbishment	1,679	100	-
Training at Height Facilities	220	-	-
Boiler Replacement Programme	140	300	300
Total	3,686	500	300

In addition, the capital programme currently shows surplus resources which would be directed at new fire stations in line with the approved 2009/2010 Annual Service Plan.

The Brigade Asset Management Plan links strongly with other Corporate and mainstream documents to ensure that obligations, duties and legislative requirements are met and indeed where appropriate exceeded. Some of these are listed below:

- WMFRS Corporate Strategy 2008/11
- National Equality & Diversity Delivery Partnership – Guidance Document
- DVS Strategic Asset Management Estate Planning – Guidance Document
- WMFRS Environmental Strategy
- Service Plan 2009/10
- Building Regulations
- Carbon Reduction Commitment Regulations (CRC)

APPENDIX 1

WMFRA Age Profile of Buildings

Building	Construction/ Acquisition Date	Age
Aston Fire Station	1924	86
Perry Barr Fire Station *	1928	82
Kings Norton Fire Station	1930	80
Erdington Fire Station	1938	72
Cradley Heath Fire Station	1942	68
Bloxwich Fire Station	1954	56
Canley Fire Station	1956	54
Sheldon Fire Station	1956	54
Northfield Fire Station **	1958	52
Halesowen Fire Station	1959	51
Fallings Park Fire Station ****	1960	50
Billesley Fire Station	1962	48
Bilston Fire Station	1963	47
Sutton Coldfield Fire Station	1963	47
Brierley Hill Fire Station	1966	44
Aldridge Fire Station	1967	43
Ladywood Fire Station	1967	43
Tipton Fire Station	1968	42
Wednesbury Fire Station	1968	42
Wolverhampton Fire Station	1968	42
Stourbridge Fire Station *****	1969	41
Binley Fire Station	1970	40
Bournbrook Fire Station ***	1970	40
Tettenhall Fire Station	1970	40
Former B HQ Division and Solihull	1972	38

Building	Construction/ Acquisition Date	Age
Highgate Fire Station	1972	38
Sedgley Fire Station	1972	38
Training Centre	1972	38
West Bromwich Fire Station	1973	37
Former E Division HQ and Walsall	1974	36
Oldbury Fire Station	1974	36
Ward End Fire Station	1976	34
Coventry Fire Station	1976	34
Bickenhill Fire Station	1977	33
Smethwick Fire Station	1978	32
Willenhall Fire Station	1981	29
Workshops	1984	26
Training Centre Annex	1989	21
Foleshill Fire Station	1990	20
Smoke House Oldbury	1990	20
Hay Mills Fire Station	1993	17
Woodgate Valley Fire Station	1996	14
Dudley Fire Station	1998	12
Handsworth Fire Station	1999	11
Bickenhill Fire Station/Technical Rescue	2008	2
New HQ/Safeside	2008	2

*	Perry Barr Extension	1992
**	Northfield Refurbishment	2001
***	Bournbrook Refurbishment	2004
****	Fallings Park Refurbishment	2005
*****	Stourbridge Refurbishment	2006

APPENDIX 2

ESTIMATED PLANNED MAINTENANCE REQUIREMENT

Station	2010/11 £	2011/12 £	2012/13 £	2013/14 £	2014/15 £
Aldridge	£15,500	£9,350	£58,400	£61,950	£6,000
Aston Station	£36,950	£35,200	£62,200	£52,850	£31,400
Aston Fire Safety	£0	£750	£9,500	£8,900	£91,100
Bickenhill	£13,000	£8,500	£126,450	£284,100	£19,100
Bickenhill USAR	£0	£500	£10,550	£600	£650
Billesley	£25,000	£13,800	£52,200	£48,400	£13,900
Bilston	£15,000	£29,900	£49,100	£52,100	£1,300
Binley	£27,000	£62,400	£92,300	£76,000	£31,550
Bloxwich	£17,500	£36,050	£26,150	£18,700	£7,400
Bournbrook	£19,000	£6,100	£47,750	£15,700	£3,450
Brierley Hill	£11,000	£30,100	£35,000	£7,000	£25,950
BTC	£31,000	£22,550	£59,600	£97,650	£64,200
Canley	£13,000	£19,950	£29,650	£27,150	£750
Coventry	£45,000	£92,500	£141,500	£220,000	£173,000
Cradley Heath	£4,000	£1,400	£3,450	£18,600	£43,050
Dudley	£17,000	£23,000	£25,000	£42,200	£2,000
Erdington	£13,000	£15,300	£62,350	£16,100	£18,450
Fallings Park	£19,000	£20,100	£27,000	£17,700	£1,200
Foleshill	£28,000	£43,600	£53,600	£51,450	£11,800
Halesowen	£0	£900	£450	£24,000	£73,650
Handsworth	£16,500	£28,850	£78,050	£35,150	£45,850
Hay Mills Station	£20,600	£47,050	£61,200	£48,350	£48,800
Hay Mills Fire Safety	£13,000	£600	£76,650	£44,700	£2,750
Headquarters	£0	£0	£0	£0	£0
Highgate	£10,000	£71,850	£71,500	£37,400	£22,150
Highgate Occ.	£0	£32,400	£42,450	£500	£2,550
Kings Norton	£5,000	£18,650	£44,900	£24,350	£42,500
Ladywood	£10,000	£24,500	£86,500	£47,700	£4,000
Northfield	£20,000	£25,300	£71,200	£15,550	£5,400
Oldbury Station	£10,000	£46,300	£83,850	£18,100	£33,400
Oldbury Fire Safety	£2,500	£57,600	£65,400	£900	£0

Perry Barr	£10,000	£18,050	£45,850	£90,150	£21,300
Potterton Way	£7,000	£10,850	£8,400	£29,000	£26,000
Sedgley	£0	£4,950	£450	£23,150	£39,050
Sheldon	£0	£12,150	£68,900	£63,350	£43,500
Smethwick	£10,000	£17,100	£68,900	£1,550	£4,700
Solihull Station	£0	£1,700	£4,200	£1,900	£1,400
Solihull Annex	£0	£0	£0	£0	£0
Stourbridge	£21,500	£11,700	£28,850	£1,400	£950
Sutton	£25,000	£18,300	£74,900	£25,100	£51,200
Tettenhall	£23,000	£12,950	£42,100	£14,300	£700
Tipton	£2,000	£1,250	£49,000	£49,140	£1,200
Walsall	£7,000	£1,750	£4,600	£5,550	£1,300
Ward End	£6,000	£5,850	£78,500	£98,250	£600
Wednesbury	£10,300	£20,750	£94,850	£20,650	£49,850
West Bromwich	£24,000	£12,000	£108,950	£91,700	£45,000
Willenhall	£34,000	£43,700	£88,250	£38,150	£27,850
Wolverhampton	£39,000	£36,650	£81,750	£51,850	£1,050
Wolverhampton F/Safety	£2,000	£10,300	£31,350	£34,400	£450
Woodgate Valley	£12,500	£12,700	£49,800	£29,700	£1,500
Workshops	£12,500	£21,600	£68,350	£14,900	£3,450
Total Spend Excluding Major Works	£703,350	£1,099,350	£2,651,850	£2,098,040	£1,148,350

MAJOR WORKS

Boilers ***	£140,000	£300,000	£300,000	£563,000	£363,700
Lighting	£314,450	£175,500	£121,000	£94,000	£33,000
PartL2B	£78,700	£110,250	£148,750	£139,500	£59,500
Rewires	£0	£285,000	£180,000	£172,000	£398,000
Roof	£3,500	£10,900	£102,950	£522,100	£375,700
Windows & Doors	£0	£227,250	£737,400	£331,000	£114,000

			£4,241,950	£3,919,640	£2,492,250
TOTAL FORECAST SPEND	£1,240,000	£2,208,250	0	0	0

*** = The funding for Boiler Replacements in 2010/11 to 2012/13 is reflected within the Capital Programme