

WEST MIDLANDS FIRE AND RESCUE AUTHORITY

18 FEBRUARY 2019

1. 2019/2020 PROPERTY ASSET MANAGEMENT PLAN

Report of the Chief Fire Officer

RECOMMENDED

THAT the Authority approve the 2019/2020 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 2019/2020 Property Asset Management Plan is attached to this report as Appendix A.

3. BACKGROUND

- 3.1 Considerable work has been completed over the last 12 months to assess the appropriateness of existing property assets and consider where 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 budget provision for these items is £0.9m per annum.
- 6.2 Subject to approval of the attached proposals, estimated capital expenditure of £0.821m would be incurred on planned maintenance of building related assets in 2019/2020.

BACKGROUND PAPERS

Report to the Fire Authority – 19 February 2018

The contact name for this report is DCFO Phil Hales, telephone number 0121 380 6907.

PHIL LOACH
CHIEF FIRE OFFICER

2018/19 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 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. 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 £143 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 41 sites throughout the West Midlands. These properties include thirty-eight fire stations, Headquarters and other support buildings as well as residential units located on certain station sites. The Property Asset Management Plan covers all 41 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 Community Safety Plan and 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 organisation's 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 buildings surveyed.

Comprehensive building condition surveys have been completed and analysis has been undertaken of the planned maintenance requirements of the buildings. The outcome of this work has been reviewed and updated where necessary and 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 2019/2020.

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 and Safety issues.
- environmental issues.
- corporate objectives.
- collaborative provision.
- available budget.

In addition, it is anticipated that there will be a significant impact on the HQ/Safeside site as a result of development work associated with the HS2 project. Some of the specific work that will need to be undertaken as a result of this may include; relocation of staff/functions to alternative WMFS locations, relocation of water storage and sprinkler tanks and provision of alternative staff and visitor car parking arrangements.

Residential and non-operational buildings

The terraced houses located at Perry Barr are subject to a planning application to alter their external layout with a view to disposal.

Longer term plans regarding non-operational buildings include giving consideration to utilising houses and flats for cold training at Kings Norton Station.

One for One Station Replacement Update

Aston

The Fire Authority gave approval on 16 February 2015 to completely refurbish Aston Fire Station, which is a listed building with English Heritage. Work has taken place with Architects and Heritage England to develop a sympathetic redevelopment of the site.

Redevelopment started in June 2018, consisting of a new build fire station adjoining the old Aston station and a refurbishment of the old station which is proposed to house Birmingham City Council's (Aston) Library services and WMFS heritage Museum, it is anticipated that these local attractions will provide both local communities and distance visitors with a great learning facility. Completion is estimated for December 2019.

4. Community Safety Strategy and Dynamic Cover Tool

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.

Whilst this should occur on a three year rolling basis, in reality WMFS reviews the IRMP on an ongoing basis to ensure it is current and reflects the evidence based approach taken to our decision making. The most recent consultation of the IRMP concluded in January 2017. No specific property related issues were identified which need to be reflected within the 2017/18 Property Asset Management Plan from the feedback from that exercise.

In April 2016, WMFS released an online interactive Community Safety Strategy (CSS) which is accessible to the public on the website. The CSS 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 Plan, which complements the CSS, indicates how the Authority intends to deliver its services to reduce risk in the community. WMFS fulfils this requirement through the publication of 'The Plan', the CSS and supporting documentation and risk analysis on an ongoing basis.

WMFS has developed with the software supplier ORH, the dynamic cover tool (DCT) which provides a real-time visual aid for Fire Control resource managers to support their decision making around deciding on appropriate positioning of resources to improve emergency cover dynamically, including the positioning of vehicles at non-fire service locations. The day to day management of our resources is carried out using the Dynamic Cover Tool which went live in Fire Control in May 2017.

When managing the IRMP on a daily basis, risk and resource is modelled in the live environment. The DCT takes the analysis from circa 150k historical incidents and models them along with an Index of Multi Deprivation data to determine a base layer of risk

5. Training Facilities

The Distributed Training Model (DTM) in place since 2014 requires constant review to ensure our training infrastructure is in place to meet the demands placed upon the Service and through these on-going reviews our training facilities will be constantly developed. Below is an overview of current training facilities:

Canley

Road Traffic Collision (RTC) and First Aid Trauma Management, Training at Height Facility

Command Development Centre (CDC)

CDC delivers Incident Command Training. XVR incident command suite.

Coventry

The current training facility is due to be redeveloped. A number of alterations to improve the 'hot' fire training facility including a compartment for Fire Investigation and a basement carbonaceous burn room will be included, it is proposed that the WMFRS will partner with Warwickshire Fire and Rescue Service on this joint re-development.

Hay Mills

Hay Mills Training Facility is able to deliver RTC and First Aid Trauma management. Fire Behaviour Unit H Block

Oldbury

Oldbury Training Facility has a Fire House, purpose-built High Rise facility and a small fire behaviour unit.

The Business Educational Safety Team (BEST) are also located at Oldbury with a dedicated area for delivering external courses.

Walsall

Walsall Training Facility has the ability to deliver RTC, First Aid Trauma Management and New Entrant training.

Sutton Coldfield

Training at Height facility (a proposed RTC facility is being considered following the completion of a training asset review.

Bickenhill
Pylon Training, confined space training

West Bromwich
Training at Height Facility

Driver Training
West Bromwich and Solihull fire stations.

Solihull
Training at Height Facility

Fallings park
Training at Height Facility

6. **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 and 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, improvements to building fabric such as insulation, continued phased boiler replacements, improvement to water heating and space heating controls, in addition compliance with Part L Building Regulations (Conservation of Heat and Power) will be achieved or exceeded on applicable schemes. Furthermore, Electric Vehicle Charging points are installed at HQ for dual fuel vehicles.

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 signed up to the Carbon Trust's Carbon Management Programme 2010 and have achieved a significant reduction of approximately 50% in carbon emissions across all buildings and operations.

This has been 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.

7. **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 dependent to a large extent upon the Brigade ensuring access for members of the public is restricted to the ground floor non-operational areas only.

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 and Facilities Management led by Operations providing additional facilities for staff under the 'Dignity for All' agenda.

8. **Community Facilities**

The provision of Community Facilities contribute significantly to the potential to deliver community based risk reduction activity.

A review of station community facilities indicated a need for some level of enhancement to a number of existing facilities where practicable and feasible to do so. Any enhancements would be informed by consultation with local communities and potential future partners in order to meet the widest range of local need.

The two key property requirements to be considered to ensure the Authority can deliver Prevention activities in an effective, targeted manner relate to

1. The provision of appropriate facilities for Fire Cadets (and other youth related activities) and
2. The provision of facilities to meet the more general needs of the community and community groups.

The strategic aim would be to provide community facilities on all Fire Stations but this is challenging due to the layout of existing stations. When designing new or refurbishing existing stations, the provision of community facilities would form part of the design.

9. **Partner 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.

In addition, the Authority continues to be committed to Blue Light collaboration and will seek to advance shared arrangements throughout 2019/2020 and beyond. WMFS are fully engaged with the West Midlands Police Service (WMPS) with a view to establishing a police presence on several sites. Four pilot sites will be occupied during 2019 by Police neighbourhood services.

Provision of accommodation facilities for the Ambulance Service have reduced due to changes in the response model of the Ambulance Service.

During 2019/2020 any further appropriate opportunities will be taken to enhance community partnerships without undermining existing community arrangements.

In addition, 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).

WMFS are also involved in discussions with other Local Authorities such as Walsall, Wolverhampton and Dudley in order to identify any possible opportunities for LAs to relocate services within the WMFRA Estate, such as Wolverhampton City Council's Youth Offending Services who are looking to relocate onto the Wolverhampton Fire Station site.

Furthermore, whilst much work has been done already regarding efficient space utilisation at HQ and Safe-side, where so far as reasonably practicable to do so, further consideration will be given to relocating Sections currently operating from remote locations such as Occupational Health.

10. **Specific Actions**

During the 2018/19 financial year significant Facilities Management related projects were successfully carried out on the property portfolio and a summary of key activities is contained within Appendix 3 supporting the specific actions as set out within the previous year's Asset Management Plan.

Below are key Specific Actions for the forthcoming 2019/20 financial year;

- Continue working on partnership arrangements with the West Midlands Police.
- Completion of Aston Fire Station new build.
- Evaluate space optimisation within West Midlands Fire Service Headquarters, facilitating a move towards a more mobile and flexible working environment, creating efficiencies by consolidating and relocating staff/sections within the HQ/Safe-side locations.

- Proposed relocation of Occupational Health services from Highgate to Safe-side.
- Completion of a refurbished Fire House at the Coventry site in partnership with WFRS.
- Provide enhanced meeting/conferencing facilities within HQ.
- Consider whether an RTC facility should be based at Sutton Coldfield Fire Station
- Undertake all planned maintenance work during 2019/2020 in line with the outcome of the Building Condition Surveys as summarised on Appendix 2.
- Evaluate space utilisation and continue to assess building stock other than Fire Stations (residential buildings).
- Boiler replacement will be undertaken over the next financial year at Handsworth Fire Station. This will further the Authority's efforts in reducing its overall carbon emissions.
- To work closely with energy providers in our continued effort to reduce our carbon footprint and reduce utility costs.
- New appliance bay doors at Ward End Fire Station.
- Full re-wires at Bickenhill, Tettenhall and Wednesbury Fire Stations.
- Continued replacement of energy efficient lighting at Wednesbury, Fallings Park and Canley Fire Stations.
- Refurbishment of nine male and six female ablutions across the Brigade.
- Replacement of windows and doors at Dudley, Erdington, Handsworth, and Sheldon Fire Stations plus Solihull Annex.
- Fire alarm upgrades at Binley and Hay Mills Fire Stations.

- Replace UPS batteries within Safe-side.
- In line with HSG264 (Management of Asbestos) all applicable sites have Management Surveys undertaken and that any highlighted works are addressed.
- Ensure consideration continues to be given to the appropriate provision of partnership and community working.
- Continue to explore further collaborative opportunities with other public services/public organisations within the asset base of the Fire Service in order to demonstrate value for money and more joined up, effective services.
- Delivering enhancements to community facilities to enable wider availability for the community.
- To assist in developing plans in conjunction with the Emergency Response Planning Team pertaining to the estate to ensure resilience for the Authority (IRMP).
- Continued involvement with HS2 to mitigate the impact of the HS2 railway works to the HQ and Safe-side site.

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
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
West Bromwich Fire Station	1973
Walsall Fire Station ⁸	1974
Oldbury Fire Station	1974
Ward End Fire Station	1976
Bickenhill Fire Station	1977
Smethwick Fire Station	1978
Willenhall Fire Station	1981
Workshops	1984
CDC 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
Haden Cross Fire Station	2014
Coventry Fire Station	2018

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

APPENDIX 2

ESTIMATED PLANNED MAINTENANCE REQUIREMENT

Site	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Command Development Centre	£8,500	£5,300	£1,500	£8,500	£14,450
Aldridge	£3,600	£10,800	£11,650	£5,200	£6,750
Aston Station	£1,900	£1,700	£2,200	£1,700	£2,200
Aston Annex	£300	£300	£300	£300	£300
Bickenhill Station	£179,200	£77,500	£35,800	£4,000	£33,400
Bickenhill USAR	£5,200	£1,250	£6,300	£10,350	£1,400
Billesley	£5,100	£9,600	£26,600	£50,100	£1,600
Bilston	£20,100	£20,650	£8,200	£4,800	£16,850
Binley	£28,600	£3,150	£31,800	£34,250	£43,900
Bloxwich	£13,800	£10,850	£4,900	£22,950	£32,000
Bournbrook	£1,300	£1,850	£1,400	£11,950	£24,500
Brierley Hill	£3,600	£9,100	£6,600	£9,150	£1,150
Canley	£5,550	£26,300	£31,150	£29,300	£9,250
Coventry	£300	£300	£300	£300	£300
Dudley	£3,700	£4,200	£44,200	£16,200	£1,200
Erdington	£18,800	£11,300	£20,300	£14,300	£17,300
Fallings Park	£37,500	£43,050	£4,600	£13,500	£17,700
Foleshill	£16,250	£19,000	£59,800	£33,000	£38,850
Handsworth	£11,450	£32,550	£32,600	£19,650	£12,700
Hay Mills Station	£25,850	£23,100	£45,950	£12,000	£42,750
Hay Mills Annex	£4,800	£32,800	£37,800	£19,300	£10,300
Haden Cross	£1,600	£8,800	£1,600	£12,800	£1,600
Headquarters	£84,850	£16,300	£2,850	£19,100	£87,950
Highgate Station	£15,700	£10,500	£22,250	£24,500	£2,300
Highgate Annex	£3,300	£29,300	£16,300	£14,350	£9,350
Kings Norton	£16,550	£29,100	£15,150	£25,200	£20,750
Ladywood	£1,200	£7,400	£2,800	£27,900	£1,400
Northfield	£4,700	£13,750	£33,400	£16,350	£2,100
Oldbury Station	£2,400	£24,300	£2,600	£53,450	£3,800
Oldbury Annex	£2,100	£7,300	£2,200	£33,300	£27,300
Oldbury Fire House	£44,100	£45,150	£43,500	£46,550	£45,100
Perry Barr	£18,050	£31,050	£2,550	£2,600	£9,550
Sheldon	£21,050	£27,100	£35,650	£7,200	£73,250
Smethwick	£6,050	£28,900	£55,050	£11,200	£3,350

Site	2019/20 £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Solihull Station	£12,300	£7,800	£33,300	£19,300	£5,800
Solihull Annex	£8,800	£1,900	£1,800	£2,000	£1,800
Stourbridge	£7,500	£8,200	£11,200	£25,250	£47,300
Sutton	£18,800	£33,800	£46,300	£20,300	£2,800
Tettenhall	£5,100	£72,100	£27,100	£31,100	£12,100
Tipton	£4,800	£6,900	£45,500	£1,900	£17,600
Walsall	£11,500	£34,800	£14,850	£22,850	£2,900
Ward End	£50,250	£26,500	£4,850	£34,500	£4,950
Wednesbury	£60,250	£18,500	£20,050	£3,600	£2,650
West Bromwich	£62,300	£12,350	£2,750	£12,850	£20,900
Willenhall	£4,800	£1,800	£34,850	£4,900	£16,950
Wolverhampton Station	£10,800	£10,300	£7,300	£2,400	£24,400
Wolverhampton Annex	£3,500	£8,000	£1,500	£1,500	£4,500
Woodgate Valley	£12,300	£2,550	£5,600	£58,650	£17,750
Workshops	£4,500	£56,550	£1,600	£21,650	£21,700
Perry Barr-Residential	£1,600	£1,600	£1,650	£1,650	£1,700
Kings Norton-Residential	£0	£0	£0	£0	£0
Bloxwich-Residential	£700	£700	£3,700	£700	£700
Erdington-Residential	£300	£300	£300	£300	£300
Harborne-Residential	£5,000	£0	£0	£0	£0
Total Spend	£902,150	£928,250	£914,050	£880,700	£823,450
Lighting	£22,950	£56,000	£50,250	£20,500	£22,950
Boilers	£151,000	£171,000	£0	£0	£151,000
Rewires	£321,000	£194,500	£192,000	£129,000	£321,000
Roof	£73,000	£149,000	£220,000	£125,000	£73,000
Windows & Doors	£276,500	£234,000	£175,000	£105,000	£276,500
Other (Above)	£902,150	£928,250	£914,050	£880,700	£902,150
TOTAL FORECAST SPEND	£1,746,600	£1,732,750	£1,551,300	£1,260,200	£1,746,600
TOTAL BUDGET AVAILABLE	£1,746,600	£1,732,750	£1,551,300	£1,260,200	£914,808
Provisional Surplus(+)/Deficit(-)	£0	£0	£0	£0	-£479,642

2018/19 Key Activities

During 2018/2019 significant Estates related works were successfully carried out across the property portfolio. Below is a list of some key achievements.

- Relocation of Primary Fire Control.
- Established four pilot locations for collaborative working with neighbourhood Policing teams
- Delivered Coventry Fire Station (new build)
- Commenced work on the new Aston Fire Station.
- Re-roofing at Erdington, Wolverhampton and Highgate Fire Stations
- Window and external door replacements to Smethwick, Canley and Solihull Fire Stations
- Hot water Boiler replacement at Erdington and Woodgate Fire Stations.
- Refurbishment of ablutions at TEW, CDC, Foleshill, Sutton, Ward End, Wednesbury and Woodgate Fire Stations
- Automated gates installed at Walsall, Solihull & Sutton Fire Stations
- New kitchen facility at Ladywood Fire Station
- Continued management of asbestos, with surveys carried out across Authority's premises in line with HSG264.
- Involvement with ongoing development plans in conjunction with the Emergency Response Planning Team to ensure resilience for the Authority.

- Continued work to evaluate the HQ building with regards to achieving full occupancy, working to relocate WMFS staff within HQ from other WMFS locations.
- HS2 – Continued involvement with negotiations regarding mitigation of impact to HQ, Safeside and Fire Control.
- Continued upgrading of lighting to energy efficient LED systems at Binley Fire Station
- Lease agreement re: ‘the bank’ building at Bloxwich Fire Station site
- Draft Heads of Terms with City of Wolverhampton to occupy the former Fire Safety building at the Wolverhampton Fire Station site