



Essex County Fire and  
Rescue Service

Vehicle and Equipment Asset Management Strategy  
2018 – 2021  
Revision 7

## FOREWORD

The rationale and principles of the attached Strategy:

This Vehicle and Equipment Asset Management Strategy (VEAMS) has been developed to provide focus for the activities of the Fleet and Equipment Services Department (Fleet Services) in support of the wider organisational strategic goals.

Key objectives arise from these strategic goals which will require corporate and departmental policies under which the Fleet Services section can operate to meet these objectives. These objectives fall into two categories those considered business as usual (BAU) and those outside of BAU which are specific to projects or changing short term needs.

Key performance indicators (KPI's) have been developed from BAU activities and Service Level Agreements (SLA) and form part of the ongoing performance measurement of the Fleet Services department activities. For those activities which are considered outside of business as usual (BAU), annual business plans in line with these objectives, are developed to monitor the performance of the application of this strategy over the period covered by this document.

For the purpose of this strategy document, assets are defined as all vehicles and operational equipment in use by Essex Fire & Rescue Service and will be referred to as Fleet Assets within this document. Where it is necessary to distinguish between Vehicles and Equipment then the terms "vehicles" or "equipment" will be used. Likewise for clarity the Fleet and Equipment Services department will be referred to as "Fleet Services"

This strategy has been developed in accordance with the values and principles of the Essex Fire and Rescue Service (ECFRS) and is supportive of the promotion of the following ideals:

Fleet Services will seek continuous improvement to the services it provides to end users and stake holders by adopting and applying current industry best practice to the provision, management, maintenance and disposal of all fleet assets.

The Fleet Services continue to commit to maintaining the ISO9001:2015 Quality management systems and Investors in People (IiP) accreditation for the Fleet Workshops site and will encourage wider accreditation throughout the Fleet, Equipment and Transport sections.



Fleet Services will continue to promote collaboration with both regional and national fire service colleagues and other agencies, to reduce costs and to develop and exchange best practice, reliable bench marking and improvements in fleet asset management.

Fleet Asset acquisition will be controlled through mechanisms in place to evaluate and approve Vehicles and Equipment, in accordance with the ECFRS, financial regulations, and its policies of equality, diversity and sustainability.

This Strategy document has been written in consideration of the ECFRS vision and following policies:

- Strategic Assessment of Risk (SAOR) in terms of fleet asset provision, ensuring that assets are fit for purpose.
- Health Safety and Welfare strategy and policies.
- Property Management Plan including the relocation, enhancement or redevelopment of the Fleet Workshop facilities
- IT strategy including the use of data technologies within the fleet asset specifications.
- Procurement and financial regulations
- The ECFRS environmental policy and its goal for reduction of the Carbon foot print. Vehicle usage is placed under the spotlight through international awareness of air quality and in particular the focus on the longevity of the diesel engine.
- the generation of income from external sources including Partners, Other Agencies and the public, in order to obtain the highest efficiency from the available resources.
- And joint working with other agencies and initiatives which bring improved service and cost savings to the communities we serve.

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## 1. INTRODUCTION

The purpose of this Vehicle and Equipment Asset Management Strategy 2018 – 2021(VEAMS) is to outline how we intend to ensure our Vehicle and Equipment Assets are procured, renewed and replaced to meet current and future operational needs, user requirements and the needs of the communities we serve. It also ensures that our capability and effectiveness is aligned to the Services risk reduction activities, which are encompassed within our Integrated Risk Management Plan and forthcoming Essex Fire and Rescue plan.

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority continues to be committed to improving the safety and quality of life for residents and visitors to Essex. The Essex County Fire and Rescue Service is an integral part of supporting this aim through its delivery of community safety awareness and emergency response activities. A major part of delivering a safe, effective and responsive service is through the provision of a compliant and fit for purpose vehicle fleet with suitable equipment that supports our operational response, prevention and protection activities.

The performance of Essex County Fire & Rescue Service (ECFRS) is overseen by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.

The Strategic leadership team of ECFRS includes Chief Fire Officer/Chief Executive and directors of the Service.

The ECFRS structures its operational and community safety resources around a number of fire stations in four areas within the County (North West, South West, North East and South East). In addition to these areas the ECFRS currently has an Administrative Headquarters in Kelvedon Park, where central departments are located. There are a number of other centres around the county that contribute to the running of the organisation such as training centres at Wethersfield, Witham and Orsett.

The management of the Service's fleet and equipment assets are controlled from a single Fleet workshop facility at Lexden, which also maintains the majority of operational equipment including Breathing apparatus (BA), and its fleet of fire appliances, specialist response and other vehicles.

Fleet, Transport and Technical departments are currently managed from ECFRS Fleet workshops in Lexden and delivered from the Lexden site, or KP administration centre.

## **2. OPERATIONAL CONTEXT, DRIVERS FOR CHANGE AND ECFRS ORGANISATIONAL AIMS and OBJECTIVES**

### **2.1 Operational Context**

Essex County Fire & Rescue Service (ECFRS) serves the population of Essex, and is one of the largest county fire services in the UK.

The county of Essex contains every conceivable risk - oil and gas storage, a power station, two airports, docks including Harwich and Tilbury, 7,500km of roads, several motorways, and a section of the country's busiest motorway, the M25 which runs through the heart of the county. Essex borders with rural and metropolitan neighbours and covers an area of approximately 3,670 sq. km, or 1,417 sq. miles, with large areas of flat, low-lying land; about half of which are in agricultural use. Essex also has some 515km, or 350 miles of coastline, with ecologically important mudflats and salt marshes. Essex has 215 designated Conservation Areas and nearly 14,000 Listed Buildings.

There are 50 fire stations across Essex, Southend and Thurrock of which 12 are whole-time, 34 are on-call, 4 are day crewed and one other which is a USAR station (Urban Search and Rescue). There is a workforce establishment of 890 whole-time and 466 retained fire-fighters, 46 control staff and 253 support staff.

More information on the operational context in which the ECFRS works can be found at [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk) Risk section.

Within the ECFRS, fleet and equipment is one of the most important physical assets that exist in the Service. It is the workplace of staff, the front line of the organisation and it delivers all operational service resources to the incident location or activity venue. Fire appliances on route to or at an incident are the outward facing image of the Fire Service and therefore can be considered the “brand” of ECFRS. How they are operated and how they are perceived is therefore of paramount importance to achieving the aims of the Service.

The diverse nature of operational requirements and the improvements to response, through working practices and use of technologies are the key drivers to change and development of fleet assets and their ongoing management.

### **2.2 Financial Factors Driving Change**

The financial factors that are driving change can be listed as:

- Central Government funding support declining in real terms.
- Ability to generate income may not continue or increase.
- Affordable borrowing becoming more difficult.
- More diversity in the types of services provided and incidents attended will require a greater diversity of fleet assets increasing pressure on budgets still further.

## **2.3 Factors Which Effect Fleet Asset Provision**

Some of the external factors that are driving change in vehicle and equipment type and provision can be listed as:

- Community growth – Housing, industry and transport infrastructure.
- Population movement – Existing housing, industry and transport moving towards prosperous areas, for more space or for work.
- Community fire safety Legislation requiring Fire and Rescue Services to provide fire safety education and attend different (more types of) incidents.
- Our responsibilities to all our stake holders under Health, Safety and Welfare legislation.
- Our aspiration to be more inclusive and benefit from the input and engagement of all and meeting their needs. Which means that the Service will, in the future, employ a broader range of staff that may have different fleet asset needs.
- Environmental legislation including more stringent emissions standards and our own goals of reducing our carbon foot print.
- As our customers and service user become more engaged and more aware there will be an increase in customer expectations – choice of ways of accessing services and the provision of access to sites.
- Changes in service delivery methods – changes in appliance design, equipment design and service delivery techniques.

## **2.4 Environmental Factors Driving Change**

The environment in which the Service operates is ever changing, requiring more diverse resource provision to meet the effects of spate weather conditions, increased populations and busier infrastructures.

More stringent vehicle emission standards, clear air zones, whole life carbon foot print and secure and safe disposal of assets all affect type of vehicles and equipment procured. The Service will take advantage of new technologies, materials and fuels if they are found to be beneficial to the core undertaking of the Service.

## **2.5 ECFRS Organisational Aims and Objectives**

It is the statutory duty of ECFRS to provide the people of Essex with an effective fire and rescue service that is mobilised efficiently to emergencies, keeping people safe from fires and other dangers.

Linked to this duty and aim is the vision of Essex County Fire and Rescue Service which is to make Essex a safe place to live, work and travel and this is the backbone of the corporate strategy which has been communicated to all levels of our organisation as part of our business planning program. The Corporate Strategy on a page is provided at Appendix 1 and includes the five published values of the Service.

Vehicles and equipment play a vital role in delivery of public safety services both now and for the foreseeable future, and this strategy aims to ensure ECFRS policies on Fleet Assets and associated environmental considerations are implemented to ensure that the right vehicles and equipment are available in the right places at the right time.

### **3. ECFRS FLEET ASSET GOVERNANCE POLICY**

The Service will ensure a structured approach to governance is in place for the provision, control, maintenance and renewal of a vehicle fleet and related equipment which supports the needs of the Service. The following processes or procedures have been identified as key to ensuring the Service policy is delivered and are central to the safe and effective procurement, operation, replacement and eventual disposal of the fleet assets:

- A governance framework to oversee the management and control of fleet assets
- A structured fleet asset renewal and replacement programme covering at least ten years. (in practice 20 years)
- Procedures for procuring fleet assets linked to our Strategic Assessment of Risk (SAOR) where vehicle and equipment requirements are concerned.
- Procedures for operating the vehicle fleet linked to national, legal and best practice standards so that the fleet will be operated and maintained safely, effectively and in full compliance with relevant legislation.
- Procedures linked to our Carbon management plans and environmental statement which lays out information about how we intend to protect the environment, monitor and manage vehicle use.
- Procedures for managing vehicle fleet performance to ensure:
  - Increased customer and stakeholder involvement.
  - Improved use of resources.
  - Ensuring the effective use of capital and that value for money is achieved.
  - Compliance with statutory regulations.
  - Improved corporate management.
  - Use of appropriate monitoring technologies.
  - Quality records in respect of vehicle and equipment assets.
- Procedures for ensuring the cost effective and secure disposal of fleet assets

This document will ensure that the Service's fleet assets are suitable and sufficient to meet our statutory obligations, (SAOR) requirements and operational and corporate business requirements.

### **4. ENVIRONMENTAL POLICY**

The delivery and contribution of ECFRS VEAMS will reflect corporate environmental policy. In particular emphasis will be focussed upon:

- Compliance with legal obligations under the current Health, Safety and Welfare Act and the Environmental Protection Act, together with all other applicable statutory provisions and relevant codes of practice.
- Promotion of health, safety and environmental awareness throughout the organisation of the vehicle fleet management plans.
- Minimising the impact on the environment from vehicle emissions, with adequate facilities appropriate to the nature of the business activities.

Responsibility for delivering the aims of this environmental policy and for effective overall arrangements rests with the ACFO - Director of Prevention Protection & Response.

## 5. FLEET SERVICES GOALS AND STRUCTURE

### 5.1 Departmental Goals Linked to Corporate Aspirations

Fleet Services provide a key support function to the ECFRS to assist it meeting its objectives. The raison d'être for the Fleet Services function or its main goal is therefore:

***To provide a cradle to grave management and administration of fleet assets used by the Service. The joint aim of Fleet Services, and the Procurement and Purchasing department, with whom it works closely, being to provide fit for purpose, safe, reliable and cost effective Fleet assets.***

The Fleet Services team therefore make a valuable contribution to the objectives of the organisation, by ensuring all of the vehicles and equipment are managed and maintained to appropriate standards and are kept in an efficient and effective operational condition. The function also acts as custodians of vehicle and equipment histories and other related data, ensuring it is up to date and fit for purpose.

The “brand” of the ECFRS and the first impression the public have of it is through its vehicles and property assets. The responsibility this places on the Fleet Services team is one that is of paramount importance to us and sets our department’s vision;

***To be identified by our peers and the public to be the custodians of the best Fire Fleet and Equipment assets in the UK in terms of Condition, reliability and cost effectiveness.***

Our vision will deliver a ‘centre of excellence’, which has the right skills, right resources at the right time to provide efficient and effective service delivery in support of our front line services. By challenging what we do today, we will be better placed to meet the requirements of tomorrow.

In order to meet the requirements of the ECFRS in terms of fleet asset provision departmental objectives and a structure of resources have been established. These resources including Staffing, Premises and logistics are continually reviewed and monitored to ensure they remain fit for purpose.

### 5.2 Departmental Objectives

This Strategy seeks to provide an overarching reference which links key vehicle and equipment-related policy strands into a coherent structure and resultant objectives for the Fleet Services team. Activities and actions which arise in pursuance of these objectives are monitored through performance in line with the SLA KPI’s and through continuing review of this strategy.

At the strategic level of the department sit the two key objectives of governance of the fleet asset provision and the environmental impact of our undertaking. These key objectives have been highlighted within sections 3 and 4 above, outlining the ECFRS Fleet Asset Governance and Environmental policies.

These key objectives are expressed as:

- To establish and maintain a governance framework with strategic, managerial and end user input, through which the fleet asset needs of ECFRS and its stake holders can be identified and met for both operational and support functions. The framework will provide a mechanism through which performance against this strategy can be reviewed.
- To protect and enhance the environment, supporting the concept through the Service's Environmental Policy

It is of paramount importance that the link from the ECFRS' Corporate aim and vision is clearly visible throughout our policies and procedures to all levels of the department. This means that the BAU activities of our engineering technicians and support administration can directly contribute to the corporate goals.

To achieve this "thread" throughout the strategy, seven other key objectives for Fleet Services have been set, as follows:-

- To maintain cost-effective and timely processes for the procurement, repair, maintenance, commissioning, decommissioning and disposal of fleet assets.
- To maintain efficient and effective vehicle fleet assets, ensuring vehicles and equipment are replaced by following optimum replacement cycles, in line with the Vehicle and Equipment Asset Management Strategy.
- To continue to develop and communicate Service Level Agreements in association with the Vehicle Fleet Management and Vehicle User Groups
- To extend opportunities for collaboration between Services in the region and nationally
- To maximise output from the resources available in the most cost effective and appropriate way
- To review developments and opportunities in fuel and other technologies and if beneficial to the Service's undertaking carry them through to the fleet asset replacement policy and procurement strategy in conjunction with the Vehicle User and Fleet Management Groups
- To review work already undertaken and continue to develop a centre of technical excellence for the Service based on a single site.

These Objectives have been focused into the annual business plan as key activities for the coming year (Section 2 page 7 of the current Fleet Services Business plan refers) The current version of the plan is maintained within the Fleet Services Document control register.

As a direct link between the Corporate Vision and Strategic values, the five corporate values are displayed along with our departmental objectives in our Quality Policy which forms the back bone of the Fleet Services Quality Management System QMS. The Quality Policy is shown at Appendix 2.

These nine objectives total are shown in more detail in the main body of this Strategy see section 7. THE STRATEGY – MEETING OPERATIONAL DEMAND

## **6. ORGANISATIONAL STRUCTURE**

### **6.1 General**

The Fleet and Equipment Services Department is led by the Head of Fleet Services (Engineering Manager), who is responsible to the ACFO - Director of Prevention Protection & Response. Fleet Services is organised into five distinct sections;

Fleet Management, Fleet Transport, Fleet Workshops, Technical services and External Trading arm EFA (T)

The Fleet Management, Fleet Transport and Fleet Workshops functions are presently located at Lexden along with the EFA (T) trading arm. See Appendix 3 which shows the current organisational structure.

Technical services are based in Kelvedon Park, within the Technical services remit sits the Breathing Apparatus workshops which is also based at the Lexden site.

The Fleet Services work in close liaison with other key departments of the Service to deliver this strategy this includes Procurement, Training and Prevention, Protection and response

### **6.2 Fleet Management and Engineering Teams**

The fleet management team are the delegated custodians of the fleet assets on behalf of the Service, they are responsible for agreeing policies which deliver the strategy and developing activity plans and targets for its implementation. This includes responsibility for the safe and effective provision, operation, maintenance and renewal of the fleet assets along with meeting associated legal requirements.

The fleet management team monitor and manage the performance of the assets and the functional teams of Fleet Services and seek continuous improvements in fleet asset operation, maintenance, procurement and management. Key to this continuous improvement is ensuring the Vehicle and Equipment Asset Strategy is up to date to reflect developments and targets associated with its implementation.

Fleet Workshop Engineering will provide full maintenance, servicing and 24/7 defect response to end users and operational crews.

Jointly the Teams will:

- Maintain vehicles and equipment to support continued efficient operation by managing road worthiness, the asset register, vehicle histories, vehicle specifications, vehicle procurement and disposal.
- Ensure that vehicles are procured to the highest practical environmental standard available including noise level reduction.
- Provide technical support to stake holders, either in groups or as individuals, who undertake activities concerned with the use of fleet assets.
- Canvass ideas from all stake holders on improvements to its service provision including reducing emissions, conserving energy and other resources regarding fleet asset provision and use.

### **6.3 Technical Services Team**

The Technical Services Department is the organisational focus for advice and best practice for all equipment research and development activity. They manage the evaluation and implementation of new equipment acquired for the Service.

## 6.4 Transport Team

The Transport team are responsible for maintaining the statutory elements of road vehicle use. This includes Insurance, Vehicle excise duty, driving licenses etc. and maintaining sufficient fuel supplies and monitoring and recording fuel related stats.

They also undertake the management and control of the officer's lease car scheme vehicles, pool vehicles, essential user vehicle applications and crew buses.

## 6.5 Operations (Drivers and Local Managers)

Carry out local daily, weekly and scheduled inspections and testing as determined by the Engineering Manager in terms of vehicles and equipment and the SDO Operations in terms of equipment before and after use checks

- Operate vehicles to optimise vehicle mileage and use of fuel.
- Support local efforts to reduce emissions through local action.
- Record vehicle mileage to support the collation of fuel use for central analysis.
- Comply with the requirements of license checking and management of road risk (MORR) policies of the Service including timely reporting of defects.
- The cleanliness of all vehicles, appliances and equipment under their control.
- Ensuring that vehicle or equipment hand over routines and appliance operator maintenance is carried out correctly and on time.
- Checking vehicles and equipment in line with the requirements of Service requirements and instruction.
- Reporting of defects and breakdowns including “**nil defect reporting**”.
- Checking to ensure the completion of log sheets and other relevant documents.

Log books, Vehicle operator manuals and servicing handbooks are issued with each car or van and must always be kept with the vehicle. It is the driver's responsibility to examine the servicing handbook on a regular basis to ensure no vehicle exceeds its service interval. Each driver is to maintain a journey record and defect record within the vehicle log book.

Individual drivers, on the Officers Lease Scheme are responsible for arranging the servicing of these vehicles with the local franchised dealership. Contact details of all approved dealerships and repair centres are available from the Workshop Manager or Engineering Manager.

## 6.6 Procurement Department

The Procurement and Purchasing Department assist in co-ordinating all procurement activities of Fleet Services for the vehicles and equipment assets.

## 6.7 EFA (Trading) Ltd

EFA (Trading) Ltd are responsible for the generation of income through sale, trade in, reuse and disposal of assets and meeting the requirements of all current legislation and guidance in relation to asset disposal and transfer. EFA (T) also received income through our MOT station facilities and subsequent servicing and repairs associated with this facility.

## 6.8 Training Department

Instruct vehicle drivers on driving behaviour, through adequate training and retraining, to ensure safety and consideration for other road users and environmental issues are paramount in their activities.

Provide training and information to enable end users to competently operate and choose appropriate equipment assets to undertake their activities within the designed limitations of its use.

## 7. THE STRATEGY – MEETING OPERATIONAL DEMAND

### 7.1 Strategic Objectives of Fleet Services

The purpose of the Fleet Services and HQ Central Stores function is the supply and maintenance all vehicle and equipment assets to meet end user and stakeholder needs, through a cohesive strategy which interlinks with the ECFRS corporate strategy.

The goals of Fleet Services have been established into two key strategic objectives of Governance and Environmental considerations and seven functional objectives which give rise to BAU activities which are already embedded in the daily undertaking. Where project or one off activity arise from these objectives or this strategy annual business plans are developed the current version of this plan appended to this report .

### 7.2 Governance Framework

**Strategic level Objective 1** To maintain a governance framework with four levels of stakeholder interaction, through which the fleet asset needs of ECFRS and its stake holders can be identified and met for both operational and support functions;

- A strategic Asset Sub Group Management Board (ASGMB) to provide governance and strategic direction.
- Engagement with key heads of department through schedule meetings such as the Health, Safety and Welfare Strategy Group, Ops Directorate meetings, Managers awareness briefings and, ad-hoc and project planning meetings
- Thirdly through the day to day policies and procedures by which asset use and performance can be monitored through end user interactions.
- And finally the internal Fleets Services departmental planning and staff engagement meetings and forums.

The Asset Sub Group Management Board has been established and consist of The ACFO - Director of Prevention, Protection and Response, The Treasurer- Director of Finance, and Key leaders of departments; Fleet, Property, ITC, Operations and HS&W, Other members will be invited to attend as necessary. The ASGMB meets on a bi monthly basis and provide strategic direction for fleet strategy, and approvals for asset renewal against the replacement schedule and disposals, to ensure that Fleet Assets are appropriate and fit for purpose.

The ASGMB board will provide assurance to the CFO and SLT that fleet assets are legally compliant and fit for purpose by monitoring the performance of the Fleet Services against Strategic KPIs, for example the asset replacement program. This group will review draft policies as appropriate before approval and publication.

A number of groups/meetings are in place where senior functional managers and Fleet Services representatives can engage around specific topics such as HS&W, and Ops directorate meetings. As well as a forum for discussion they will provide information to the ASGMB board. These groups also act as a senior user group to enhance communications between Fleet Services and its stake holders.

The Fleet Services teams will continue to review and amend its policies and user guidance to ensure they remain fit for purpose. The team will also engage with regional and National peers and agencies to enhance our knowledge and improve our effectiveness, through joint procurement, joint working and the sharing of best practice.

### **7.3 Environmental Considerations**

**Strategic level Objective 2** Essex County Fire & Rescue Service will control and manage its fleet assets to ensure risks to the health, safety and welfare of its employees, customers and the general public are identified and action is taken to minimise or eliminate their effects. Key to this is to protect and enhance the environment, by supporting the concept through the Service's Environmental Policy. Asset evaluations for environmentally beneficial alternatives, measurement of CO<sub>2</sub> and other vehicle exhaust emissions, plus the logging of fuel used by the Service will be monitored. New technologies or ways of working in line with these findings will be adopted where operationally compatible. This will enable Fleet Management to recommend more environmentally friendly vehicles and equipment for each role.

The environmental debate, climate change and carbon footprint are important issues for transport organisations operating large fleets irrespective of the miles covered each year. The carbon footprint of Essex County Fire & Rescue Service is now being put clearly into focus, and will increasingly become a driving force in vehicle selection and the life of the vehicle.

Vehicle emission legislation has been established to provide a staged approach to the reduction in vehicle emissions over a number of years.

- Euro III was introduced for new vehicles from October 2001 up to October 2006.
- Euro IV emissions then applied up until October 2009
- Euro V requirements ran from October 2009 to December 2013.
- And Euro VI was implemented from December 2013.

ECFRS recognises that in the provision of its service it will have an impact on the environment both locally and globally. Therefore a strategy for reducing this impact based around the calculation of our carbon footprint has been developed and an annual Environmental Strategy & Action Plan has been produced. The Service has chosen the carbon footprint as its Key Performance Indicator as it is easy to understand, easy to compare, easily calculated and can be informed by a variety of work areas. The ASGMB is cognisant of the objectives of that strategy and therefore environmental issues are considered within procurement, use and disposal of all fleet Assets.

### **7.4 Ensuring Efficient and Effective Processes**

**Functional Objective 1** Fleet Services will continue to liaise with its Regional and National peers and agencies to enhance our knowledge and improve our effectiveness, through joint procurement, joint working and the sharing of best practice.

The Fleet Services team will at all levels engage with manufacturers, suppliers and end users to ensure it maintains cost-effective and timely processes in the provision, repair,

maintenance, commissioning, decommissioning and disposal of the Service's fleet assets. This objective will be achieved through the monitoring and reporting of KPIs linked to user needs and SLAs. Performance against KPIs will be a key driver for change and continuous improvement.

## 7.5 Fleet Asset Replacement

**Functional Objective 2** Through comprehensive fleet asset records, benchmarking data and performance monitoring Fleet Services will continue to maintain efficient and effective fleet assets, ensuring vehicles and equipment are replaced by following optimum replacement cycles, in line with this Vehicle and Equipment Asset Management Strategy. Planning is key to the achievement of this objective and therefore asset registers are maintained to provide data which can be used to forecast replacements dates and assist with the requirements of financial scheduling.

A rolling annual Fleet Asset Replacement Programme is maintained as a controlled document for vehicles and Plant (see section 9), other equipment is replaced according to condition or upgrading to meet operational need. Vehicles and equipment which reaches the replacement criteria based on mileage, age or condition are listed for replacement and the results checked and collated to form a Capital Bid projection for the rolling four year period. Heads of end user departments are informed in order that specifications based on user needs can be prepared, and costed for business case preparation and capital program approval.

Changes to specification are built in to the updated specifications within the replacement programme to ensure that the latest technical and safety features are included where necessary, for example in the case of Large Goods vehicles such considerations as developments in ABS, EBD, ESP,LDW, parking sensors, telematics and CCTV cameras have all featured in previous years.

## 7.6 Service Level Agreements

**Functional Objective 3** is the review and continued development of the Interdepartmental Memorandum of Understanding for Servicing, Repair and Maintenance of Vehicles and Operational Equipment (SLA) in line with the governance framework discussed in Objective 1.

This Service Level Agreement will be reviewed in association with the SDO operations to ensure it remains fit for purpose and provides for the full scope of services required by fleet asset stake holders.

A comprehensive service level agreement was developed during 2008/9 and reworked in January 2015 to formalise processes, and provides a framework for the service to manage both vehicles and levels of services regarding asset performance.

The Service Level Agreement enables the Vehicle and Equipment Asset Strategy to be implemented and monitored, ensuring a consistent and compliant delivery of equipment and vehicle maintenance and procurement. The Service level agreement is a controlled document within the ISO document control system of Fleet Workshops and is available on request. The Service Level Agreement provides key performance indicators to enable statutory and industry standards to be measured.

## 7.7 Collaboration and Working with Partners

**Functional Objective 4** the Fleets Services teams recognise the benefits that working with others in similar organisations can bring, not only to ECFRS but to our regional and national peers and other agencies by us sharing our best practice and knowledge. The ECFRS Fleet services department will seek to extend opportunities for collaboration between Services in the region and nationally.

## 7.8 Maximising Output from Available Resources

**Functional Objective 5** recognises the extreme pressure on financial resources in the current economic climate and the need to support the ever changing and increased capabilities to which the ECFRS is required operate. Therefore Fleets services will continue to look for new ways of working and review existing processes to maximise output from the resources available in the most cost effective and appropriate way.

## 7.9 New Products and Technologies

**Functional Objective 6** Fleets Services will continue to review the developments and opportunities in fuel and other technologies through interaction with industry, suppliers and manufacturers. Where a new technology has perceived benefits to the Service's undertaking, Fleet Services will carry them through to the fleet asset replacement policy and procurement strategy in conjunction with the Vehicle User and Fleet Management Groups. It is within Fleet Service's role to seek approvals at the appropriate level through project, business case or BAU processes.

## 7.10 Developing a Centre of Technical Excellence

**Functional Objective 7** Fleet Services will continue the integration of the Fleet, Transport, SHQ Stores and Technical Services into one Engineering Service centre of excellence. The benefits already achieved through closer integration of the sections will be built upon further to develop more efficient and effect service provision while reducing costs to the lowest practical level.

The aspirations of this objective include the further development or provision of three key elements to the management and maintenance of modern fleet assets within an emergency service; these are our people, our facilities (both buildings and plant) and our quality management system QMS.

# 8. IMPLEMENTATION OF THE STRATEGY

## 8.1 General

Having established the strategic link between the aims of the EFA, the needs and objectives of the ECFRS through to the key objectives of the Fleet Services department, the following section will provide details of processes, procedures and policies which enable the implementation of this strategy. All of the Business as usual (BAU) activities and processes undertaken by Fleet Services are cognisant of the objectives of this strategy and will therefore all contribute to the achievement of them. Where specific actions outside of BAU are identified they will be detailed in the annual business plan,

## **8.2 Financial Planning**

Capital expenditure is the term used to describe the acquisition of assets that have a long-term value to the Service. The Fleet Services function's capital expenditure forms part of an investment strategy drawn from the replacement cycle of vehicles and equipment assets.

Fleet Services has established an agreed replacement programme for Fleet Assets which sets out the capital finance recommendations relating to the delivery of corporate objectives and projects.

Revenue expenditure is provided through a balanced-budget mechanism whereby the revenue cost of the Fleet Services is matched by income. A level of external revenue is generated and Fleet Services teams seek to increase this income through its external trading arm.

The Engineering manager is responsible for preparing annual budget bids for both Capital and Revenue and the monitoring of budget expenditure.

## **8.3 Fuel and Fuel Budgets**

Vehicles contribute significantly to the destruction of the environment. Gaseous emissions from vehicle engines have been linked to global warming, destruction of the ozone layer and respiratory and other health problems. Waste lubricants from vehicles and engine noise both pollute the environment.

Additionally, the rising cost of fuels places a significant strain on limited resources. It is evident that fuel costs will continue to rise as successive governments use fuel taxation as one of the means to reduce the amount of road traffic.

Service bulk diesel fuel supplies shall be used in preference to commercial forecourts whenever practicable. Where fuel must necessarily be purchased elsewhere, such purchases should be made using the fleet fuel card issued to each vehicle. Fuel should not be obtained from high-cost outlets such as motorway service stations unless there is no alternative. Use of the fuel card ensures that fuel is procured within a contract. This ensures that environmental issues, value for money and quality will have been considered

Receipts for the reimbursement of fuel used in connection with authorised private use of service vehicles shall be charged to the appropriate fuel budget.

The costs of fuel used by the fleet in connection with income generation will be recovered from that income and credited to the service fuel budgets.

## **8.4 Procurement**

Procurement of fleet assets is undertaken in line with the financial regulations of the Authority, UK and European regulations and statutory instruments appertaining to public contracts. Procurement exercises in each case will be in accordance with the EFCRS procurement strategy. Where possible and to ensure best value, procurements will be made through national, regional or collaborative frameworks, where frameworks are not available tendering will mirror best practice as detail in the procurement strategy.

## **8.5 Standards**

All fleet assets are purchased to User Requirement Specifications (URS) and conform to an appropriate EN or BS standard applicable to the type vehicle or equipment to be procured; For example Pumping appliances are designed and built to BS EN 1846 - 2 & 3: 2001 and also conform to The Road Vehicles (Construction and Use) Regulations 1986 and all other applicable Road Traffic legislation.

An assessment of compliance to the applicable standards will form part of the tender evaluation and any user demonstration trails prior to the procurement exercise.

## **8.6 Warranties**

Recovery of costs through warranted defects is key to reducing whole life costs of assets and therefore each procurement will look at obtaining the most advantageous warranty terms in consideration of standard warranties and optional extended warranties offered. Where asset use is such that buying additional warranty would not prove cost effective then a minimum of 12 months manufacturer's warranty will be required.

All vehicular assets are purchased with a minimum of 12 months warranty from the vehicle manufacturer; the majority of light vehicles have a whole vehicle warranty of 36 months duration. In respect to vehicles above 3500 Kg gross vehicle weight the body is generally not produced by the chassis manufacturer and is built and warranted by a specialist bodybuilder.

Warranty claims will be monitored for cost recovery and evidence of asset performance against intended use. Where operational activities demand it may be necessary for repairs to be undertaken prior to warranty claims being entered to reduce operational down time.

## **8.7 Fleet Asset Evaluation and Approval**

In conjunction with the end Users in the effected department/section a User Requirement Specification (URS) for replacement or new type of asset will be prepared. Where a product is readily available as loan units of a similar design or specification Fleet Services will seek to arrange demonstrations or loan units for evaluation. In the case of more specialist roles and where appropriate visits to similar operational assets in other FRS which meet the URS will be arranged. Evaluation notes will be completed and scored by those attending evaluations or visits and this data will inform the final specification and tendering process. This allows users to test the relative strengths and weaknesses of assets for the designated roles prior to the procurement process commencing.

Fleets Services will in conjunction with the Procurement team follow a tendering or procurement process in line with financial regulations and the procurement strategy. Shortlisted suppliers will be evaluated against given objective criteria appropriate to the requirements for the asset detailed within the URS. A business case will be prepared for approval at director level to ensure that Essex Fire & Rescue Service maintain best value and fit-for-purpose assets for its needs within the constraints of budget funding.

Additions or changes to the fleet will follow the above method and require a business case which includes the rationale for the additional resources. This ensures that a formal justification is evidenced and placed in context of this Strategy and considerations of alternative methods of provision are considered prior to expenditure being incurred.

## 8.8 Fleet Asset Life Policy

Establishing an effective asset life is important to ensure that the whole life costing of asset provision is considered against the effective use of that asset. Clearly a lower price asset at initial purchase may result in a lower quality product which in turn is more costly and less reliable in service, meaning it would need to be replaced sooner. This may in some cases meet the operational needs for less operationally critical assets for example a shovel or broom often used at road traffic accidents (RTC) for highway clearance will be replaced as and when it is deemed no longer suitable or is defective. At the other end of the scale a critical asset such as a vehicle or breathing apparatus set requires a high quality product that ensures the safety of end users and reliable service to the public.

Defining the optimum lifing policy of all assets therefore requires consideration of the following criteria:

- The operational use to which the assets is to be used.
- Legislation
- Procurement practices
- Disposal methods
- User requirements and Level of specification
- Good practice methodology
- Maintenance and upkeep requirements
- Requirements of user departments
- Cost of purchase and in life maintenance
- Environmental factors
- Availability of suitable replacement or upgraded products
- Viability of technology

Consideration of these factors allows the planned life cycle to be set prior to the commencement of the procurement process for the Asset. It is the Service policy to maximise the use of each asset whilst at the same time reducing to a minimum its whole life cost and maintaining its residual value at the optimum level achievable. The Service currently replaces vehicles and equipment in accordance with an agreed and planned life cycle and to a predetermined renewals programme as detailed in the asset file within the Tranman system.

Some examples of key asset lives are given below:-

- Pumping Appliances 15 years (with up to a further year in YFF Schemes).
- Special Appliances such as Aerial ladder platforms and prime movers 15 years
- Support vehicles Pool cars, Vans and 4x4's up to nominal 6 years up to 8 years depending on condition.
- Officer's lease and provided cars 3 to 4 years
- Ladders linked to appliance life.

Note: Vehicle condition and maintenance costs, risk profile changes, mileage and technical ability will also influence vehicle life and therefore vehicles may be replaced outside of these parameters if operationally efficient and effective to do so.

## **8.9 Decommissioning and Disposal**

All decommissioning and disposal of Fleet Assets is in line with the Services financial regulations and carried out in the most advantageous method in terms of return on residual value of the assets. This may result in expenditure for environmental or statutory reasons.

The disposal policy is cognisant of the threat of “Trojan use” of assets for terrorist or illegal purposes and will therefore follow a secure sale methodology, by selecting appropriate disposal routes which have been vetted through our trading arm. Where possible subsequent transfer of the assets to third party users will be monitored.

Decommissioning fleet assets at the end of their useful lives, will be appropriate to the disposal route for sale, to outlets where the asset will be used for the purpose it was designed Essex Fire Service livery will be removed, other disposals will require, in the case of vehicles, the additional removal of conspicuity and emergency blue lights.

Assets will be disposed of in consideration of the above yet still providing the maximum residual value possible within the appropriate market. Asset sale will be recorded within the Fleet management system and notification will be given to the Finance team for amendment of the asset registered in terms of capital assets.

## **8.10 Planned Servicing and Maintenance of Fleet Assets**

Commissioning, servicing, repair and maintenance of fleet asset as applicable is carried out in accordance with the guidelines of the CFOA Best Practice manual for fire service fleet maintenance, manufacturer’s guidance, and national standards and also in accordance with the Fleet Workshop’s scope of accreditation within its ISO9001:2015 Quality System.

In the case of vehicles over 3.5 tonnes inspections are carried out in accordance with the CFOA Transport Officers Group (TOG) inspection manual which is based on the VOSA inspection manual for heavy goods vehicles. The former containing specific addendums relating to fire service vehicles.

As a minimum requirement equipment will be maintained in accordance with manufacturer’s guidance and where additional works are deemed necessary they will be undertaken to enhance reliability for operational use. Statutory inspections or examinations appropriate to the equipment will be undertaken on a scheduled basis, for example MOTs, LOLER thorough examinations and pressure vessel inspections.

Critical fleet Assets are categorised by class code in terms of vehicles and by class type code in terms of equipment. Sub categories will be established as necessary and appropriate to the type and use of the fleet assets. This will provide a means to allocate a service, inspection, statutory examination and maintenance schedule to each asset code type. This coding also provides analysis of asset history records for provision of performance figures in line with the KPIs of this strategy and the SLA’s.

Each asset type is allocated an appropriate service plan and inspection schedule dependent on the nature of the asset and how it is used. This schedule is set up within the Fleet Management system and is such that the closure of one job card of a specific job type will automatically schedule the next due inspection or service according to pre-set plans.

Detailed records of each critical fleet asset history will be retained and managed in line with legal requirements and the quality records procedures of the fleet services Quality management System (QMS). Although electronic data is sufficient for quality records, hard copies will be retained in some instances. Critical fleet assets will be determined through the operational SLA.

### **8.11 Unscheduled Repairs and Defects**

Fleet Services will seek to reduce down time of critical assets due to defects by continued delivery of 24/7 response service to end users. This response time is a KPI for the delivery of service. Defect records will be retained to show clearance rates and trends so that preventative action can be identified and taken to further improve overall reliability.

Vehicle collisions and other damaged caused to assets will be attended under defect procedures in the first instance for response, safety reasons and the determination of the cause, work will be progressed through the accident repair process or routine job process with the HS&W section informed as necessary.

In the case of vehicles timely collision repairs are arranged in liaison with insurance and repairers with the claim being processed through the Transport team. The repairs will be provided either in house or at approved repairs and job progress will be monitored through our normal job card processes.

Accident reporting that highlights trends by station and operator will be monitored and effect actions to reduce vehicle accidents will be implemented where appropriate, Service wide performance figures on vehicle accidents will be considered at the through the Risk management team and the FRIC insurances group.

### **8.12 Vehicle Log Books**

Each vehicle is issued with a vehicle log book. This is required to ensure that vehicle use is controlled and can be properly accounted for and managed. The driver must complete the log book in full with all the relevant information correctly entered at the conclusion of each journey or use. Pre-use checks should also be carried out in line with Service policy.

At the end of each month the log book must be totalled and the total fuel used, oil used, pumping time and miles travelled etc. entered.

A current log book should always be kept on the vehicle, and must accompany it at all times on transfer to Workshops/Engineering.

### **8.13 Alternative Forms of Service Provision**

External garages may be used for light vehicle and chassis warranty work in addition to contingency repairs. Vehicle body shop repair facilities at approved outlets are used for collision repair and the work checked by Fleet Services for compliance with standards. Warranty repairs are undertaken internally wherever possible to take advantage of the cover provided by manufacturers.

Where specialist repairs or certification is required Fleet Services will aim to have this undertaken by the vehicle or equipment manufacturers or organisations which are compliant with national standards.

Essex Fire has, through the National Fire Chiefs Council (NFCC) Transport Officers Group (TOG), arranged an informal agreement with other fire and rescue services (FRS) for road side breakdown assistance, which is a cost effective way of supporting Essex vehicles which need to travel out of county on business. This collaboration provides 24/7 assistance should it be required and each party to the agreement reciprocates.

#### **8.14 Benchmarking and Analysis**

Fleet Services are responsible for ensuring best value of the vehicle maintenance and repair activities. To this end, benchmarking data continues to be developed to maintain cost efficiency and effective overall service. This includes comparison with other Fire & Rescue Services, external agencies and suppliers. The Engineering Manager (head of fleet services) chaired a national pilot among 15 other FRS in 2012. Although this provided some good data it fell short of providing a national system, due to different systems and code analysis being used in various FRS.

However it is still the intention of the EM to progress this work and to this end a national Tranman user group has been instigated by Essex fleet under the auspices of the NFCC TOG.

#### **8.15 Management Information Systems and Quality Records**

The implementation of this strategy is heavily depended on having accurate and easily accessible records of asset histories including running costs and other benchmarking data.

In particular the ability to code vehicle type, Job type and run bespoke reports for benchmarking data are essential. These reports allow the same data set to be queried in two different ways thus verifying the result and cleansing the data within the system. This means that fleet services can be confident that any data sets, trend analysis or figures with which decisions and made are correct.

Initial discussions with national colleagues have identified a willingness for collaborate on a national user group for the Tranman software package to reduce costs and assist in benchmarking of subsequent KPIs this will be considered in the resultant business plan from this strategy.

#### **8.16 Staff Development and Succession Planning**

Fleet Services workshops have had a long history of compliance with quality systems and continue to comply with the requirements of ISO 9001:2015. This ensures that ECFRS has the right training, equipment, reference material, calibrated tools plus the documentary evidence to provide assurance.

It is essential that a competent and qualified staff establishment is available to meet the changing demands of technology, Operations and Legislation. Therefore consideration and annual planning of staff training needs is undertaken to maintain competences.

The succession planning for the section has been considered and an apprentice training scheme has been implemented within the Fleet Workshops. As evidence of National and regional collaboration ECFRS has through its Engineering Manager lead set up a national blue light apprenticeship scheme for vehicle technicians which other FRS can choose to part take in. The Engineering Manager has also been instrumental in organising the CFOA national apprentice of the year award since its inception.

The importance of having well trained, competent and well-motivated staff is recognised by the management and supervisors of the department. Therefore, the Fleet Services teams at the Lexden site are accredited to the Investors in People standard (IiP).

The Fleet Services team are aware of the skills shortage for the vehicle repair industry and the risk this poses to the compliance of the vehicle and equipment assets should we be unable to recruit the skills needed. The Skills shortage effects the whole market place and not just fire fleets so there is a need to ensure that ECFRS Fleet Workshops becomes an employer of choice through its treatment of staff and their remuneration, in line with the market place.

The Fleet service Engineering manager continues to highlight the need for succession planning nationally and engages with peers to raise the profile of engineering as a career.

### **8.17 Performance Monitoring**

Essex County Fire & Rescue Service will participate in the National Benchmarking processes in conjunction with the Transport Officers Group, 'TOG'. This will enable Services to compare and contrast data on a range of activities relating to all aspects of Fleet Asset management, including asset reliability, turnaround, availability and whole life costs. ECFRS Fleet and Equipment Service department are leading to develop a Tranman user group to improve national indicators and to ensure that ECFRS stay in the forefront of developments in this area.

Customer feedback is monitored to ensure that fleet services are reviewed and improved to support operational performance. Performance indicators are also reviewed at six monthly Management review meetings through our QMS and regular reports are provided to staff on performance KPIs.

The fleet asset management systems allows for the development of performance indicators and Service Level Agreements between Fleet Services and our internal customers. This also provides a basis for feedback and review within the continuous improvement cycle of the ISO 9001:2015 Quality Systems under which Fleet Services operate.

Quality data records and measurements have been developed to provide comparators for benchmarking and subsequent investigation for any beneficial possibilities. The list below identifies key indicators for Fleet Services which are available from the Fleet management and service finance systems.

- Procurement costs per Asset.
- Maintenance costs per Asset.
- Whole life costs (in terms of Vehicles fuel, insurance, repairs etc.).
- Technical support/fleet management costs.
- Warranty management.
- Maintenance cost per mile.

Other local performance indicators are used to outline current performance and to target areas for improvement. The indicators used below may be changed or added to pending the review of the Service Level agreement with the Service delivery department (operations)

- Number of Asset breakdowns/defects. (in terms of Vehicles)
- Defect response times
- Sickness Absence of departmental staff
- Planned v unplanned maintenance.
- Maintenance of Asset service schedules.
- Vehicle downtime

### **8.18 Legislative Requirements**

When planning for fleet asset provision, the following legislative requirements will be met:

The Road Vehicles (Construction and Use) (Amendment) Regulations 2012

The Road Vehicles Lighting (Amendment) Regulations 2017

The Motor Vehicles (Driving Licences) (Amendment) Regulations 2017

The Road Traffic Act 1991.

The Road Assets (Registration & Licensing) (Amendment) Regulations 2018.

The Health and Safety at Work Act.

Provision and Use of Work Equipment Regulations 1998.

The Management of Health and Safety at Work Regulations 2006.

The Control of Pollution (oil storage) (England) Regulations 2001.

The Fire and Rescue Services Act 2004.

The European Procurement Regulations.

The CFOA Guidelines for Fleet Maintenance.

LOLER, PUWER Compliance.

The list of Acts and Regulations is not exhaustive, and by the very nature of the fleet and equipment environment has various legislative requirements that cut across other sections of the Authority.

To adhere to vehicle operating legislation the Fleet services employs a variety of procedures to ensure that the vehicle fleet complies with regulations. The following are some of the current procedures adopted to satisfy the legal requirements and also provide a good practice methodology:

- Safety Inspection programme.
- Defect Reporting System.
- Preventative Maintenance Schedule.
- Vehicle Inventory.
- Vehicles repair / maintenance history quality records.

## **9. CURRENT FLEET ASSET MAKEUP**

Current Fleets Assets are those determined as “IN SERVICE - ECFRS” and held within the Tranman system as Vehicles, Equipment or BA. Other critical equipment for example lifting harnesses are recorded and controlled within the Equipment Kit configurations within the system which provides a parent and child relationship between linked items.

## Fleet Structure - Operational

This covers pumping appliances, specials appliances i.e. aerial appliances, water tankers, New Dimension vehicles, incident response units, operational cars and training vehicles. Vehicles in this area are broken down further into the following Vehicle type codes for maintenance and recording purposes:

The table below shows the current in-service items for vehicles:

Code	Description	Number in Service
001	RESCUE PUMP WHOLETIM	25
002	RESCUE PUMP ON-CALL	42
003	WATER TENDER WHOLETI	21
004	WATER TENDER ON-CALL	9
005	TURNTABLE LADDER	1
007	CONTROL UNIT	2
008	HOSE LAYING LORRY	1
019	MULTI-PURPOSE CURTAI	2
020	FOAM VEHICLE HOOKLIF	3
023	ANIMAL RESCUE UNIT	1
036	WATER BOWSER	2
037	CRAFTER VAN	6
038	CAR MONTHLY	61
039	CAR DERIVED VAN MONT	36
040	CAR	2
042	TRANSIT VAN	12
043	PCV	4
048	PROVIDED CARS	1
052	URBAN SEARCH AND RES	6
054	COMMUNITY WHEELS	1
055	RANGERS	9
056	FIRE BIKES	2
057	MERCEDES SPRINTER	8
071	BRONTO F32 ALPS	5
073	HEAVY RESCUE PUMP	8
494	ESSENTIAL USER	30
495	LEASE CAR 2006 ONWAR	15

## Equipment Structure – Operational Plant

This covers plant items such as Ladders, Generators, Light portable pumps, Positive pressure fans, boats and trailers. Plant items in this area are broken down further into the following Vehicle type codes for maintenance and recording purposes:

The table below shows the current in-service items for plant:

Code	Description	Number in Service
012	FIRE BOAT	10
021	POSITIVE PRESSURE VE	58
022	FIRE FOGGING SYSTEMS	3
024	STINGER GROUND MONIT	12
026	TRIPLE EXTENSION	90
027	ROOF LADDER	80
028	CFS LADDER	78
029	5.5 LADDER	7
030	135 LADDER	57
031	105 LADDER	33
032	LIGHT PORTABLE PUMP.	78
033	GENERATOR	21
035	HYDRAULIC EQUIP	839
074	PORTABLE COOKING DEM	8
075	FLOW METERS	6
076	MAKITA	72
500	OP EQUIP & WAH	4789
513	DEMOUNTABLE POD	8
514	GARDEN EQUIPMENT	14
516	LADDERS OTHER	20
517	AIRMATS	585
521	SAT NAV	202
522	INVENTORY OP EQUIP	226
997	STOCK DISPOSAL	1
ADU	AUTO DISTRESS UNIT	24
AED	DEFIBRILLATOR	210
BAC	BREATHING APP. COMP	420
BCI	CYLINDERS INTERSPIRO	1168
BCM	STORAGE CYLINDER	11
BCO	CYLINDERS OXYGEN	228
BCS	CYLINDERS YFF	42
BV	BREATHING VALVE	525
CM	CONTAMINATION METERS	2
COM	COMPRESSORS	7
CTG	CYLINDER TEST GUAGES	58
EAS	EMERGENCY AIR SUPPLY	5
EPD	ELEC DOSIMETER	380
FM	FACEMASK	423
GL	GUIDELINE	71
GM	GAS MONITORS	13
GTS	GAS TIGHT SUIT	97
HI	HOSE INFLATORS	54
HPR	HIGH PRESS REDUCER	68
HV	HYDROVANE COMP	26
MSK	MERCURY SPILL KITS	4
PIF	PERSONAL ISSUE MASK	59
REX	PRESS REGULATOR	462
RT	OXY THERAPY REDUCERS	91
TIC	THERMAL IMAGE CAMERA	491

## **Equipment Structure – Critical Operational items**

This area covers assets such as Working at height gear, Rescue gear ladders and items subject to LOLER testing. These items are recorded within the Tranman system under class type and currently amount to some circa 17000 assets.

## **Equipment Structure – Non Critical Operational items**

This category of equipment relates to equipment that undergoes visual examination by the Station crews and end users only and would include such items as shovels, beaters, brooms, salvage sheets, hearth kits and torches. There are many items which fall into this category and due to the nature of the item replacement is normally triggered by condition as there is no specified life.

## **Equipment Structure – PPE**

This area covers Firefighting clothing and Breathing apparatus. Firefighting clothing is currently provided to national standards through a regional collaboration of FRS providing a fully managed service.

Breathing apparatus is maintained and tested to national standards through the BA section of Fleet Services and records of tests and maintenance are held on a the Tranman system in a separate set of quality records.

# **10. ASSET PROVISION AND ALLOCATION**

## **10.1 Continued Suitability of Existing Assets**

Maintaining a dynamic and proactive approach to asset provision is essential if the ever changing needs of the Service are to be met now and into the future. In order that optimum value for money is achieved from the investment in assets longevity of use is required. However, the requirements of the asset may well change faster and through a shorter span than the effective life of the asset, meaning that it is likely to provide a less than satisfactory function as time passes. There is therefore a balance between current needs and technology and changing needs and innovation. It follows that vehicle and equipment refresh may be necessary before the scheduled replacement determined at the point of purchase, a rational approach to Research and Development (R&D) is therefore required, which will provide a level of future proofing and exploitation of new technologies while maintaining cost effective procurement which meets the needs of the Service. Continued consultation through the proposed governance structure (see 7.2) will ensure that fleet assets remain fit for purpose and provide a forum for the objective evaluation and approval of R&D suggestions which meet the business needs.

## 10.2 Asset Allocation

In the case of vehicle assets these will be allocated to meet the needs of the various Service departments both Operational and Support by the Engineering Manager after consulting and liaising with the Director/ ACFO - Director Of Prevention Protection & Response, SDO Operations and departmental managers.

Vehicles will be managed throughout their service life so as to minimise whole life fuel use and to maximise on resale value. This may mean that vehicles will be swapped between posts during their operational life in order to average out cumulative mileage.

Replacement operational appliances will be issued based on operational need. Vehicles will normally be issued to stations where activity levels are higher, before being transferred to less active stations. This ensures vehicle use will be maximised in the early years after issue and during the warranty periods to maximise operational effectiveness and reduce whole life running costs.

Upon notification of the delivery of vehicles, their allocation will be made by the Engineering Manager, in liaison with the SDO Operations taking into account the following factors:

- Operational needs of the service and risk profile.
- New engineering developments for appliances.
- Variant maintenance requirements.
- Training needs include specific driver training.
- Attempt to keep 'like' appliances on the same stations.
- Consequential 'cascade' impact (to other stations/departments).
- Ability of the station to house the appliance, or modifications required.
- Training and familiarisation needs of stations.
- Projected fuel usage of all appliances concerned (aim to place heavy users in quieter locations).
- Appliances into reserve fleet.
- Reserve fleet to disposal.
- Operational resilience – maintaining fire cover arrangements.

For Pool cars and car derived Vans the Engineering Manager will: with regard to the renewal programme (and if applicable the end user department and or individual), replace end of life cars and car derived vans on a like for like basis, taking into account 'fit for purpose', environmental and whole life running cost issues.

Light vehicles owned by the Service and allocated to flexible duty officer posts will be assessed annually. Vehicles may be reallocated as necessary in order to average out operational life so as to achieve the optimum resale value.

In the case of equipment assets allocation is on a direct replacement basis as cascading is not required. If however, a new technology or activity is adopted by the Service, then allocation of the new asset will be determined in liaison with the SDO Operations.

### **10.3 Asset Register - Provision of information**

In addition to the quality records held by Fleet Services within the Tranman system for statutory obligations, provision of an equipment asset list for each appliance type is to be developed in liaison with the operations section. These lists will be made available to station personal through the intranet and are to be controlled documents, showing the stowage and quantity held for all “critical” equipment assets on the appliance. Lists will be review and authorised at the Asset Sub Group Management Board (ASGMB)

### **10.4 Spare Appliances**

It is essential that Fire cover is not disrupted by the maintenance and servicing programme of assets and this is achieved by incorporating within the Fleet asset profile a number of operational spares. It is not cost effective to hold spare assets for every asset type due to their initial purchase cost, for example Aerial Ladder Platforms (class code 071), therefore although these are critical assets, alternative mobilising or temporary movement of assets is consider when servicing is undertaken.

The number of pumping appliances (class code 001,002,003 and 004) within the Service does however require the provision of spare appliances to replace vehicles that are “Out of Service” for maintenance. Current Fleet Assets incorporates 14 vehicles of this type which represents 13% of the total of pumping appliances in the Service. Although this figure is compatible with national FRS fleets’ activity levels suggest that a further reduction in the spares fleet is achievable and will be progress.

### **10.5 Temporary Hire or Short-term Loan**

Where operational requirements dictate that short-term contingencies arrangements are required for fleet assets, such as provision of a vehicle for non BAU activities, the section of Fleet service will arrange for the hire or loan of a suitable asset from other FRS, Equipment manufacturers or commercial organisations. Hire will be arranged through national procurement contracts if available.

Fleet Services will undertake a safety inspection and or interrogation of relevant records to ensure that fleet assets loaned or hired conform to the aspirations of the strategy before being released to end users.

## **11.EQUALITY AND DIVERSITY**

For all Fleet assets procured, an equality impact assessment will be carried out within the specification/development process. Use of national contracts, which embed this ethos, ensures the Service procures its vehicles and equipment with regard for the diverse needs of the workforce and the communities we serve.

All fire appliances are now fitted-out and stowed using an ergonomic manual handling programme based on the anthropomorphic capabilities of the female fire fighter, (the application is called Firestore). This reduces the manual handling risk to fire-fighters. As this application model is based on the manual handling capabilities of the female fire-fighters it will ensure all of our new to service builds meet the relevant equality and diversity requirements.

## **12. COLLABORATION AND PARTNERSHIPS**

The opportunity for regional collaboration within with surrounding services is clear and could include but not be limited to:

- Fleet Management Systems
- Fleet Management and reporting
- Engineering support (specifications)
- Procurement to a standard chassis to generate framework discounts
- Vehicle maintenance and support
- Strategic 'mentoring' management support.

Collaboration with training, contracts, apprentice schemes and workshop issues are current examples of areas where improvements and savings can be made. Compliance and assistance with contracts enhances collaboration, will reduce costs and improves safety and conformity through nationally and locally agreed specifications.

There are many opportunities for collaboration and working together with peers and other agencies on a National basis and the Essex fleet team have engaged in or led in a number of these activities as listed below:

- NFCC national transport Officers group which works to improve the provision of best practice in vehicle and equipment maintenance and design. It also engages with national procurement colleagues to adopt standardisation and economies of scale in asset acquisition.
- National user groups for the Fire industry The Scania and soon to be Tranman user groups provide joint working and product improvements which benefit all FRS.
- National Blue light apprenticeship scheme now transferred to manufacture specific courses.
- Share manufactures manufacturers training and training venue provision such as the IRTEC course held at Essex workshops.
- Development of the portable Tyre inflation unit with a leading manufacturer which can be used by any FRS or agency that has access to BA cylinders

## **13. MANAGEMENT OF THE VEHICLE AND EQUIPMENT ASSET STRATEGY**

Responsibility for achieving the objectives in this Strategy rests with the Engineering Manager (Head of Fleet and Equipment Services) who reports to the Assistant Chief Fire Officer. Achievement and progress of outcomes from the strategy will be monitored by through the Asset sub group Management board.

Fleet Services will continue to ensure the provision of services to match the varying levels of demand in a challenging 24/7 service environment. This strategy will require updating as the service evolves and the possibilities of a regional and national approaches to joint working are investigated.

## 14. AUDIT AND REVIEW

Internal processes and management arrangements will be subject to both internal and external audits and reviews.

We will challenge our performance by a variety of methods including service reviews, budget reviews, peer reviews and equipment and vehicle reviews. We will also seek to bench mark our provision against our peers and industry.

Feedback from review and audit will be taken into account when determining future asset provision and general fleet arrangements. Depending on the nature of the feedback, actions will be either programmed into the Fleet Services Business Plan for medium to long term implementation, or alternatively into local Action Plans for immediate and short term issues.

## 15. DEPARTMENTAL RISKS and OPPORTUNITIES

Functional and departmental risks are identified and addressed through the Service's JCad risk management software. There are currently 32 risks listed under fleet services and these mainly relate to the provision and use of fleet assets or the security and conditions of the Workshops building. Some generic risks such as loss of staff or facilities are also identified. These risks have been amended, reviewed and adjusted over a number of years meaning that their relevance to the Fleet operation is not as clearly in focus as is required, therefore the risk profile of the Fleet Services is currently under review (May 18) and will be realigned to the key themes of, **Loss of Staff, Loss of Facilities, Loss of Assets, Loss of ITC/data, Loss of Funding/Financial and Loss of suppliers**. Under these headings specific risks and subsequent control measures will be detailed and addressed.

By way of example a significant risk facing the Fleet Services is the recruitment and retention of skilled and competent engineering technicians. A recent recruitment exercise returned only one application which was from a previous employee, who fortunately had reached the end of their contract with another organisation. Unfortunately, due to many factors effecting the wider Motor vehicle repair industry over many years we now have sector wide skills gap and shortage of available technicians. This means that the market place is paying more for those skills in trying to attract individuals, making it more difficult to compete on remuneration alone.

The Fleet Services team are looking at a number of ways in which we can raise the profile of engineering as a career locally, regionally and nationally amongst our peers.

Some of these approaches include: Apprenticeships, Media coverage, Benchmarking, Collaborative approaches to sharing of job descriptions and person specs, national Fire Service awards and the aspiration to develop an engineering cadet scheme with local schools with the assistance of our Community Development and Safeguarding Manager.

As all risks do, this brings with it opportunities of improving the knowledge and understanding of the technicians role across peer organisations hopefully leading to the application of best practice and a sense of being valued by our staff, which in itself may assist in the aim of staff retention.

## 16. IN SUMMARY OF THIS STRATEGY

It is the intention of the overarching strategy to provide a link from the statutory obligations and aspirational goals of the Essex Fire Authority in terms of its vehicle and equipment assets through all appropriate stakeholders within the ECFRS to work instructions for technicians providing maintenance and repairs to fleet assets.

This strategy details the context in which the ECFRS and subsequently the Fleet services departments operates and identifies the drivers for changes and key risks to our undertaking.

In order to address the needs arising from our Service Priorities, Service Values and the Services key themes, fit for purpose fleet assets are required. By linking our departmental goals, vision and objectives to those of the wider Service we can be confident that the assets and service provision that Fleet delivers meets those needs.

## 17. SUMMARY OF VEAMS – OBJECTIVES

Objective	Vehicle and Equipment Asset Management Strategy
1	To establish a governance framework with strategic, managerial and end user input, through which the fleet asset needs of ECFRS and its stake holders can be identified and met for both operational and support functions. The framework will provide a mechanism through which performance against this strategy can be reviewed.
2	To protect and enhance the environment, supporting the concept through the Service's Environmental Policy
3	To maintain cost-effective and timely processes for the procurement, repair, maintenance, commissioning, decommissioning and disposal of fleet assets.
4	To maintain efficient and effective fleet assets, ensuring vehicles and equipment are replaced by following optimum replacement cycles, in line with the Vehicle and Equipment Asset Management Strategy.
5	To continue to develop and communicate Service Level Agreements in association with the Vehicle Fleet Management and Vehicle User Groups
6	To extend opportunities for collaboration between Services in the region and nationally
7	To maximise output from the resources available in the most cost effective and appropriate way
8	To review developments and opportunities in fuel and other technologies and if beneficial to the Service's undertaking carry them through to the fleet asset replacement policy and procurement strategy in conjunction with the Vehicle User and Fleet Management Groups
9	To review work already undertaken and continue to develop a centre of technical excellence for the Service based on a single site.