



<b>Meeting</b>	<b>PFCC ECFRS Strategic Board</b>	Agenda Item	
<b>Meeting Date</b>	8th June 2018	Report Number	
<b>Report Author:</b>	Engineering Manager, Head of Fleet and Equipment Services		
<b>Presented By</b>	<b>Peter Warner</b> EngTech. MIRTE. MSOE		
<b>Subject</b>	<b>Fleet and Equipment Asset Strategy and Background</b>		
<b>Type of Report:</b>	Information		

## RECOMMENDATIONS

1. The Board are asked to note the contents of the attached Vehicle and Equipment Asset Management Strategy 2018 – 2021 (rev 7), (VEAMS) and its associated appendices. The purpose of this document is to provide the Board with information and the assurance that ECFRS fleet assets are effectively managed to their expectations.

## PURPOSE AND DETAIL OF THE STRATEGY

2. The Board has requested to be provided with information on our current strategy in relation to the provision of fleet and equipment assets in support of the front line operational service. The strategy will be presented through the delivery of this paper, highlighting key elements of it.
3. Alongside this strategic information, the Engineering Manager has prepared a short presentation on the Fleet Services Department, to provide more information on where the department places itself within the county, the region and nationally within the fire service. This presentation will look at the history of the department and the collaborative work that the team undertakes on behalf of the Authority and the public of Essex, to reduce costs and share notable practice.
4. For the purposes of this paper and clarity the term ‘Strategy’ will be used for the Vehicle and Equipment Asset Management Strategy 2018 – 2021 (rev 7), (VEAMS) and the term ‘Fleet asset’ will mean vehicles and operational equipment currently in use by the Authority and recorded as ‘IN SERVICE ECFRS’ within the Tranman fleet and equipment asset system. The term “Fleet Services” will mean the Fleet and Equipment Services Department.

5. The Strategy is a comprehensive document, which links the Vision and Goals of the Fire and Rescue Authority through to the objectives and daily activities of the fleet teams. All activities undertaken by Fire Service personnel, whether an emergency response to an incident or a community safety activity or the attendance at a training event incorporates or uses a fleet asset provided through the Fleet Services teams and in accordance to this strategy.
6. The introduction to the strategy defines its purpose as to outline how we intend to procure, renew and replace our fleet assets to ensure they meet current and future operational needs, user requirements and the needs of the communities we serve. It also ensures we aligned our capability and effectiveness to the Services risk reduction activities, which are encompassed within our Integrated Risk Management Plan and forthcoming Essex Fire and Rescue plan.
7. Key to the cost effective provision of fleet assets is the term 'need' within the Strategy rather than wants or desires. When one focuses on the needs of the end user and the activities they undertake, the resultant specification of the fleet asset is better suited to the demands and is usually at a lower cost. By concentrating on the 'needs', our user requirement specifications (URS) are more defined and allow for more straightforward procurement and evaluation processes.
8. In developing a URS, it has been found collaboration between departments or partners provides a natural challenge to those needs, as different teams or organisations look at things differently. This collaborative approach refines the specification still further and this strategy therefore supports collaboration and makes specific reference to it as an objective in section 7. The strategy also details further the collaboration opportunities already taken up in section 12 with regional and national partners.
9. To develop a fit for purpose strategy which provides assurance of compliance to legislation and the Authority's needs it is first necessary to understand and detail the operational context in which the Authority and the Fleet Services operate. The strategy does this in the opening sections and includes the main drivers for change, which effect the operation and development of fleet assets.
10. Two key policies, which also influence the provision of fleet assets and services, are the Fleet Asset Governance policy and the Service Environmental policy. The former of which lists a number of processes and procedures used as guidelines for fleet activities in implementing the strategy.
11. These policies, the Vision and goals of the Fire and Rescue Authority, the context in which we operate and legislative requirements establishes the raison d'être for the Fleet Services function or its main goal. This main goal is 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.
12. Our vision, which is, to be identified by our peers and the public as the custodians of the best Fire fleet and equipment assets in the UK, in terms of condition, reliability and cost effectiveness, recognises that we are the main owners of the Fire Service "brand". It is the fleet assets that display that brand to the public of Essex around the county on a daily basis.

13. There are two strategic and seven functional objectives that follow from defining our goals and vision and the needs of the operational fleet and these are detailed in section 7 and summarised in the end of the strategy.

## IMPLEMENTATION OF THE STRATEGY AND OBJECTIVES

14. Having established the direction and requirements of the strategy it is necessary through section 8 to define the resources and key elements which allow us to implement it. These key elements concentrate on the main cradle to grave procedures or activities required in managing fleet assets although there are of course a myriad of other activities undertaken by the Fleet Service team on behalf of the wider Service.

15. Section 8 has some important elements in relation to standards, planning and lifing policies of the assets. Within this section the Fleet Services Quality management system (QMS) and Investors in People (IIP) accreditation also features to ensure that we have the right training, equipment, reference material, calibrated tools and the documentary evidence to provide assurance.

16. The QMS and IIP covers processes and people and it is our intention to look at IRTE accreditation for the workshops facilities itself next, which will mean we are independently assessed and accredited in the three main areas of an organisation its people, its policies and its facilities. Workshop accreditation is planned for 2018/19.

## FLEET DIMENSIONS AND ASSETT PROVISION

17. Sections 9 and 10 of the Strategy provide the assets number and types of vehicles and equipment utilised by the Service and how the structure of the fleet make up is defined and asset types developed to meet operational needs.

## FINANCIAL IMPLICATIONS

18. As part of the annual budget setting process revenue budgets for 18/19 are shown in the table below. This table includes all budget lines for the Fleet Services function and incorporates some large "Corporate budgets" where expenditure sits outside of the direct control of the Fleet Services department such as Fuel, Mileage, Uniform and PPE. The figures are taken from the service pool drive *W:\Service & Financial Planning*. (These figures are provided as indication only and should be verified by the Finance Director if further planning or decision making is considered from this table.)

Description	Cost centres 2018-19 Budget £'000s		
	Workshops engineering 9420	Workshop Management 9400	Technical Services 9301
Firefighters	-	-	93
Firefighters - Retained Duty System	-	-	-
Control	-	-	-
Support Staff	1,153	372	163
<b>Total Employment Costs</b>	<b>1,153</b>	<b>372</b>	<b>256</b>
Support Costs	-	300	-
Premises & Equipment	486	521	1,324
Other Costs & Services	0	-	-
Firefighters' Pension Scheme	-	-	-
Financing Items	-	250	-
Operational income	(72)	(30)	-
Contribution to/(from) Reserves	-	-	-
<b>Total Other Costs</b>	<b>414</b>	<b>1,041</b>	<b>1,324</b>
<b>Total Budget</b>	<b>1,567</b>	<b>1,412</b>	<b>1,580</b>
<b>Total Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Funding Gap / (Surplus)</b>	<b>1,567</b>	<b>1,412</b>	<b>1,580</b>

19. Capital budget planning is linked to the asset replacement schedule controlled within the Tranman system. Other capital bids for projects or new types of equipment will be put forward during the business planning process. The capital program is revised annually. Figures are taken from the service pool drive *W:\Service & Financial Planning*. (These figures are provided as indication only and should be verified by the Finance Director if further planning or decision making is considered from this table).

Nominal Code	Analysis code	Cost Centre	Capital Budget 2018/19	Capital Bid 2018/19
			<b>B113 -Vehicles</b>	
B113	302000000000	0000	Appliances (Pumping)	2,060,000
B113	303000000000	0000	Cycle Scheme	40,000
B113	304000000000	0000	Fork Lift Truck	
B113	306000000000	0000	Light Vehicles	345,000
B113	307000000000	0000	Off Road Vehicles	800,000
B113	308000000000	0000	Officers Cars	80,000
B113	309000000000	0000	Specialist Rescue Vehicle	
B113	310000000000	0000	Stores Van	40,000
B113	311000000000	0000	Light Vans	286,000
B113			Hose Layer	
B113	317000000000	0000	Ladders	40,000
B113			Vehicle Telematics & CCTV pilot	50,000
B113			Halmatro test rig & installation	30,000
B113			Tyre Inflation units	20,000
<b>Total B113 -Vehicles</b>				<b>3,791,000</b>
			<b>B116 - Operational Equipment</b>	
B116	601000000000	0000	B.A. Compressors	16,000
B116	603000000000	0000	Heavy Rescue Pumps Equipment	263,500
B116	609000000000	0000	Hose Reel Branch/Main Line Branch	136,000
B116	617000000000	0000	ExerciseTreadmills	0
			Light Portable Pumps	152,000
			Hydraulic Hose	0
			BA Telemetry (auto)	30,000
			MD4 Hazmat Cupola Replacement	0
			Hose Reel 22mm Hose upgrade	100,000
			Body worn CCTV pilot	20,000
			UAV (Drone) Inc Command	
			Pulse Oximeter all FRA's	
			B' class foam replacement	30,000
			Foam additive (large waste fires)	30,000
<b>Total B116 - Operational Equipment</b>				<b>777,500</b>

## EQUALITY AND DIVERSITY IMPLICATIONS

20. There are no equality and diversity implications arising from this paper.

21. Equality, diversity and inclusion is considered in all activities of the the Fleet Services function, from the provision of personal fit BA face masks, the stowage height locations of equipment in fire appliances to the engagement with all stake holders and their needs. Where practicable, within the confines of the operational needs of the Service, assets are specified and provided to be the best possible fit for stake holder needs.

## WORKFORCE ENGAGEMENT

22. Fleet Services are a support function, which means we are here to assist and facilitate our colleagues activities through the provision of fleet assets. It is therefore incumbent on us to engage with and understand the needs of our end-users and colleagues across the Service, from development of specifications and ongoing through the useful life of the assets.

23. In line with the engagement of other section 6 of the strategy defines some of the key stake holders who assist or influence the provision of fleet assets
24. Within the department itself we have become accredited to the Investors in people standard (IIP) and have benefitted greatly from the engagement of our staff in everything we do. Many innovations and process changes have been instigated from our staff over a number of years, which have brought efficiency and cost savings to us and the wider Service.

## **LEGAL IMPLICATIONS**

25. Perhaps uniquely in the Support Services teams the head of Fleet is seen under Road Traffic Legislation as “the controlling mind” of the fleet, and therefore carries a personal liability under the law for the roadworthiness of the assets owned or used by the Service.
26. Other key laws pertaining to the provision of fleet assets are detailed in section 8.18 of the strategy and relate to both Road traffic law and Health and safety law.
27. Failure of the Service to comply with the requirements of Road traffic or H&S legislation leading to the death or serious injury of an individual may lead to charges of corporate manslaughter against the Fleet Manager and directors of the organisation.

## **SUMMARY**

28. In summary, the Fleet and Equipment Services department of the Essex Fire Authority has a clearly defined strategy to manage the Fleet Vehicles and Operational Equipment of the Service, for which we have responsibility. This strategy aims to provide assurance of compliance to legislation and that the needs of the Fire Service as a whole are met.
29. The design of our strategy encompasses the inputs and needs of our end-users and maximises the utilisation of the assets and the investment made in them by the taxpayer.
30. The Fleet and Equipment Services Department is building on continued success to shape its service provision to meet the demands of the future. In challenging what we do today we will be better placed to meet the needs of tomorrow. Our vision and objectives will continue to 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.

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