

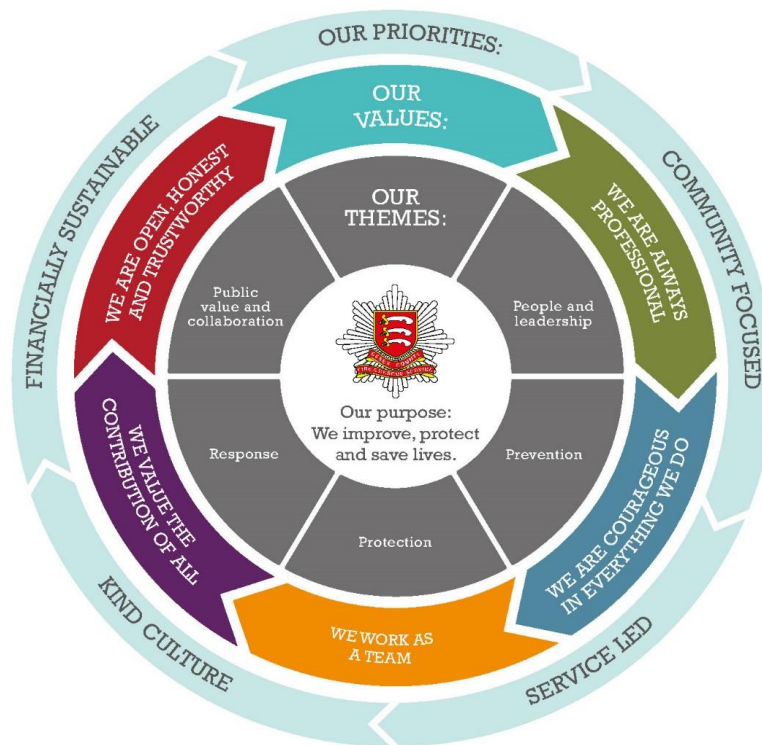


# Fleet and Equipment Services Business Plan 2016/17 to 2019/20

## 1. Vision, Purpose and Alignment

### 1.1 EFA Strategy

Essex is a safer place to live, work and travel.



[http://www.essex-fire.gov.uk/img/pics/pdf\\_1488196029.pdf](http://www.essex-fire.gov.uk/img/pics/pdf_1488196029.pdf)

### 1.2 Strategic Themes

To assist with its journey of becoming an excellent Fire and Rescue Service, EFA have five strategic themes:-

- People and Leadership
- Prevention
- Protection
- Response
- Public Value and Collaboration

The Fleet and Equipment Services department contributes to these five strategic themes through the provision and management of Vehicles and Operational equipment (fleet assets). In terms of **Prevention, Protection and Response** the majority if not all interactions between the ECFRS and the public or end users of its Service, will involve a fleet asset in some form.

Our ethos within the department is one of developing and involving our staff to the benefit of both the individual and the wider Service, we show this through a number of avenues not least our accreditation to both ISO 9001:2015 Quality standard and Investors in People (IiP). Our engagement across our team supports and contributes to the **People and Leadership** goals of the wider organisation. Value for money is also at the forefront of our undertaking as we fully cost all our activities and benchmark ourselves against commercial providers. One way in which we achieve best value is by working with our peers and collaborating on procurement and other projects. This focus on costs is in line with the theme of **Public Value and Collaboration**.

### 1.3 Alignment with the EFA Values

<b>We are open, honest and trustworthy</b>
We respect and honour all we do for the Service and our colleagues, being transparent and consistent in our communications and throughout our work.
<b>We are courageous in everything we do</b>
Having the confidence to always own our part and not be a bystander in order to progress and learn from our experiences. #JustOwnIt
<b>We work as one team</b>
All in it together to deliver a safer Service and a safer Essex. <b>What part do you play?</b>
<b>We are always professional</b>
We proudly stay ahead of the game by embracing training and development, continually learning, while delivering professional standards to efficiently serve our community.
<b>We value the contribution of all</b>
We create an inclusive and non-judgemental environment that respects people as individuals and embraces diversity.
We value everyone equally, create opportunities and celebrate our successes.

Our values are important to us and in line with Service’s stated values; this is why we have been proactive in embedding them in everything we do. We are open to challenge and feedback both individually and as a group when we sometimes fail, but will always endeavour to demonstrate and act within this framework. We have also embedded these values within our quality management system by displaying them at the top of our Quality Policy and Objectives document (WS226).

### 1.4 Purpose

The Fleet and Equipment Services Department (fleet Services) is a support function to the wider Fire and Rescue Service and its purpose is to provide a cradle to grave management and administration of fleet assets used by the organisation. The joint aim of Fleet Services, and the Procurement and Purchasing department, with whom it works closely, is to provide fit for purpose, safe, reliable and cost effective vehicles and equipment to meet operational needs.

Fleet services is organised into five distinct sections:

- Fleet Management,
- Fleet Transport,
- Fleet Workshops,
- Technical Services,
- External Trading arm EFA (T)

### 1.5 Corporate Risks

The various sections of the Fleet Services team have identified 23 risks, which could impact at various levels on the undertaken of the Service. 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. The table below is taken from the JCad system.

Risk Ref	Risk Event/Description
FTTB0005	New Workshop provision
FTTB0009	New Workshop provision
FTTB0010	New Workshop provision
SSSWC0001	Meeting Customer and end user needs
SSSWC0002	Inappropriate or unauthorised use of fleet assets
SSSWC0004	Unauthorised incorporation of fleet assets in to the Service
SSSWC0008 SSTS001	Significant loss of staff from Fleet Service sections
SSSWE0005	Theft of equipment from workshops
SSSWE0006	Withdrawal of product support
SSSWE0007	Incident/fire in Workshops.
SSSWE0009	Injury to staff or visitor while at workshops
SSSWE0010	Failure to keep up to date with Vehicle and equipment servicing and statutory testing.
SSSWE0011	Unauthorised or unapproved disposal of vehicles and equipment
SSTR0001	Driving licence checks
SSTR0002	Fuel supplies for Service vehicles
SSTR0003	Insurance cover and register of fleet vehicles
SSTS0002	Equipment failing to comply with appropriate standards.
SSTS0003	Failure to Provide Necessary Equipment
EFAT0001, EFAT0002, EFAT0003, EFAT0004	Complete loss of, or significantly reduced, income generation

## 1.6 Core Business

The core business (business as usual activities BAU) of the Fleet and Equipment Services department is the provision, maintenance, legal compliance and disposal of Vehicles and Operational equipment used by the wider service to facilitate its operational activities.

Within these responsibilities come activities resulting from the implementation of policies and procedures of the Service.

The following is a list of those high-level tasks undertaken within Fleet Services

- Vehicle and Equipment specifications.
- Procurement and tendering of vehicle and equipment (including BA) alongside our Service procurement team
- Administration of Insurances, accidents, licensing and VED associated with vehicle ownership.
- Staff management including recruitment, development and welfare in line with statutory requirements and the values of the Service.
- Asset management plans
- Scheduling of maintenance and repair of fleet assets including defect response.
- Managing and monitoring of budgets associated with the function.
- Training and development of staff incorporating appraisals and engagement
- Statutory obligations associated with the ownership and use of Fleets assets in terms of Road traffic acts and HS&W legislation.
- Business planning cycle and budget setting.
- The Management Performance and drive toward continuous improvement
- Provisions of Technical and engineering advice to the wider Service.
- The promotion ECFRS at national and regional groups and forums to bring improvement and understanding back to the Service.
- Planning for the business needs in terms of Assets, Staffing and the working environment.

## 1.7 Governance arrangements

Progress against this plan will be reported to SLT as part of the Performance Reporting cycle quarterly. The plan will be reviewed yearly in line with the budget review/setting cycle yearly.

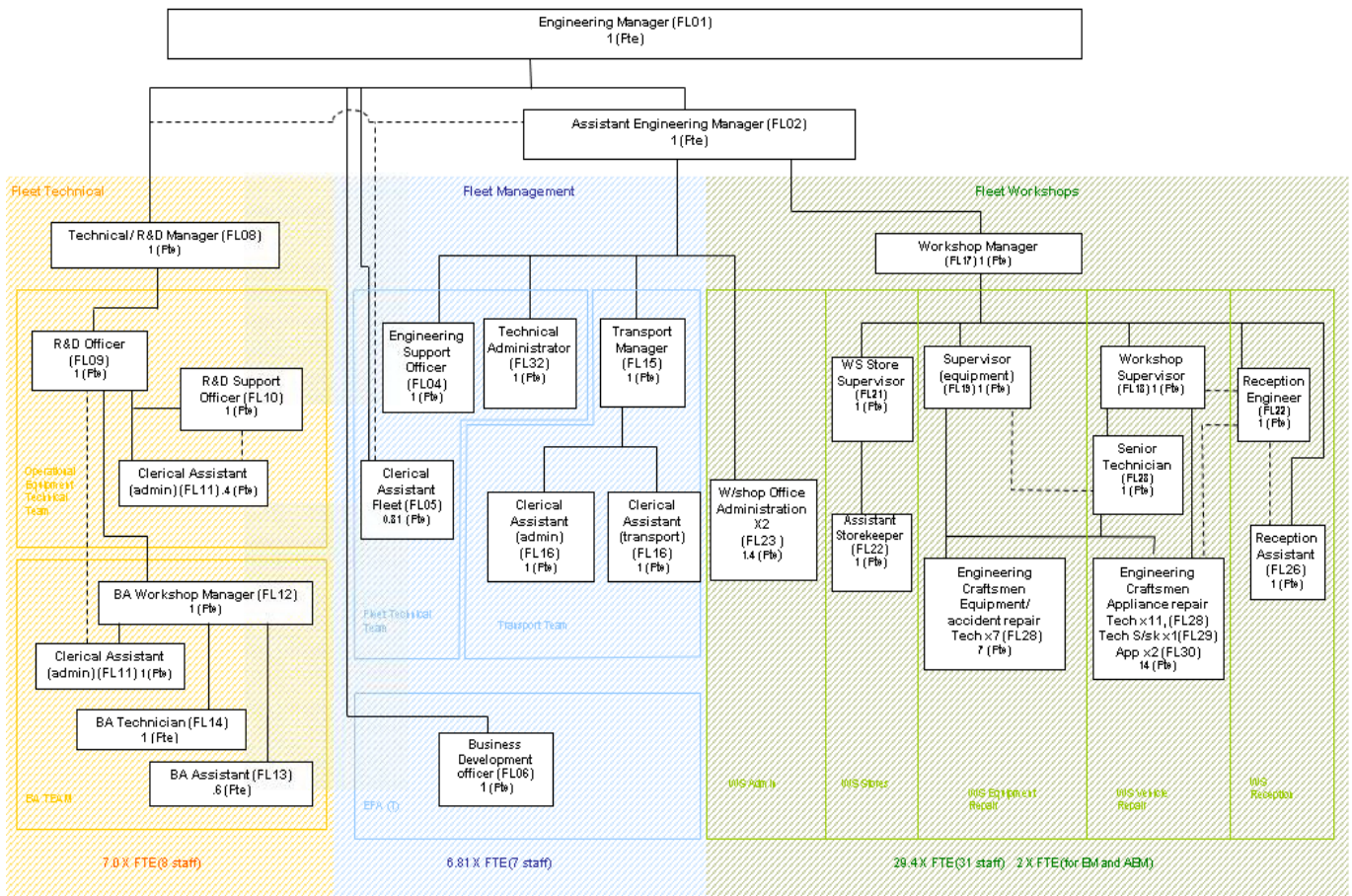
In addition to the corporate governance, local governance is provided through adherence to the processes and procedures of the ISO Quality Management System, This system has a planned internal audit schedule, six monthly management reviews and monthly reports of KPIs.

## 1.8 Department Profile/Structure

Our organisation structure is currently on version 20 and is regularly reviewed not least as part of the annual business and budget planning cycle. The master document number is QM2 – and is held in our document control system Q-Pulse.



### FLEET AND EQUIPMENT SERVICES DEPARTMENT



Issue 20

Aug 2017

Essex Fire Fleet & Equipment Services

## 1.9 Meeting Structure

Fleet Services see meetings as a necessary but sometimes time-consuming process if not controlled effectively. Therefore, we aim to ensure that meetings are constructive and informative and that the correct individuals attend as appropriate. Our meeting structure aims to create gateways for flow of knowledge and information to ensure decisions are record, plans are understood and performance against objectives are monitored.

**Management Review meetings** – held six monthly and involve senior managers and section leads including internal auditors. These meetings review performance against all of the areas of the ISO 9001-2015 Quality standard. Although a review meeting, a large element of the agenda concerns continuous improvement, planning at a strategic level and HS&W issues.

**All Staff meetings briefing meetings under IIP** – These are held monthly to coincide with the managers briefing sessions at KP headquarters and allow senior managers to promulgate relevant information. In addition, all staff briefings can be held on an ad hoc basis if the need arises.

**Planning meetings** – held weekly on the Tuesday following the directorate meeting at KP these meetings attended by Senior managers and section leads are used to provide information from the service directorate meeting and also to plan resources for the week and month ahead and monitoring the progress of previous actions.

**Fleet Workshop production meetings** – Held weekly Monday afternoons with Workshops manager, AEM and two workshop supervisors in order that local resources and performance can be planned and monitored. In addition, any relevant information from the KP directorate meeting can be interpreted and pre planning can be ready for the Tuesday planning meeting.

**Surgeries** – These meetings are staff led and undertaken when a request is made for a discussion around a specific topic. Attendance is voluntary and mostly staff with a specific knowledge or interest in the topic will be present. For example Call out or MOT testing.

**Toolbox talks** – adhoc meetings usually between a supervisor and operatives undertaking specific tasks where at the job discussion is required such as Stowage layout decisions.

#### **1.10 National and Regional meetings attended**

**National CFOA (NFCC) Transport officers group** – These are attended by the Engineering Manager and discuss and plan for issues effecting the Fire Fleet industry such as legislation new vehicle development and best practice in vehicle and equipment maintenance.

**Regional CFOA (NFCC) Transport officers group** - These are a sub group of the National TOG, attended by the Engineering Manager, discuss, and plan for issues effecting the Fire Fleet industry information to and from the National group. In addition to this, the group will discuss collaboration opportunities and best practice in vehicle and equipment maintenance.

**National CFOA (NFCC) Scania User group** – The Engineering manager attends this meeting as Chair and the purpose of the meeting is to raise issue concerning the product. Seek to rectify issue, share knowledge, and work in a collaborative way to enhance the product for future FRS use.

**ADHOC industry meetings and supplier information days** – Attended by the EM or AEM to obtain knowledge and keep up to date with changes within the industry.

**National PPE procurement meeting** – Equipment officer attends on behalf of the Service to ensure its input to the national collaborative work stream.

**National undress and work wear procurement meetings** - Equipment officer attends on behalf of the Service to ensure its input to the national collaborative work stream.

**National user group for Interspiro Breathing Apparatus.** – R&D manager chairs meeting six monthly meetings.

**NFCC Ultra High-pressure lance evaluation** – run in Essex on a national basis R&D manager attends top represent ECFRS.

### 1.11 Relevant Legislation

In addition to those legislative requirements of running an organisation employing staff such as H&S, Employee and Financial Regulations. The fleet and service department need to be aware of and comply with:

**Road traffic legislation.**

**The Construction and Use regulations 1986.**

**The Vehicle Lighting regulations 1989**

**The Pressure Equipment Regulations 1999**

**The Pressure Systems Safety Regulations 2000.**

### 1.12 Policy and Guidance Responsibilities

There are within the various sections of Fleet and equipment services a number of policies and guidance documents used locally to support the day-to-day activity of the department. The large majority of these documents are controlled within the Q Pulse ISO and document control system. The following are those policies and guidance documents, which have a wider engagement within the Service.

**Operational Equipment Manuals available on intranet** – This are guidance note written in line with the NFCC National Operational Guidance notes (NOG).

**Lease and Officers provided vehicles T&C** – currently under review.

**Fuel card policy** – guidance and correct operation of fuel cards.

**Essential user policy** – currently under review.

**Driving license-checking policy** – Currently moving to process within Transport.

### 1.13 Information Assets

Within Fleet Services, we have identified two separate information assets owners for the two locations for the Lexden site Assistant engineering manager and for KP technical department the R&D manager.

Our data sources are still in the process of correlation in line with the GDPR project however below is an abridged list form our current working documents.

<b>Staff Information</b> Staff list electronic and hard copy records - Recruitment, probation, CV letters, Appraisals, Skin checks, Work experience, age profile, subsistence, Attendance Sheets, Otime detail, PPE and uniform allocation.
<b>Vehicle and Equipment information</b> Purchase files electronic and hard copy - Tranman, CCTV, photographs, asset disposal, Training projection, department plan, Accident Forms, Driver information
<b>Quality Management system</b> Q pulse records, Training records, internal audits and CAPA
<b>Supplier details</b> Contacts, telephone and email details within (TRANMAN)
<b>Meeting minutes</b> various hardcopy and electronic
<b>Customer details</b> Tranman, ACT CRM, Hire records, Telephone & contact information, payment records, feedback survey forms and calendar bookings
<b>Financial information</b> - Bank paying in book, Cash Customer Invoice and petty cash records.
<b>Emails</b> - general information
<b>Vehicle telematics files</b> - Thoreb Log files

## 1.14 Defined processes

There are within the various sections of Fleet and equipment services a large number of processes undertaken locally to support the day-to-day activity of the department. The large majority of these processes make up our Quality Management System (QMS) and are detailed within our Quality Manual. The following are those processes, which have a wider engagement within the Service.

**Replacement of uniform.**

**R&D process**

**Vehicle and equipment defect and accident reporting processes.**

**Processes associated with the general servicing and maintenance of fleet Assets.**

## 2. Where do we want to be?

### Excellent today - Better tomorrow!

In conjunction with our corporate strategy:

The Fleet and Equipment Service Department is building on continued success to shape its service provision to meet the demands of the future.

“By challenging what we do today we will be better placed to meet the needs of tomorrow?” 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.

The aspiration of the Fleet services is to build on its already strong reputation to be recognised by its peers as one the top Fleet, equipment services departments in the national Fire Service arena and a leader in the management of fire Fleet, and equipment related assets.

Some of the areas of key focus for the team this coming year will be:

- Working with our colleagues within the Police Service fleet department, we aim to enhance our service provision and improve our facilities, sharing knowledge, skills and best practice.
- Working with the Property team to understand the requirements for any new Workshop development.
- Working with national colleagues on the development and provision of the BA tyre inflation unit.
- Including BA, Technical and Transport within the Scope of the ISO QMS.
- Looking at the changeover process for HRP vehicles.
- Undertake a review of CCTV and Data recording on vehicles.

## 3. What did we achieve in 2017/2018?

Fleet services continue to provide full maintenance, servicing and 24/7 defect response to end user departments and operational crews for all their fleet and equipment assets.

The teams within the fleet services sections have:

- Continued to work with the ITC team to implement a completely new Fleet management system across the fleet workshops and BA workshops. This system now includes download direct to finance and vehicle accident reports linked to Oshens through a web portal.
- Maintained vehicles and equipment assets to support continued efficient operation by managing road and operational worthiness, the asset register, asset histories, asset specifications, procurement and disposal.
- Undertaken asset inspection and maintenance in accordance with schedules and statutory requirements.
- Ensured that fleet assets have been procured to the highest practical environmental standard available including noise level reduction.
- Provided technical support to stakeholders, either in groups or as individuals, who undertake activities concerned with the use of fleet assets.

- Worked with peers and national fire service colleagues on collaborative procurements, identifying and developing notable practice and benchmarking of service provision. Examples of this work are
  - The EM continues to chair the National Scania fire fleet users group.
  - Essex has been fundamental in raising awareness of the Electronic Stability Programs (ESP) on new vehicles and has led on establishing a nationally agreed view of the use of these systems on appliances.
  - CFOA National and regional TOG activities have continued.
  - Working with colleagues in Bedfordshire to procure appliances to a common specification we have now delivered three of the four batches of new appliances into service.
  - We have developed with PCL (a major provider of air inflation equipment). A unit to inflate vehicle tyres using a BA cylinder.
- We have maintained our accreditation to the standards of ISO 9001 and undergone a pre-assessment to move to the revised ISO 9001- 2015.
- We have been reviewed and continued our accreditation to Investors in people again a revised Standard.
- Embarked on a programme of collaboration with our colleagues within the Essex Police and will continue to do so.
- Worked with our colleagues in the Property team to identify the needs of the Fleet department in relation to any new or redeveloped facilities.
- Maintained our quality of service and performance while managing reduced resources in terms of staffing levels and budget funding.
- Worked with Operational colleagues to determine the requirements for ORV and CFS replacement vehicles.
- Worked with HR on the green book reviewed and evaluation of pay, which is still ongoing.
- Undertaken a number of training activities with Staff to maintain competence levels.

### 3.1 Service Area Performance

Our departmental performance measure are linked to the provision of Fleet assets and repair and maintenance of them, they include:

- **Maintaining the asset replacement schedule** in line with the Fleet and equipment Strategy. *Some slippage has occurred due to current position of the review of officer's vehicle provision.*
- **Maintaining the vehicle and equipment servicing and certification schedules** as provided within the Tranman fleet and equipment system. Including Vehicles, Operational equipment and Breathing Apparatus.
- **Defect response** - Within our SLA with the operations department are a number of KPI such as :

Priority	Response time
One – Urgent Day defect	Attend Within 3 hours
One – Urgent Out of hours defect	Attend Within 3 hours
Two - Non Urgent Defect	Attend Within 24 hours or as agreed between Workshops & OIC.
Three – non urgent (non- time critical)	Next time call at station or at next service

### 4. Training and Development

Our main service level training requirements relate to manufactures training packages for product familiarisation. In addition to these, regulatory and H&S training is a requirement such as LOLER inspections, Forklift, MOT testing, BA maintenance, IRTEC licensing and working at height for examples. The table below provides an overview of the varying competence areas, which have been covered and will need to be refreshed in due course. Not all of these have annual renewals of course; however, the list does show the complexity of training



requirements within fleet services. The highlighted courses are those, which have been approved and scheduled in.

8 BAR FAMILIARISATION TRAINING ON WEBBER AIRBAGS	IMI ACCREDITATION
ACCIDENT INVESTIGATION COURSE	ISO 9001: 2015 INTERNAL QUALITY SYSTEMS AUDIT COURSE
APPRAISAL TRAINING	IRTEC LICENCE
BRONTO CAGE OPERATOR	LGV DRIVERS COURSE
BRONTO INITIAL MECHANICS TRAINING	MAKITA MAINTENANCE TRAINING
BRONTO OPERATOR TRAINING	MANAGING TODAY, LEADING TOMORROW
BRONTO REFRESHER	MANUAL HANDLING
BTEC LEVEL 4 HNC DIPLOMA	MANUAL HANDLING RISK ASSESSMENT
CERTIFICATE OF SERVICING ISC PRODUCTS	MOFFET FORKLIFT OPERATORS COURSE
COACHING SKILLS FOR LINE MANAGERS	MOT ASSESSMENT ANNUAL TRAINING
COUNTER BALANCE FORKLIFT OPERATORS COURSE	MOT NOMINATED TESTER
FAMILIARISATION TRAINING MAKITA 4-STROKE CUTTER	PRESENTATION SKILLS
FAMILIARISATION TRAINING ON FIELD FOGGING SYSTEM FOG 03	PREVENT TRAINING
FIRST AID REFRESHER COURSE	PRIMA PUMP MAINTENANCE TRAINING
FORKLIFT REFRESHER	PROJECT MANAGEMENT COURSE
H&S NOISE TRAINING	ROTRONICS BATTERY EQUIPMENT TRAINING
HAZMAT VAN LOADING & UNLOADING	SAFE ISOLATION/HANDYMAN COURSE
HEAVY RESCUE PLATFORM CRADLE	SCANIA FBT UPDATE
HEIGHTEC COMPETENT PERSON	SCANIA FBT1 PRODUCT FAMILIARISATION
HIAB REFRESHER TRAINING	SCANIA FBT2 PRODUCT FAMILIARISATION
HOOK LIFT REFRESHER	SCANIA FBT3 PRODUCT FAMILIARISATION
HOOK LIFT TRAINING	SWAGE DIMENSION & HOSE CRIMPING
HOOKLIFT RE-ACCREDITATION	THOROUGH EXAMINATION OF LIFTING EQUIPMENT ACCESSORIES
HOOKLIFT REFRESHER	TSK1U - INSPECTION OF PPE - COMPETENT PERSON

In addition to our BAU training requirements of keeping certification renewals up to date any new training requirements will be identified in our training review through the Appraisal process.

One notable area of personal development is linked to our aspiration to include all sections of the Fleet service department under the ISO QMS system. This will require some additional familiarisation with the ISO standard and its procedures.

Although Fleets Services section have a wide range of skills and competences, is it unlikely that those are transferable to other service departments therefore there are no training opportunities our Service Area offer to the rest of the Service. We are however, always willing to support any department or individual's development if we are able.

## 5. Local Performance Indicators for 2018/19

Our main performance indicators are linked to provision of assets to the front line operations.

Service Area	Activity	Success Measure(s)	Target	Information Source
Fleet Management	Maintenance of Fleet assets to planned schedule	Annual completion of plan.	100% completion of all planned events	Tranman software system.
<i>Fleet Transport</i>	<i>Driver license checks</i>	<i>All Service drivers receiving a completed license check</i>	<i>100% completion of all planned events</i>	<i>Currently in development in Tranman</i>
BA Workshop	Maintenance of BA assets to planned schedule	Annual completion of plan.	100% completion of all planned events	Tranman software system.
Fleet Workshops	Defects attendance	As per table in 3.1 above	95% attendance within the target time.	Tranman software system.

## 6. Service Change requiring support from the Service Area

Programme/Project Title	Project Description	Support Provided	On-going impact on your Service area following project go-live
20 20 programme	ORV replacement	Provision of specification and procurement	Delivery of vehicle into service and continued maintenance support.
CCTV and Data Recording on vehicles	To asset the current situation and provide solution and resources to enable better analysis and more reliable systems	Capital funding	The systems of data recording fitted to earlier appliances are starting to fail and are unrepairable with suppliers no longer supporting the products. Although not a legal requirement to have these systems fitted it is unfortunate that they do not work when required to such as following accidents for example.

## 6. Document Information

<b>This version no.</b>	V1.1
<b>Date edited</b>	17/10/17
<b>Status</b>	Draft
<b>Author(s)</b>	Peter Warner
<b>Reviewer(s)</b>	Matthew Parsons
<b>Approver(s)</b>	Mike clayton
<b>File location</b>	Q-Pulse documents records (strategic).

### Please Note:

The 2017–2020 business plans is made up of four key components:

<b>Section</b>	<b>Format/Scope</b>	<b>Contact for Assistance</b>
<b>1. Business Plan</b>	Word document (one per dept/directorate)	Tracy King ext 6252
<b>2. Risk register</b>	<a href="#">JCAD</a> entry (one per department)	Charles Thomas ext 6376
<b>3. Budget forecast</b>	Excel workbook (one per cost centre)	Glenn McGuinness ext 6186
<b>4. Staff headcount forecast</b>	Excel workbook (one per cost centre)	Jayesh Padania ext 6086 Elaine Hodgson ext 6187 Simon Nobbs ext 6190 Paula Drane ext 6189