Essex County Fire and
Rescue Service

Vehicle and Equipment Asset Management Strategy
2021 – 2026
Revision 8

Contents

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.

Specifically, this strategy supports the effective delivery of the following sections of the Fire and Rescue Plan:

Prevention, Protection and Response
Helping the vulnerable stay safe
Making best use of resources
Collaboration with Partners
Develop and broaden the role and range of activities undertaken by the service.

These strategic objectives are further operationalised within the Service Integrated Risk Management plan 2020- 2024. This strategy is a further enabler to the following objectives within the IRMP.

- make sure we have the right appliances, people, and equipment in the right places to manage risk across the county, and make sure resources are available when our communities need them.
- make sure we have the right resources to meet our commitments in the Risk Based Inspection Programme.

Key objectives arise from these strategic goals which will require corporate and departmental policies under which the Fleet Services department 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), will be monitored through the annual business plan or project plans as applicable.

For the purpose of this strategy document, assets are defined as all vehicles and operational equipment in use by Essex County 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 County 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, legislative and best practice requirements to the provision, management, maintenance, and disposal of all fleet assets.

This is driven by a commitment to maintaining the ISO9001:2015 Quality management systems and Investors in People (IiP) accreditation for the Fleet Workshops site and wider accreditation throughout the Fleet Services department

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The Fleet Services management team are committed to the development and enhancement of fleet engineering competence within the department as a whole and to the individual team member. In line with this commitment our engineering Technicians have been accredited by assessment to the IRTEC standards and the workshops facilities itself is one of only three Emergency Service specific workshops to appear on the IRTE Workshops accreditation register, one Fire and two Ambulance. *As at the time of writing.*

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

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:

- **Fire and Rescue Plan 2019 – 2024** (Link)
- **The Strategic Assessment of Risk (SAOR) 2019** (Link). 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 and **The Medium-term Financial Plan (MTFP) 2020-24** (Link)
- The ECFRS environmental policy and its goal for reduction of the Carbon footprint. 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 direction from the Government to end the sale of diesels and Petrol engines in cars by 2030 puts pressure of the Fire Fleet industry.
- The drive for collaboration with other agencies and willing partners in all Emergency Services and public bodies to share resource knowledge and best Practice to the benefit of the public.

- And joint working with National peers through the NFCC Transport Officer's group, to ensure that a common voice is developed to bring standardisation and bench marking. This includes liaison and involvement with Suppliers and other trade bodies.

1. INTRODUCTION

The purpose of this Vehicle and Equipment Asset Management Strategy 2021 – 2026 (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 Strategic Assessment of Risk 2019 (SAOR), Integrated Risk Management Plan 2019-24 (IRMP) and Essex Fire and Rescue plan (Link) 2020-24. The strategy includes the financial years through to 27/28 as significant capital expenditure is planned in the years from 2025.

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority continues to be committed to improving the safety and quality of life for residents, workers, 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 it's 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 (KP), where central support 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 all of the operational equipment including Breathing apparatus (BA), and its fleet of fire appliances, specialist response and other vehicles.

Fleet services 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 and rescue services in the UK serving some 1.8 million people.

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 large dual carriageways, and a section of the country's busiest motorway, the M25 which runs through

the south of the county. Essex borders with rural and metropolitan neighbours and covers an area of approximately 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 51 fire stations across Essex, Southend, and Thurrock including a USAR station (Urban Search and Rescue) located on the Lexden site alongside the Fleet Workshops and central stores facilities.

More information on the operational context in which the ECFRS works can be found at www.essex-fire.gov.uk

Within the ECFRS, fleet and equipment constitute 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 and Rescue 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 Environment, Budgetary funding, Operational Risk, and Incidents will continue to drive operational requirements. The diverse nature of those operational requirements and the improvements to response, through working practices and use of technologies are in turn 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 has been lost with the closure of the Trading arm although some income can be generated through collaboration with other agencies.
- Public finances adversely effected by Brexit in the short term and the cost of national action to combat the Covid pandemic will mean more pressure on expenditure.
- 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.
- The ever faster changing pace in technology and the legislation which often accompanies this, such as environmental targets, noise reduction, incorporation of electronic safety devices on vehicles through type approval legislation, leading to an earlier obsolescence of products.

2.3 External 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 is, employing a broader diversity of staff that may have different fleet asset needs.
- Environmental legislation including more stringent emissions standards and our own goals of reducing our carbon footprint.
- As our customers and service users become more engaged and more informed as a client base there will be an increase in customer expectations – leading to more choice of ways of accessing services and the provision of access to sites for education and prevention. This is reflected in the move to community safety engagement and the provision of suitable vehicles.
- Changes in service delivery methods – changes in appliance design, equipment design and service delivery techniques.
- The increased use of ICT formats for virtual meetings which has been an unforeseen outcome of the pandemic, may in some areas reduce the need for vehicles or certainly reduce the mileage and journeys undertaken.
- The reduction in incidents attended by the services over the last 10 years as a result of prevention activities may lead to a drop in the numbers of assets required across the county but not the in the drivers for fleet investment in terms of technology.
- This reduction in incidents does not necessarily correlate to a reduction in fire cover or asset allocation as attendance times remains a key factor in the location of sites across the county.

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 footprint will affect not only the engine and its waste products but also the material from which the fleet asset is manufactured.
The secure and safe disposal of assets in terms of reducing the environmental impacts not only in end-of-life disposal but also in the risk of “trojan” vehicles being used by extremist organisations or for criminal activities will affect the type of vehicles and equipment procured.
The Service will need take advantage of new technologies, materials, and fuels if they are to meet the carbon reduction targets which in turn will require investment in the Fleet.

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 mission 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 and Fire and Rescue Plan which has been communicated to all levels of our organisation as part of our business planning program. The Corporate People Strategy includes the five published values of the Service and the key elements of that strategy is provided at Appendix 1.

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 15+ years in line with the anticipated longest asset life)
- 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 lay 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.
    - Asset life expectation meets the demands of change in Operational, Technological and Industry requirements
- 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 strategy which is a joint strategy with the Essex Police and written, managed and controlled by the ECFRS property services department. 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 property services manager.

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 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 place 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 and Rescue 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.

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 which 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 organisational 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 willing partners and other fire and rescues 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 backbone of the Fleet Services Quality Management System QMS.
The Quality Policy is shown at Appendix 2.

These nine objectives 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 Director of Corporate Services.
Fleet Services is organised into three distinct sections.

Fleet Management (Incorporating Fleet Transport functions), Fleet Workshops Engineering, and Technical Services.

The Fleet Management and Fleet Workshops Engineering functions are presently located at Lexden.

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

See Appendix 3 which shows the current organisational structure.

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.

Secure disposal of vehicle assets which could be used by criminal or extremist organisation is a sincere concern amongst the Fire and Rescue Service nationally and the ECFRS is currently reviewing its policies and disposal routes to reduce these risks. It is not possible through some disposal routes to ascertain by who or for what purpose a vehicle will be used and there is a moral duty on the Service to ensure that it reasonably does all in its power to reduce the risk of “Trojan vehicles”.

The Fleet Engineering Manager holds a personal liability as affective CPC (Certificate of Professional Competence) holder under the road traffic legislation for the safety and roadworthiness of the vehicle assets within the Service's control and use. This duty under road traffic legislation is one which is specific to the management of commercial Fleet assets.

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.

The 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 car schemes, pool vehicles, essential user vehicle applications and crew buses.

Responsibility for service drivers and their performance and behaviour sits outside the Fleet Services remit.

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.
- Limited provision is made for the generation of income through collaborative arrangements with willing partners, solely Public Authorities or Public owned organisations.
- As an MOT authorised testing station testing facilities are provided for the public however, no additional repairs or servicing is caried out to non public authority customers.

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, PPE (Personal Protective Equipment) acquired for the Service and the provision and maintenance of the Breathing apparatus.

6.4 Operations (Drivers and Local Managers)

Operational crews carry out local daily, weekly, and scheduled inspections and testing as determined by the Engineering Manager in terms of vehicles and equipment and the Assistant Director prevention, protection and Health & safety 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.

Service mileage Logbooks, vehicle operator manuals and servicing handbooks, (where provided by the manufacturers) are issued with each car or van and must always be kept with the vehicle. Increasingly common however is that manufacturers only supply online versions and web links stickers will be provided in the vehicle. It is the driver's responsibility to examine the servicing handbook or web version information 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 Service's vehicle mileage logbook.

Individual drivers, on the Officers Lease Scheme are responsible for arranging the servicing of their vehicles with the local franchised dealership. Contact details of all approved dealerships and repair centres are available from the fleet management team (Transport). To ensure compliance and safety the Fleets Services will undertake six monthly safety inspections outside of the manufacturer's required maintenance regimes.

6.5 Procurement Department

The Procurement and Purchasing Department assist in co-ordinating all procurement activities of Fleet Services for the vehicles and equipment assets, through tendering exercises or through national approved government frameworks.

6.6 Training Department

The training department will 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 Service 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.

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 stakeholders can be identified and met for both operational and support functions.

- A strategic Asset Management Board (AMB) 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, Manager's awareness briefings and, ad-hoc 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 Management Board has been established and consists of :-

- The Deputy Chief Fire Officer,
- The Director Corporate Services,
- Chief Financial Officer
- The Director of Prevention, Protection and Response,
- The Head of Fleet Service (Engineering Manager)
- The Head of ICT
- The property Services Manager
- And key stake holders of departments and other members will be invited to attend, as necessary.

The AMB meets on a monthly basis and provides 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 AMB board will provide assurance to the CFO/CE and SLT that fleet assets are legally compliant and fit for purpose by monitoring the performance of the Fleet Services against the asset replacement program. This Board will review the capital program and renewal of assets under the control of Fleet, Property and ICT departments.

It also provides a monitoring trail for decisions where an increase to the fleet asset numbers are required. This increase in Fleet size or “Fleet Creep” can be for a short-term project where a vehicle is required or for a new permanent role for operational activities as such community engagement initiatives.

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 AMB 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 – To control and manage its fleet assets to ensure risks to the health, safety and welfare of its employees, customers and the 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 CO2 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 expectancy of the vehicle assets.

Vehicle emission legislation has been established to provide a staged approach to the reduction in vehicle emissions over a number of years from 2001 through to 2013 with the implementation of the stages of the “Euro” emissions standards. The current stage of emissions being Euro VI with discussions underway for the development of Euro VII in the later part of 2021. How the UK adoption of the standards will apply post Brexit is unclear but as most commercial vehicles are produced outside the UK and any cars produced will be intended for the European markets it is likely that the stricter standards will apply across the entire fleet assets.

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, by the Property Services department. 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 AMB is cognisant of the objectives of that strategy and therefore environmental issues are considered within procurement, use and disposal of all property and fleet Assets. It is therefore important that the expected lifing policy of the fleet is reviewed not only in terms of cost but also in terms of the environmental impact older vehicles will have. The current policy of 15 years for larger diesel vehicles means that a legacy of less environmentally friendly vehicles will be operated for some time and therefore the lifing policy will be continually reviewed inline with legislation and new technologies to provide adequate planning of finance if changes to the policy is required.

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.

Fleet Services will engage with national peers through supplier user groups and the NFCC Transport Officers' Group (TOG) to ensure ECFRS is at the forefront of sharing best practice and driving change within the industry. The ECFRS Fleet engineering manager currently chairs the NFCC TOG group and the Scania fire service users' group, with the assistant engineering manager chairing the national fire users' group of Civica Tranman fleet management.

7.5 Fleet Asset Replacement

Functional Objective 2 - Fleet Services will continue to maintain efficient and effective fleet assets, ensuring vehicles and equipment are replaced by following optimum replacement cycles. Through comprehensive fleet asset records, benchmarking data and performance monitoring 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 (five years within this current Veams). 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 into 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.

The need to adopt alternative fuels for appliances is on the horizon but currently at an early stage of development, this will drive future asset specifications and asset lifing policies. If this is to include electrification then significant infrastructure at fire and rescue service stations and other sites will be required. This requirement is within the horizon scanning of the property team.

7.6 Service Level Agreements

Functional Objective 3 - To continue the review and develop 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 Area Manager Operations on a regular basis and through the Ops/fleet liaison meetings to ensure it remains fit for purpose and provides for the full scope of services required by fleet asset stake holders.

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 (KPIs) to enable statutory and industry standards to be measured and these KPI’s will be reported and discussed at the monthly Ops and Fleet liaison meetings.

7.7 Collaboration and Working with Partners

Functional Objective 4 - The EFCRS Fleet services department will seek to extend opportunities for collaboration with willing partners between Services and agencies in the region and nationally.

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.

This collaboration will extend to provision of services, sharing of knowledge and data, providing resource in spate conditions and working together to provide a common view or voice on National issues or legislation effecting emergency services.

7.8 Maximising Output from Available Resources

Functional Objective 5 - Fleet 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.

Fleet Services management 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.

This will extend to reviewing and monitoring our processes through internal audits, and client department meetings. Through liaising with suppliers to improve product design and support and above all challenge of custom and practice to bring change where change is required and beneficial or reaffirm that that current processes meet the needs of the organisation.

Monitoring of changes in road transport legislation or best practice will be achieved through the many areas of collaboration and engagement with peers and industry undertaken, which will enable Fleet Services to adapt and stay up to date within the fleet management sector.

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 an innovative 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 Maintaining a Centre of Technical Excellence

Functional Objective 7 - Fleet Services will continue to develop the integration of the Fleet workshop, Technical Services and Ba workshops into one Quality management system and process with common audit and document control procedures. Fleet Services will continue to engage with and work closely with Central Stores, Ops and Procurement to ensure that the Fleet Workshops team and facilities are seen as an Engineering Service centre of excellence for the Service.

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 through this strategy the link between the aims of the Police Fire and Crime commissioner, 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 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 collaboration activities with willing partners.

The Engineering manager is responsible for preparing annual budget bids for both Capital and Revenue and the monitoring of budget expenditure. The current Capital plan is shown at Appendix 4.

The current capital baseline figures shown in Appendix 4 are inclusive of required carried over funding for vehicles currently on order in for this year 20/21, but due to various reasons beyond the control of Essex Fire fleet team, have been delayed in delivery until post April 2021. Therefore, the Budget 21/22 column for vehicles includes the carry over figure of circa £326K.

In addition to the carry over, the budget column 21/22 contains a £10K proposal to replace the workshops two post hydraulic lift to support our working collaboratively with our East of England Ambulance colleagues, who are keen to have the Essex Fire and Rescue fleet services department maintain a proportion of their front-line fleet. This new ramp will also be of benefit to Essex Fire itself as a number of our transit type vehicles are now in the 5-tonne category.

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 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 (currently) 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.

With the closure of the trading arm the Procurement depart may be used for the closed tender disposal of significant assets which may carry a risk of being used for “Trojan vehicles” the disposal policy will be reviewed and engagement with Procurement on possible routes to secure disposal will be undertaken.

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: 2013 and conform to The Road Vehicles (Construction and Use) Regulations 1986 as amended 2015 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; most 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. Where appropriate and in line with the T&Cs of the Asset Management Board 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. Where the replacement assets are identified within the agreed replacement program and within agreed funding limits set by the asset board, procurement will proceed with the asset board being informed of progress and costs.

Additions or changes to the fleet will Asset board approval and 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 is 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 both current and proposed including road traffic and H&S
- User requirements and Level of specification
- Industry good practice methodology

- Maintenance and upkeep requirements
- Changing requirements of user departments
- Procurement practices

- Disposal methods
- Cost of purchase and in life maintenance.
- Availability of suitable replacement or upgraded products.
- Viability of existing technology within the asset
- Advances in new technologies and safety systems to enhance the safety of the crew and the public. ESP, AEB and LDW are examples of this.
- Environmental considerations and the obligation the service has to the general public and global need to reduce emissions.
- Product support in terms of parts supply and manufacture data.

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. However, these life cycles must be kept under constant review and changed in good time to remain optimum and cost effective.

As an example of how changes can affect life cycle it is notable that industry and technologies are moving at a relatively faster pace in today's economy than in previous years meaning support for product in later years of their expected life is tailing off. This means that some spare parts become obsolete and require a good deal of market searching and expense to try to keep assets on the road. Also, to consider is that the appliance that is in excess of 10 years old will paradoxically have less up to date safety systems and technology on board than other HGV vehicles on the road to which it is being sent to support in RTC situation.

With the changes to legislation and the proposed environmental considerations it is advisable to maintain the current lifing policy rather than extend further but keep it under review in the short term as the above criteria governing asset life change.

A recent straw poll (January 2021) of Fire and Rescue Service Fleet engineers through NFCC TOG asked if the current lifing policy of appliances was optimum or whether a reduce lifing would be advisable.

No;1 - B TYPE Appliance - Lifing Policies. Please indicate your current lifing policy for your B type appliances (24 votes)		No;2 - B TYPE Appliance - Lifing Policies. Please indicate do you feel your current lifing policy is adequate in today's industry (18 votes)		No;3 - B TYPE Appliance - Lifing Policies. Please indicate given your experience of managing your own fleet, what lifing policy you would feel meets todays industry needs. (21 Votes)	
10 to 12 Years	13%	Yes	56%	10 to 12 Years	43%
13 to 15 Years	71%	No	44%	13 to 15 Years	57%
16 to 18 Years	13%			16 to 18 Years	0%
19 to 20 Years	4%			19 to 20 Years	0%
				Other	0%

This indicates that ECFRS lifing policy is in line with our peer FRS and also that the industry believes a move to shorter appliance lifing below 15 years in an aspiration.

Some examples of key asset lives within ECFRS 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 within the industry and through our procurement colleagues. Where possible subsequent transfer of the assets to third party users will be monitored.

Prior to the recent closure of the Essex Fire Authority Trading arm EFA(T) December 2020, Essex Fire had a robust disposal route through to Industrial or fire services in third party countries and indeed several other Fire Services used the EFA(T) for their own secure disposal route. With this route no longer available, it will be necessary to identify alternatives safe and secure disposal routes, through which the Service can assure itself that the risk of "Trojan" use of its assets is as low as possible. This will possibly mean a reduction in residual values compared to pre EFA(T) closure.

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 and Rescue 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 NFCC TOG 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 NFCC Transport Officers Group (TOG) inspection manual which is based on the DVSA inspection manual for heavy goods vehicles. The former containing specific addendums relating to fire and rescue 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. Subcategories 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.

An annual audit is undertaken under our ISO quality assurance system to ensure all listed assets within asset register are maintained and up to date with servicing and inspections.

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 fleet 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 effective actions to reduce vehicle accidents will be implemented where appropriate, Service wide performance figures on vehicle accidents will be considered through the Risk management team and the FRIC insurances group.

8.12 Vehicle Logbooks

Each vehicle is issued with a vehicle logbook. This is required to ensure that vehicle use is controlled and can be properly accounted for and managed. The driver must complete the logbook 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 logbook must be totalled, and the total fuel used, oil used, pumping time and miles travelled etc. entered.

A current logbook should always be kept on the vehicle and must accompany it at all times on transfer to Fleet Service Workshops.

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 County Fire and Rescue Service has, through the National Fire Chiefs Council (NFCC) Transport Officers Group (TOG), arranged an informal agreement with other fire and rescue services (FRS) for roadside 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. *(this collaborative arrangement needs to be reaffirmed with TOG partners as it has been in existence for some time)*

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 bench marking data are essential. These codes/reports allow the same data set to be queried in two or more 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 actions 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 previously, through its Engineering Manager lead, set up a national blue light apprenticeship scheme for vehicle technicians which other FRS could choose to part take in. Unfortunately, take up within other FRS was limited and the scheme which was through a Technical College provider in Loughborough was closed. From this the Engineering Manager obtained agreement from Volvo and Scania that FRS apprentice technicians could join the manufacturers own apprenticeship scheme, Therefore ECFRS Apprentices are currently training through Scania's own training facility. The Engineering Manager has also been instrumental in organising the NFCC national apprentice of the year award since its inception and plans to reinstate this with national colleagues in due course under his chairmanship.

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 vehicle repair and motor trade marketplace and not just fire fleets. When one considers the additional equipment, systems and technologies used on fire appliances, the skill and knowledge levels of inhouse technicians need to cover a much wider spectrum, which requires inhouse development over and above the standard or basic vehicle technician competencies.

There is therefore 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 marketplace.

The Fleet Services Engineering manager continues to highlight the need for succession planning nationally and engages with peers to raise the profile of engineering as a career, and the importance of this sector within the wider Fire and Rescue Service.

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 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 allow 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 2015
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.
The 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 NFCC best practice manual 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 provide a good practice methodology:

- Safety Inspection programme.
- Defect Reporting System.
- Preventative Maintenance Schedule.
- Vehicle Inventory.
- Vehicle 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:

Vehicles and Related Assets			
Code	**Description**	**Type**	**Number in Service**
C01	TYPE B APPLIANCE	V	87
C02	SPECIAL	V	29
C03	LGV	V	2
C04	MULTIPLE DRIVE	V	15
C05	CAR	V	119
C06	VAN	V	156
C07	MUSEUM	V	3
C08	FORKLIFT	V	5
C09	TRAILER	V	8
C10	PCV	V	3
C11	PICKUP	V	0
C14	MISC O/SIDE CUSTOMER	V	6
C12	LOAN VEHICLE	V	5
C15	NO SERVICE REQD	V	1
		Total	439

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 Operational equipment:

Operational Equipment and Related Assets							
Code	**Description**	**Type**	**Number in Service**	**Code**	**Description**	**Type**	**Number in Service**
012	FIRE BOAT	E	12	500	OPERATIONAL EQUIPMEN	E	4558
021	POSITIVE PRESSURE VE	E	58	513	DEMOUNTABLE POD	E	9
022	FIRE FOGGING SYSTEMS	E	0	514	GARDEN EQUIPMENT	E	13
024	STINGER GROUND MONIT	E	11	516	LADDERS OTHER	E	53
026	TRIPLE EXTENSION	E	92	517	AIRMATS	E	591
027	ROOF LADDER	E	74	520	WORKSHOP EQUIPMENT	E	651
028	CFS LADDER	E	114	521	SAT NAV	E	132
029	5.5 m LADDER3	E	7	522	INVENTORY OP EQUIP	E	186
030	135 m LADDERS	E	50	523	HIGH PRESSUR CLEANER	E	16
031	105 m LADDERS	E	57	524	BACKPACK SPRAYER	E	431
032	LIGHT PORTABLE PUMP.	E	75	525	TRENCH RESCUE LINE	E	0
033	GENERATOR	E	23	526	ULV COLD FOGGER	E	11
035	HYDRAULIC EQUIP	E	837	AED	DEFIBRILLATOR	E	248
072	PORTABLE FLAME GEN.	E	2	HV	HYDROVANE COMP	E	20
074	PORTABLE COOKING DEM	E	13	OES	OP EQUIPMENT SET	E	0
075	FLOW METERS	E	6	TI	TYRE INFLATOR	E	23
076	MAKITA	E	207	TIC	THERMAL IMAGE CAMERA	E	538
078	SMOKE GENERATOR	E	8	WAH	WORKING AT HEIGHT	E	96
079	DEWALT	E	74			Total	1720

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 and RPE (BA)

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 the Tranman system in a separate set of quality records.

The table below shows the current in-service items for Breathing Apparatus and associated equipment:

Breathing Apparatus and Related Assets			
Code	**Description**	**Type**	**Number in Service**
BCI	CYLINDERS INTERSPIRO	B	1158
FM	FACEMASK	B	650
BV	BREATHING VALVE	B	576
EPD	ELEC DOSIMETER	B	473
BA	BA SET	B	462
REX	PRESS REGULATOR	B	462
SC	SPIROCOMS UNIT	B	452
BAC	BREATHING APP. COMP	B	436
RES	RESPIRATOR	B	221
BCO	CYLINDERS OXYGEN	B	220
GTS	GAS TIGHT SUIT	B	123
RT	OXY THERAPY REDUCERS	B	115
PIF	PERSONAL ISSUE MASK	B	113
GL	GUIDELINE	B	107
GM	GAS MONITORS	B	74
HPR	HIGH PRESS REDUCER	B	74
HI	HOSE INFLATORS	B	71
ADU	AUTO DISTRESS UNIT	B	54
BCS	CYLINDERS YFF	B	42
SM	SURVEY METERS & PROB	B	41
CTG	CYLINDER TEST GUAGES	B	12
BCM	STORAGE CYLINDER	B	11
EAS	EMERGENCY AIR SUPPLY	B	9
COM	COMPRESSORS	B	8
MSK	MERCURY SPILL KITS	B	4
CM	CONTAMINATION METERS	B	3
		Total	5971

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 fleet 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 of Prevention Protection & Response, Area managers of Operations and departmental managers.

Vehicles will be managed throughout their service life to minimise whole life use and to maximise 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. New 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 Area managers Operations considering the following factors:

- Operational needs of the service and risk profile.
- New engineering developments for appliances.
- Variant maintenance requirements.
- Training needs including 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 need 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 mileage 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 Area Managers 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 has been developed in liaison with the operations section. These lists are made available to station personal through the intranet and are controlled documents, showing the stowage and quantity held for all “critical” equipment assets on the appliance. Lists will be review and authorised at the Ops/fleet liaison meetings.

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 C02), therefore although these are critical assets, alternative mobilising or temporary movement of assets is considered when servicing is undertaken.

The number of B Type pumping appliances (class code C01) 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 13 vehicles of this type 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. As part of the review of spare pumping appliances work will be undertaken to access the operational benefits of providing fully kitted spare appliances which could reduce “downtime” at “vehicle changeover” on station. This could be extended to reviewing the allocation of vehicles to specific stations and instead rotating similar appliances through a group of stations “one in one out basis” this could considerably reduce the “off the run” time of station assets due to “changeover”. Although this would require investment in new equipment stock and administrative resource to monitor and maintain the quality records.

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, Fleet services 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 fitted-out and stowed using ergonomic manual handling risk assessment based on the anthropomorphic capabilities of the 95th percentile.

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 enhance 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 willing 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 Tranman user groups provide joint working and product improvements which benefit all FRS.
- National Blue light apprenticeship scheme now transferred to manufacture specific courses.
- Shared courses for 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.
- Regional fire appliance specification in partnership with Bedfordshire FRS.

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 Deputy Chief Fire Officer. Achievement and progress of outcomes from the strategy will be monitored by through the Asset 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 benchmark 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 6 main risks listed under fleet service workshops 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 aligned 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 have been 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 marketplace 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, and national Fire Service awards.

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 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.
2	To control and manage its fleet assets to ensure risks to the health, safety and welfare of its employees, customers and the public are identified, and action is taken to minimise or eliminate their effects.
3	To maintain cost-effective and timely processes for the repair, maintenance, commissioning, decommissioning and disposal of fleet assets.
4	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.
5	To continue the review and develop 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.
6	To extend opportunities for collaboration with willing partners between Services and agencies in the region and nationally.
7	To maximise output from the resources available in the most cost effective and appropriate way.
8	To continue to review developments and opportunities in new technologies and if beneficial to the Service's undertaking, carry them through to the fleet and equipment asset replacement policy and procurement strategy in conjunction with the asset users and the Procurement team.
9	Fleet Services will continue to develop the integration of the Fleet workshop, Technical Services and BA workshops into one Quality management system and process with common audit and document control procedures.

Appendix 1 – Service Mission and Values

Appendix 2 - Fleet Services Quality Policy

QUALITY POLICY & OBJECTIVES

Our Quality Policy is written and adopted in the spirit of the following Values, objectives, behaviours, and principles.

These are our values:

The Essex County Fire & Rescue Service Fleet Workshops provides quality Fleet Management, provision of vehicles and equipment including maintenance, repair and support; this is provided 365 days a year 7 days a week and 24 hours a day. Our team has developed its expertise with over 700 years' collective experience in our field and our aim is to achieve high standards of service to our customers.
This is in line with the following department objectives: -

1. To maintain cost-effective and timely processes for the repair, maintenance, commissioning, decommissioning and disposal of fleet assets.
2. 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.
3. To continue to develop and communicate Service Level Agreements in association with the Operations department and Fleet assets user groups.
4. 3. To extend opportunities for collaboration between Fire Services and other agencies in the region and nationally
5. To maximise output from the resources available in the most cost effective and appropriate way
6. To continue to review developments and opportunities in new technologies and if beneficial to the Service's undertaking, carry them through to the fleet and equipment asset replacement policy and procurement strategy in conjunction with the asset users and the Procurement team.
7. To continue to develop the centre of technical excellence for the Service based on a single site.

Our Quality Policy is defined and strongly driven by the following leadership principles and behaviours.

- We build a relationship with our customers & Colleagues, ensuring their long-term success, through the understanding of their needs we aim to exceed their expectations.
- We achieve our commitments for quality, cost, and schedule, creating sustainable success.
- We enhance the systematic research and use of best preventive practices at all levels and ensure reliable risk management.
- We drive continual improvement and innovation based upon efficient business processes, well-defined measurements, best practices, and customer surveys.
- We develop staff competencies, creativity, empowerment and accountability through appropriate development programs, reward & recognise success by strong leadership and commitment at all levels.

It is our purpose in Fleet Services to provide vehicles and equipment for operational use, and to ensure operational staff have the tools to carry out their duties. As Managers, Supervisors and Staff we are responsible for Quality Control and adoption of this policy, we are all committed to achieving customer and colleague satisfaction by the use of quality procedures, which will be operated to meet or exceed the requirements of ISO 9001:2015 & Investors in People. The outcomes of our actions will be measured and monitored in our Key Performance indicators.

FS 29255

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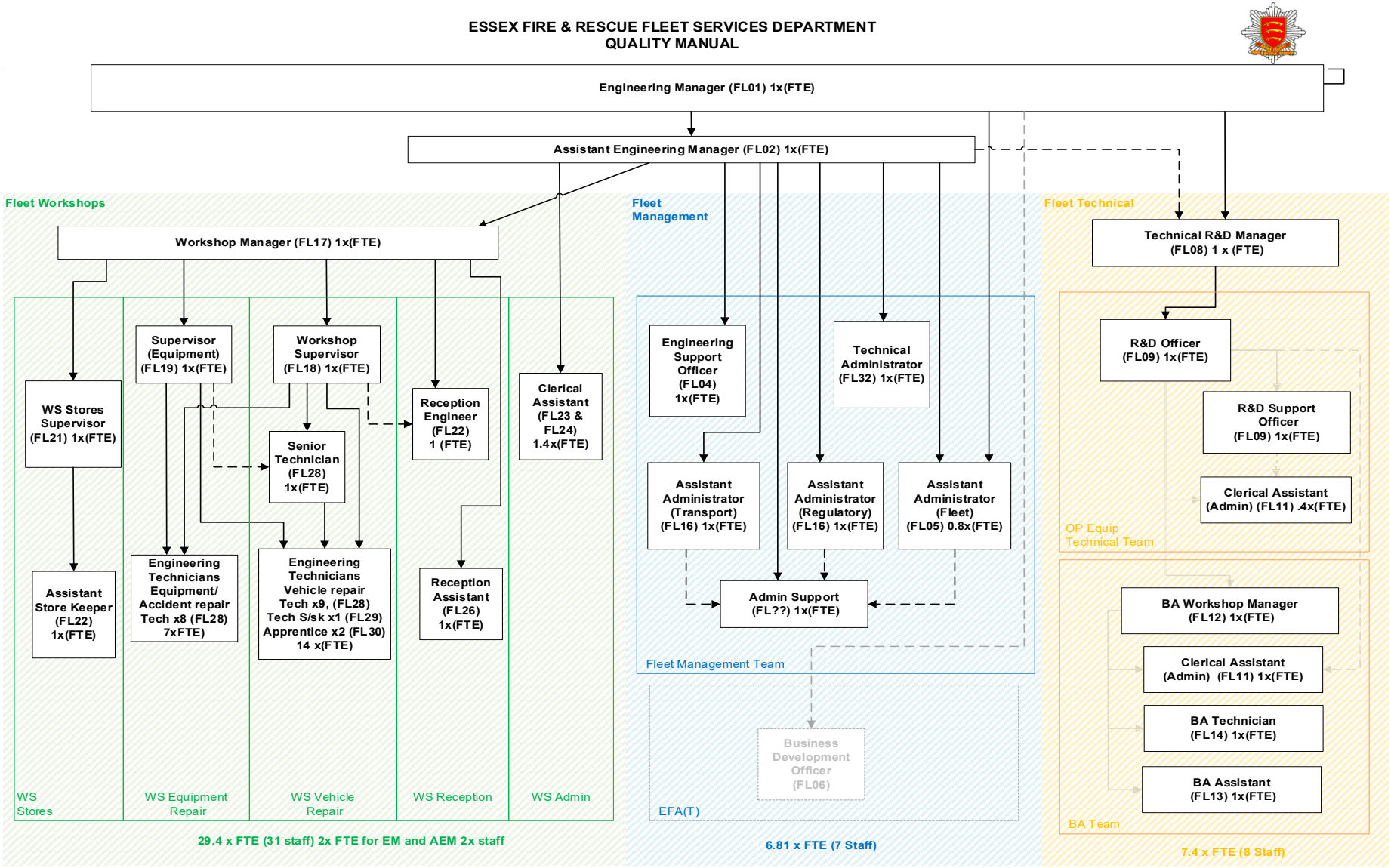
Appendix 3 - Current Organisation Structure



Appendix 4 – Base Line Capital plan

CAPITAL PROGRAMME 2021/22 to 2027/28 Vehicles

B113 -Vehicles	Asset Life	Budget 2020/21	Adjustment to Budget 2020-21	Revised Budget 2020-21	Budget 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
B113 -Vehicles											
Aerial Ladder Platforms				0	0	0	0	0	2,400,000	0	0
Appliances (Pumping)	15	1,260,000	-1,260,000	0	1,760,000	2,640,000	1,760,000	1,760,000	2,210,000	0	1,760,000
Refurb of ICU internals	6	-	-	0	30,000	0	0	400,000	0	0	0
Cycle Scheme	1	40,000	-40,000	0	0	0	0	0	0	0	0
Light Vehicles	6	260,000	80,000	340,000	325,500	0	0	194,000	360,000	118,000	0
Off Road Vehicles	6	150,000	40,000	160,000	102,000	0	0	260,000	27,000	81,000	180,000
Officers Cars (Principal Officers)	4	80,000	-52,500	27,500	111,000	80,000	40,000	40,000	0	0	0
Specialist rescue vehicle	6	-	-	0	100,000	0	0	0	0	0	0
Light Vans	6	240,000	95,000	335,000	248,000	0	160,000	142,000	418,000	268,000	0
Community Wheels	12	-	-	0	0	250,000	0	0	0	0	0
Ladders	12	50,000	500	50,500	94,500	4,500	71,500	43,500	24,100	0	56,500
Hoses for ALPS	8	40,000	60,000	100,000	0	0	0	0	0	0	0
Driver Training Vehicle Replacement	12	-	-	0	0	220,000	0	0	0	0	0
Hose layer replacement	15	-	-	0	0	260,000	0	0	0	0	0
Brake roller tester (Workshop plant)		-	64,000	64,000	10,000	0	0	0	0	0	0
Forklifts				0	0	0	0	105,000	70,000	0	0
Boat and Trailers								8,000	2,000	6,000	8,000
Water Bowsers										520,000	0
Total B113 -Vehicles		**2,120,000**	**-1,013,000**	**1,077,001**	**2,781,000**	**3,454,500**	**2,031,500**	**2,839,500**	**5,439,100**	**467,000**	**1,996,500**

CAPITAL PROGRAMME 2021/22 to 2027/28 Operational Equipment

B116 - Operational Equipment	Asset Life	Budget 2020/21	Adjustment to Budget 2020-21	Revised Budget 2020-21	Budget 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
B116 - Operational Equipment											
B.A. Compressors	8	78,000	-	20,851	- 35,000	-	-	-	-	-	-
Heavy Rescue Pumps Equipment	8	-	37,000	37,000	-	-	-	-	-	848,000	2,250,000
Hose Reel Branch/Main Line Branch	8	160,000	-160,000	-	-	160,000	-	-	-	-	-
Exercise Equipment	5	21,450	-21,450	-	-	-	-	-	-	-	-
Light Portable Pumps	8			-	-	-	160,000	-	-	-	-
BA Contamination machine	8	40,000	-40,000	-	40,000	-	-	-	-	-	-
Hose Reel 22mm Hose upgrade	8	-	-	-	-	-	-	-	-	100,000	-
Method entry equipment	8	30,000	-	-	- 30,000	-	-	-	-	-	-
B' class foam replacement	8	-	-	-	-	-	-		500,000		
Foam additive (large waste fires)	8	35,000	-35,000	-	-	-	-		35,000		
PPV Fans	8	-	-	-	-	-	130,000				
Boats & Trailers	8	-	-	-	-	-	-				
Defibrillators	8	-	-	-	-	-	120,000				
Thermal Imaging Cameras	8	-	25,000	25,000	-	-	665,000				
New BA bags	8	-	14,680	14,680	-	-	-				
Smoke blocking curtains	8	-	-	-	30,000	-	-	-	-	-	-
Body warn CCTV for Flexi duty officers	8	-	-	-	30,000	-	-	-	-	-	-
Fog spikes (temperature reduction equipment)	8	-	-	-	20,000	-	-	-	-	-	-
Air mats						150,000					150,000
Breathing Apparatus											1,200,000
Working at Height Equipment										50000	
Total B116 - Operational Equipment		**364,450**	**-179,770**	**97,531**	**185,000**	**310,000**	**1,075,000**	**0**	**535,000**	**998,000**	**3,600,000**