

FIRE - RES

Fleet

Strategy 2018-23



Shropshire
Fire and Rescue Service



**Putting Shropshire's
Safety First**

Shropshire Fire and Rescue Service

Fleet Strategy 2018 - 2023

Strategy Purpose

The Authority's Fleet Strategy exists to ensure that vehicles are provided to meet the needs of the Service in delivering services to the community.

Those services are defined in corporate aims and objectives, and detailed within the Integrated Risk Management Plan.

The Integrated Risk Management Plan establishes the number of fire appliances required, their locations, and the capability to be provided from them.

The Asset Management Plan considers the established fleet needs, compares it with the current provision, and proposes actions to more closely align need and provision.

Strategy Structure

The full fleet Strategy consists of a number of interlinked documents:



Fleet Objectives

The Service aims to have a fleet which:

- Supports operational service **delivery** and improvement as detailed in the Integrated Risk Management Plan, and balances capability with accessibility
- Provides **training** capabilities which support a safe and effective workforce
- Is **safe** by design
- Is secure and **resilient** against a wide range of threats, including theft and supplier failure
- Meets statutory requirements, **regulations**, and identified best practice
- Supports a **diverse** workforce
- Is **sustainable** and efficient
- Is **flexible** for future development
- Demonstrates and promotes the Shropshire Fire and Rescue Service brand and **values**
- Uses **standard** products and open protocol systems to ensure maintenance flexibility, including opportunities for local SME's

Current Position

The Service owns all of its fleet assets, which enables it to directly manage its costs, and ensure business continuity or flexibility without reference to other parties.

Vehicle lives are defined within the Asset management Plan, and are typically 15 years for pumping appliances, 20 years for LGV based special appliances and 7-10 years for light vehicle based special appliances. Most vehicles are within these planned lives, with the limited number of exceptions having been extended following a formal review process and refurbishment works, where necessary.

The Service operates its own vehicle maintenance workshops, staffed by multi-skilled technicians able to maintain the vehicles, pumps and specialist equipment. Maintenance is carried out to standards defined in CFOA Transport Officer Group best practice, agreed with VOSA, to ensure safety, compliance and availability.

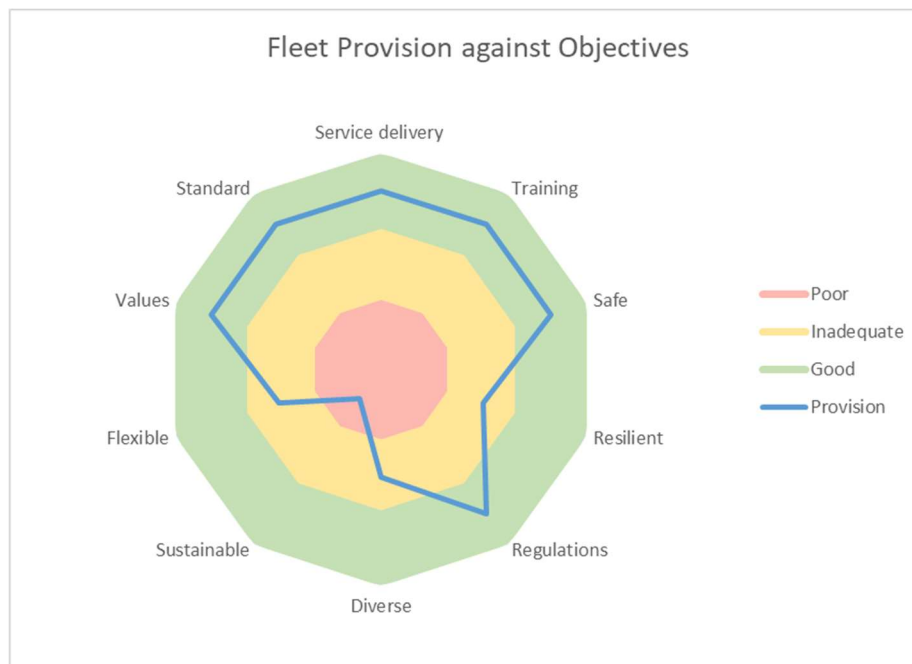
Maintenance is focussed on failure prevention, but a 24-hour reactive repair service is provided, and a number of reserve appliances are provided to ensure availability during repair and maintenance.

The summary statement of overall fleet provision against our objectives is below:

Service delivery	Good	Located in required areas. There is ongoing debate whether current vehicles are too large and heavy for rural use, against the ability to respond and manage a wide range of incidents without immediate support.
Training	Good	Driver and pump training vehicles provided
Safe	Good	Designed to be safe and well maintained
Resilient	Inadequate	Inadequate security on older appliances. Consider electronic locking and remote start/stop.
Regulations	Good	Designed to be compliant and well maintained
Diverse	Inadequate	Appliances are large and tall, but stowage is well designed. Air suspension assists in lowering vehicles.



Sustainable	Poor	Appliances are all diesel powered. Early appliances meet outdated emissions standards, Electric light vehicles are being considered.
Flexible	Inadequate	Vehicles have spare stowage capacity, but may be too large and heavy for rural use.
Values	Good	Strong branding and space of community safety messages
Standard	Good	Mass manufactured chassis and standardised equipment



Current planning is for a generally a static fleet, with no need for purchase or disposal of assets, other than planned renewal. The Service continues to review the way in which it delivers services, and this may result in changes to fleet needs and specification.

Collaboration

The Service provides a specialist fleet which supports the specific needs of a rural Service identified within the IRMP. The requirement is to ensure a safe and effective first attendance, which can be maintained for an extended period before additional appliances or specialist equipment can reach the incident.

Specific differences between the Shropshire fleet and some others include:

- Seating and equipment for greater number of firefighters – up to 9 on rural appliances
- A larger water capacity – up to 3000 litres on newer appliances
- Additional equipment
- A heavier capacity chassis and more powerful engines to cope with additional weight.

The Service is fully supportive of collaborative working, and uses collaborative procurement routes for its appliances.



Other collaborative working arrangements include

Command Support Units. The Service is committed to delivering seamless cross-border incident command, using vehicles jointly procured with Hereford and Worcester Fire Service.

Environment Agency. The Service operates a number of vehicles procured in partnership with the Environment Agency.

Southern Police Light Vehicle Framework. The Service procures light vehicles through the Southern Police Light Vehicle Framework, which reduces administration requirements, ensures commonality with our West Mercia Police partner, and minimises cost.

West Mercia Police Vehicle Maintenance. Much of the Service's non-specialist light vehicle fleet is maintained by the West Mercia Police fleet workshops. The number of vehicles maintained in this way will increase as vehicles are replaced under the police vehicles framework. This arrangement releases our own technicians for specialist work to our fleet and equipment, increases flexibility and reduces external expenditure.

Hereford and Worcester Fire Officers Response Cars. The service procures and adapts officers response cars through a joint arrangement with Hereford and Worcester Fire Service.

Summary of Actions

The Asset Management Plan details a number of actions required to improve and maintain the fleet and ensure its alignment with the needs of the Service, these include:

Review

- **Pumping Appliance Review.** A full review of operational response is required to further assess the balance between appliance size and weight, against capability when in attendance at remote incidents. Objectives include improving flexibility, improving response capability, improving response times, improving flexibility and reducing purchase and operating cost.
- **Rescue Response.** A review of the way in which the Service responds to major rescue incidents to inform the need for, or specification and provision of, a specialist Rescue Tender due for replacement in 2021.
- **Working at Height.** A review of safe working at high level to inform the need for, or specification and provision of, a specialist Aerial Ladder Platform, due for renewal in 2022.
- **Off-road and rural response.** A review of response to remote incidents, including those on inaccessible terrain, to inform the need for, or specification and provision of, specialist off-road vehicles due for renewal in 2022.
- **Water Strategy Review.** A review to identify opportunities from the replacement of the Services dedicated water carrier, and foam and environmental units, which currently pod mounted and share a single prime mover
- **Electric and hybrid vehicles.** The introduction of a limited number of electric and hybrid vehicles in to the non-operational fleet to inform decisions about future operational and non-operational use.



Investment

- **Pumping Appliances.** The Service has a long term capital programme for replacement of pumping appliances. 5 Vehicles are currently in build.
- **Command Support Units.** Orders have been placed by both the Shropshire and Hereford and Worcester services for these vehicles. Vehicle procurement was led by Shropshire, and build will be managed by Herford and Worcester.
- **Light Vehicle Fleet.** Planned renewal of a number of end-of-life non-operational support vehicles used for fire safety activity, service and maintenance of vehicles and equipment, and transport of personnel.
- **Officers Command Response Cars.** Purchase of officers operational response vehicles as current lease agreements end to improve response, availability, business continuity and flexibility.
- **Electric and Hybrid Vehicles.** Specific funding to meet the additional costs associated with the purchase of electric or hybrid vehicles.
- **Boats, Engines and Boat Towing Vehicle.** Replacement of the Services water rescue and flood response capability.

Maintenance

- **Condition and Compliance.** Continue with maintenance in accordance with Fire Service guidance on fleet maintenance. Continue with independent audits of fleet compliance by the Fleet Transport Association.
- **Prevention.** Continue to monitor failures, assess root causes, and address through revised maintenance practices, planned component replacement or new build design and specification changes.

Policy

- Continue to review and develop response policies and procedures, to ensure mobilisation of the most appropriate resources, and identify minor investment opportunities to improve service.



Current and Proposed Capital Schemes (2017)

Scheme	2018 19	2019 20	2020 21	2021 22	2022 23	2023 24	2024 25	2025 26
Appliance replacement, at 250k per vehicle	750	750	500	500	750	1,000	750	500
Officer Command Response Vehicles	350	150	150	400*	150*	150*	400*	150*
Non-operational vehicle replacement	90	80				150		
Additional funding for electric or hybrid vehicles	10							
Boats and engines	20							
Rescue Tender replacement (subject to review of need and specification)		500						
Water Carrier, Foam Unit and Environmental Unit Replacement (subject to review of need and specification)					400			
Aerial Ladder Platforms (subject to review of need and specification)					600		600	
Off-road capability (subject to review of need and specification)					150			
Light Pumping Unit (subject to review of need and specification)						500		
Replacement of Boat towing vehicle							70	

*Note: Officer Command Response Vehicles are partially funded from the commercial sale of the used vehicles at 3 years. Sale income is not included within these figures.



How the proposed actions support the objectives

Objective	Pumping Appliance Review	Appliance replacement	Command Support Units	Light Vehicle Replacement	Officer Command Response Cars	Electric and Hybrid	Rescue Response Review (RT)	Working at Height Review (ALPs)	Water Strategy Review	Light Pumping Unit	Boats and vehicles	Off Road and Rural Response
Service delivery												
Training												
Safe												
Resilient												
Regulations												
Diverse												
Sustainable												
Flexible												
Values												
Standard												

