



Fleet Asset Management Plan







Lancashire Fire and Rescue Service Fleet Asset Management Plan

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1 INTRODUCTION

Lancashire Fire and Rescue Service publish an Integrated Risk Management Plan (IRMP) on a three yearly cycle. The plan states the priorities for "making Lancashire safer" which are:

- Preventing and Protecting
- Responding
- Engaging with Staff
- Delivering Value of Money

The Fleet Asset Management Plan (FAMP) informs the above planning process on the provision, maintenance and replacement of key assets used to fulfil the above priorities and Fleet and Engineering's improvement programme.

The FAMP is key in determining strategic decisions regarding the replacement of assets and defining how the resources are efficiently and effectively utilised. This will ensure vehicles and equipment provide a resilient service to meet the changing needs of the modern Fire and Rescue Service at a local level.

2 STRUCTURES

The Head of Fleet and Engineering Services (FES) now has responsibility for managing procurement, maintenance and replacement of vehicle, equipment, Breathing Apparatus, Personal Protective Equipment (PPE) and Fire Hydrants. The HoFES reports to the Deputy Chief Fire Officer who is the accountable Executive Board Officer. It is the Director's responsibility to inform Members on pertinent issues.

FES work in conjunction with the Director of Corporate Services and operate within revenue and capital budgets approved by Executive Board and Members. The main processes are defined with the Financial Regulations and Contract Standing Orders.

The FAMP sets out a long-term replacement programme over a 15 year period for vehicles and 20 years for equipment. It also indicates actions required during each planning cycle. Budgets are reviewed each year to account for price increases and that intended actions are affordable and meet service needs. It is also appropriate that the Plan is refreshed and presented to Members on a three year planning programme to review progress.

3 ASSET BASE

As at 31 March 2018 the fleet assets will comprised of 224 vehicles (including STC) and 12,394 items of equipment, including BA. The asset value is defined in the table below:

Operational Vehicles	7,882,154
Support Vehicles	534,404
STC (Training Vehicles)	28,642
Operational Equipment	794,795
TOTAL	9,239,995

Appendices A and G give a detailed breakdown of asset numbers and type planned for replacement. The two key objectives FAMP must achieve are to firstly replace assets on time in-line with the life cycle and within the principles of value for money and whole life costs. And secondly to ensure assets are appropriately designed for the work and therefore meet the needs of service delivery.

4 LIFE EXPECTANCY

The lifecycle for an operational fire appliance is currently is 12 years, followed by 1 further year at Training Centre achieving a total life of 13 years. The 12 year cycle equates to a fleet turnover of 8% pa. The lifecycles for special appliances range from 8 to 15 years. Their economic life is determined on whole life costs generated through operational use. In order to achieve a smoother asset replacement programme some flexibility regarding replacement is required to even out costs. However, equipment such as Breathing Apparatus needs to be replaced en bloc due to the complexities of training introduced through having a wide product range. Asset replacement plans are set out in Appendix E and G in numbers and Appendices C and F for expenditure. In response to budget reductions, many Fire Services have extended appliance life to generate efficiency savings. Whilst this is a feasible solution, particularly for services with low activity, there is an inherent risk of vehicle component parts becoming obsolete. Life expectancy within other services still remains between 10 and 15 years.

After a 12 year operational life on station or as a reserve, appliances are cascaded down to STC. This fleet has now been increased to 5 vehicles to meet the training needs generated by new recruits. The fleet turnover of 8.6% equates to 5 appliances per annum, therefore STC maintain a reasonable age profile that reflects a similar specification to appliances in service. However, with the



Appliances are still cascaded down to Retained Duty stations, which generally have low activity levels as a mechanism for controlling maintenance costs. Movements tend to occur between year seven and eight when costs peak. A minor refurbishment of around £3k per appliance is undertaken to maintain reliability and potentially a good residual value. Consideration is also given to vehicle aesthetics to maintain a professional image.

Appliance life is continually discussed at a national level, and while most Fire and Rescue Authorities still operate a 12 year lifecycle, some are moving to 13 years with the expectation of reducing capital costs. However, the risk of incurring higher maintenance costs increases. FES will continue to cascade appliances down to low activity to reduce vehicle maintenance costs achieving an economic lifecycle.

5 PROFILED AGE

The replacement plan aims to smooth out vehicle purchases over a period of time to ease pressures on capital and maintenance costs. However, due to late deliveries by varying suppliers vehicles have carried over into the following financial years. In order to address this, a contract was awarded for three years, which has proved to be more effective in managing slippages in lead times. Providing fleet requirements remain static a policy of long term contracts will be maintained to stabilise age profile. To date the age profile for appliances is 7 years.

It is important to note that vehicle and equipment technology has significantly developed over the past three years with the introduction of safer vehicle braking systems, water pump management and ancillary equipment controls as an example. Improvements of this nature increases demand on training needs, which justifies the business case for Training Centre to have a more modern fleet and improve access to the latest vehicle and equipment technology for continuous planned training.

The age profile for the remaining fleet assets continues to be at an average of 6 years. This is due to reducing fleet size and proactively replacing vehicles on time or end of life. Following this policy means that better residual values can be achieved and higher maintenance costs avoided. Income generated from vehicle/equipment sales is reinvested back into the service to improve or enhance operational assets.

Budget provision for vehicle maintenance in $2017/18 = \pounds 634,400$. This budget has reduced by 20% since 2014/15. The saving is generated by replacing vehicles on time, implementing robust budget controls and utilising the correct resource for specialist work. Budget provision for equipment maintenance = $\pounds 59,000$, this figure is expected to rise with the introduction of additional equipment assets.

6 RESEARCH AND DEVELOPMENT

Over the past three years the Research and Development (R&D) function has been well embedded into the service and has delivered improvements that enhance firefighter safety and firefighting techniques. The R&D group maintain a cross section of skilled people who bring a wealth of experience, knowledge and interest in moving new developments forward. Operational staff are encouraged to lead on improvements from incident de-briefs and learning from individual operational experiences.

Road Traffic Collisions is the first activity that benefits from new investment. Firefighters have been issued with new items of PPE. Firstly a more suitable glove with improved dexterity, resistance to cuts, improved grip and shock resistance when using RTC tools. The second item of PPE to be rolled out is Technical Rescue Jackets. The jackets are much lighter and flexible for RTC work. Both products improve firefighter safety, comfort and performance.

Battery operated RTC tools (Cutter, Spreader & Ram) are currently being evaluated to establish if the concept is an improvement on existing hydraulic tools. Battery RTC equipment, albeit heavier, is less restrictive to use, has potentially greater cutting and spreading capacity and has reduced noise levels. These products are becoming more popular within the industry therefore LFRS need to conclude their suitability as an alternative before the existing equipment falls due for replacement.

The introduction of Vehicle Stabilisation Units for RTC incidents has significantly improved the safety of casualties and firefighters. Previously short extension ladders along with step blocks and chocks where used for this task. The units are designed to provide a rigid structure that eliminates vehicle movement during extrication maximising safety and effectiveness. Several high profile pressure misting systems have been introduced into the industry, the most well know being Cobra. LFRS have introduced Fog Spikes which attach to the high pressure hose on the appliance. The fog spike is easily deployed, has equal performance on cooling compartment fires and costs significantly less than other systems. The product reduces risks to fire fighters which enhances their safety and performance.

Unmanned Aerial Vehicle (UAV) technology, also known as a Drone, was introduced within the last 18 months following extensive research. evaluation and in-depth training. The UAV support team are very well established, competent and successful in producing Infrared and/or CCTV footage at operational incidents to aid decision making and learning from incident debriefs. The team also work in collaboration with the Police on incidents such as missing persons and the partnership continues to develop making best use of the investment.

The new Aerial Ladder Platforms (ALP) is now in service following the evaluation and procurement process. The ALP's have proved to be effective at operational incidents due to improved manoeuvrability, ease of operation and increased water tower capability. The procurement framework set up by LFRS and Greater Manchester has led to the purchase of a further six Aerial Appliances by Northwest FRS.

The ALP replacement strategy identified the need for further research on an alternative type of Water Tower Appliance. This research led to the Head of Fleet and Engineering negotiating a 12 month hire agreement with a supplier to evaluate a new appliance concept with water tower capability. The evaluation will end in February 2018 and to date LFRS have gathered sufficient evidence from variety of incidents, mainly with commercial premises to confirm the concept has proved to be successful. Further work will be undertaken to produce an aerial strategy that includes this new concept which improves capability, performance and safety.

7 EQUALITY AND DIVERSITY

Fleet and Engineering Services continually align to the organisations priority to promote equality and diversity. In response it considers and makes provision for different abilities of staff by introducing new ways of working.

The investment made in new products and PPE as described above in the research and development

section is a measure of LFRS commitment to addressing equality and diversity matters related to operational assets.

Continued awareness on equality and diversity streams consistently grows throughout the department, in particular with regard to procurement of assets. During consultation with end users, specific needs are identified and further analysis of workload underpins expectations.

Key areas of consideration are manual handling, accessibility, operability and performance. User requirements are then reflected in product specifications.

8 SAFETY, HEALTH AND ENVIRONMENT

Running a modern Fleet is a safety critical operation that must ensure employee and public safety. This is achieved through best practice in vehicle inspection, maintenance, operation, product development and procurement.

The Safety, Health and Environment Policy outline the aims and objectives and commitment within LFRS to implement and maintain the highest standards of health and safety from all our activities and prevent pollution and minimises our impact on the environment.

LFRS are accredited to ISO 14001:2004 for its Environmental Management System and OHSAS 18001:2007 for its Health and Safety Management System. Each year the systems are externally examined for compliance and continued accreditation. In LFRS, progress and performance are reviewed annually through the Safety, Health and Environment Annual Review Report and regular monitoring through the Health, Safety and Environment Advisory Group.

Through the carbon management programme, LFRS has signed up to the green agenda. The introduction of euro six engines in commercial vehicles demonstrates LFRS's commitment to reducing harmful exhaust emissions. This is a significant change to manage because the euro six exhaust systems are much larger. The appliance body has been redesigned to accommodate the larger system, which results in reduced space for equipment stowage. Therefore, further challenges on product design lie ahead.

Other examples of new vehicle technology are electronically controlled braking, Electronic Stability Programme (ESP) and Lane Change Warning which are safety related improvements. Over the past three years the cost of introducing the new technology is approximately £8.5K per vehicle.

When replacing support vehicles, carbon dioxide emissions and particulates are always considered and form part of the decision process. LFRS aim to procure vehicles that best fit the task based on capacity and fuel performance.

Hybrid and electric vehicles continue to become more popular with services that generally operate locally such as Local Government organisations. LFRS are going to invest more time in evaluating the different options available and will measure the cost benefit of pursuing a green policy on introducing this technology. Some Northwest FRS have already invested in electric vehicles.

In the commercial vehicle sector for both truck and bus, compressed natural gas and electric hybrid variants continue to be developed. The technology has been embraced by two key suppliers within the Fire Service Industry who will shortly be producing alternative powered fire appliances. LFRS will collaborate with partners and suppliers to determine the cost benefits or otherwise before committing to hybrid or electric vehicle technology.

Although LFRS had previously reduced their fuel use by 40,000 litres over past years, usage has increased which is mainly due to incident activity. Best practice on journey planning is still promoted to encourage awareness of minimising nonessential use. Fuel use league tables are provided to stations as an incentive to continually monitor and improve performance.

9 **RESILIENCE**

The North West Technical Officers Group (TOG) meets on a quarterly cycle to discuss technical, policy and service delivery issues. The group consists of Lancashire, Merseyside, Greater Manchester, Cheshire, Cumbria and Northern Ireland FRA. Each year the Resilience support agreement is refreshed to reflect up to date services available to each FRS in the event that maintenance facilities are lost.

LFRS have in place a Service Level Agreement (SLA) with Lancashire County Council to provide a vehicle maintenance service. This SLA is further supported by product suppliers/manufacturers and other local specialist contractors.

10 VEHICLE FUNDING

LFRS are currently in a healthy financial position. Therefore, use of Capital funds still remains the most economic approach to finance vehicle and equipment asset purchases. With the lease arrangement there will always be a risk of incurring additional costs for damage through robust application of lease return conditions. LFRS asset life cycles are quite long due low mileage or low use so the risk of additional costs increases, which make the lease option less attractive. Funding arrangements will be subject to periodic reviews as the financial climate changes.

11 WHOLE-LIFE COSTING

Whole life costing still remains the only accurate way of determining the most economic product/asset to operate within the organisations working environment. The key components are:

- Purchase Value
- Life cycle
- Depreciation/over life
- Residual Value
- Reliability
- Maintenance
- Component costs
- Modification/adaptations
- Downtime
- Fuel Economy
- Carbon Dioxide Rating
- Training

It is essential to have accurate information on the above components in order to make informed decisions when replacing assets in line with a planned programme. Equally important is to ensure the asset meets customer needs and expectation. On occasions, the best product for the task may not always be the cheapest to operate. Assessment of quality and performance over price in crucial in the evaluation process. Therefore a joint approach with customers on selecting an asset is crucial to understand the risks that may arise on both sides.

12 REPLACEMENT PROGRAMME

Smoothing out the replacement plan has been fundamental in stabilising expenditure on maintenance and capital budgets. Over the past three years the maintenance budget has steadily reduced as a direct result of completing planned replacements on time, controlling costs on

fleet asset management plan

vehicles due replacement and avoiding unnecessary maintenance.

Appendices E, F and G show the long term replacement plans based on asset lifecycles. Each year this plan is reviewed against customer's needs. Cost savings are always sought when opportunities arise such as removing underutilised assets and developing shared use to avoid unnecessary purchases.

The capital for vehicle replacement averages \pounds 1,572,300 pa. The revenue budget in 2017/18 for equipment replacement and maintenance including BA assets was \pounds 442,000.

The budget for vehicle and equipment assets is subject to external/internal budget pressures and reinvestment costs will be regularly reviewed for affordability. Therefore, LFRS will have to evaluate the risks/consequences of not maintaining the desired replacement strategy.

The key objective for the replacement plan is to produce stable operating costs and balanced capital investment. This position will aid the financial planning process. It also gives the customer more choice and opportunity to change vehicle requirements to modernise the service.

13 PROCUREMENT

LFRS have historically used framework agreements to procure vehicle and equipment assets whenever possible. Although guidance on compliance to the framework is given LFRS still carries the risk of challenge from suppliers who are unsuccessful in winning the contract. Suppliers regularly request detailed information on their submission in order to develop and improve their bid. However, this suggests the risk of challenge still remains high.

Procurement partnerships with other FRS's nationally are becoming more popular, particularly within the Northwest region. LFRS are currently working with all Northwest Fire Services on joint procurement projects which are independent from the national framework. LFRS will continue to work with their northwest partners and services nationally to further promote collaboration.

At present there are five suppliers of standard B type fire appliances. The majority of these have diversified their business into other markets which creates more business stability as the fire market for vehicles is small in comparison to other transport industries. Operational Equipment and Personal Protective Equipment (PPE) is a similar trend. The choice of suppliers is quite restricted particularly for products such as ladders with long product life cycles means that sale volumes are low which stagnates the market.

LFRS will continue to develop shared working with other FRS's on framework agreements and/or independent European procurement processes that provide value for money.

14 CHANGING APPLIANCE DESIGN

The most recent changes to fire appliance purchases over the last three years have been in the Daf chassis. Since the introduction of Euro Six engines, manufacturers have developed vehicle braking systems, electronic control and stability systems, all of which improve vehicle handling and overall safety particularly for vehicles used in arduous conditions or on long distance journeys.

The Daf chassis still remains a high performing product in terms of reliability, durability and suitability for fire service activities. The only restriction for the Daf product is crew cab options. The current Ziegler crew cab still remains fit for purpose. New European safety standards for newly designed crew cabs were introduced in January 2017. Albeit the standard does not apply to products designed before that date, there may be potential market changes ahead. LFRS will undertake research on alternative crew cabs and chassis options to prepare for the potential to change vehicle type.

FRS's are still exploring the concept of rapid response units that deal with small incidents such as vehicle and rubbish fires as part of a wider future firefighting project. The appliance specification is generally based on a 4x4 pick-up fitted with bespoke body, or a standard panel van. Both options are equipped with high pressure water systems commonly known as fogging units. Some FRS have introduced a medium sized (10 tonne) appliance with higher pumping and equipment stowage capacities. This option is deemed to be a more suitable option to suit a wider operational response. LFRS will consider these options in future reviews of asset design and deployment.

15 ASSET MANAGEMENT REPLACEMENT STRATEGY



16 FLEET AND ENGINEERING SERVICES DEPARTMENT

Fleet and Engineering Services (FES) have been responsible for all aspects of asset management since November 2012 following a restructure. The department now has full responsibility for product research, design, development, procurement, maintenance and disposal of all vehicle, equipment, Personal operational Protective Equipment (PPE) and breathing apparatus assets used for firefighting. The department is also responsible for the management of 9,000 Hydrants adopted across the County for the purpose of firefighting activities. A summary of responsibilities are listed below:

- Asset research, design and development
- Financial management
- Procurement of all operational assets
- Legal compliance of operational assets, technical advice and use
- Planned maintenance programme
- Asset maintenance, modification and accident repairs
- Asset register
- Maintenance of Breathing Apparatus
- Maintenance of adopted roadway Hydrants
- Performance management and review
- Insurance administration
- Fuel purchases and stock control
- Officers lease car scheme

The FES team provide professional advice to internal and external customers on all aspects of Asset Management Policy and Operational Requirements with regard to the above. FES are committed to adopting "LEAN" processes which deliver effective and efficient service to meet "customer's needs" and achieve financial savings that contribute to the organisation's medium and long term financial strategy.

FES have successfully reduced staff costs over previous years through natural wastage. Examples of this are, reducing from 12 to 9 full time staff, (25% reduction). This objective has been achieved in response to budget pressures at that time. Since the restructure FES managed a further reduction within the staff that transferred from 10 to 8 staff (20% reduction) and still successfully maintained the same level of service delivery.

LFRS continually move through a change programme through the delivery Integrated Risk Management and Annual Service plans. Through this process FES will also continue to implement change, monitor performance and adapt as necessary to ensure overall service and financial objectives are achieved.

17 ASSET MANAGEMENT SYSTEMS

LFRS strive to continuously improve IT systems replacement and modernisation through programmes. In addition to Tranman asset management, the ICT Department move forward with the implementation of their ITC strategy replace systems refresh or to improve departmental performance. such as Wide Area Network, Poris (Risk Information), Home Fire Safety Check and introduction of I-Pads.

In a constantly changing environment, accurate financial and performance monitoring of business activities demands new technology to meet service and customer needs. The new Tranman Asset Management system is capable of managing breathing vehicles, operational equipment, apparatus, on station checks, workshop maintenance. stock management. specialist administration functions and asset capability for regional control activities. The Tranman system will continue to be developed to meet current and future needs as they arise.

LFRS and Merseyside FRS have successfully completed a tender process to purchase a new fuel management system called Fueltek FMO. This system is widely used throughout the transport industry including several Local Authorities. The purpose of this investment is to rebuild the infrastructure of fuel stocks which in-turn strengthens LFRS Business Continuity Plan.

LFRS are dependent on Lancashire County Council (LCC) Repair and Maintenance Programme (RAMP) for job costing and financial performance. The Service Level Agreement (SLA) in place with LCC will need to be market tested in the future. Should an alternative maintenance provider be chosen LFRS are at risk of losing vital skills, information and a key asset management system. Therefore, the introduction of the Tranman Asset Management system, which has the job performance costing. stock control and management modules available, will mitigate this risk.

Hydrants are managed through a system called Fire Hydrant Management System (FHMS) which is a new system in the water management market. FHMS has been developed to integrate with Mobile Data equipment carried on appliances. The database retains detailed information on hydrant type, location, condition and repair history and water flow rate. This along with other risk based information can be accessed by operational crews whilst at incidents, which represents a significant improvement to service delivery. The system still has potential for further development and this area of work will be included in the Departmental Improvement Plan and carried out in conjunction with the ITC department and the systems provider 3TC.

18 ACCIDENTS AND ROAD SAFETY

LFRS monitor vehicle and equipment accidents through robust procedures and report performance to the Health and Safety Group on a quarterly bases. A proactive approach is taken in supporting Service Delivery Managers to thoroughly investigate incidents, implement control measures and reinvest in training were necessary to improve performance.

The above methodology has generated a steady improvement over the past three years in managing road risk to a reasonable level. An example of this is vehicle accidents reducing from 84 in 2011 to 42 in 2014, a reduction of 50%. This level of performance continued to be maintained over the past three years to date.

Fleet and Engineering Services remain committed to improving performance by reducing accidents related to vehicles and equipment use, improving health and safety at work, road safety and minimising impact on the environment in addition to reducing costs.

19 MAINTENANCE OF VEHICLES AND EQUIPMENT

LFRS have a Service Level Agreement in-place County Council with Lancashire Fleet Management Unit, a department of Lancashire The County Council. Dept. provide а comprehensive maintenance and repair service for vehicles and equipment. Engineering staff are licensed under the Institute of Road Transport Engineers Certification scheme (ITREC). This scheme involves skills assessment test on a three yearly cycle to evidence individual's competency. LCC are accredited to ISO9000 & ISO9001 for Quality Standards, OHSAS18001 for Health and Safety Standards and achieved Investors In People (IIP) status. LCC are a member of the Association of Public Service Excellence (APSE) regularly benchmark their and vehicle maintenance costs through this network of members to measure their competiveness in the market. In addition to their in-house fleet, LCC also provide maintenance service to other district authorities in the County through an SLA which evidences strong partnership working.

Vehicle maintenance is aligned to the regulations set by the Department of Transport and the Driver and Vehicle Standards Agency (DVSA). LFRS strive to achieve a high standard of maintenance commensurate to the fire service industry to ensure that no vehicle falls below the minimum requirement for roadworthiness when in operational service.

LFRS in-house Engineers maintain complex specialist equipment in-line with Provision and Use of Work Equipment Regulations 1998 (PUWER) and Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) to achieve legal compliance set by Health and Safety legislation. This service extends to Breathing Apparatus. In addition to LOLER and PUWER, the equipment is subject to compliance with other legislation specific to compressed air and high pressure vessels.

Both external and internal maintenance functions will be benchmarked to establish value for money and competitiveness within the market.

20 STRUCTURE AND RESPONSIBILITIES

The Head of Fleet and Engineering Services has responsibility for the department's performance specific to financial and service delivery. Equipment and Vehicle Assets are divided across two sections (see Appendix H). Both sections liaise closely on asset procurement, maintenance, design, development, and disposal issues to ensure the most economic processes are followed.

The Technical Services Manager has responsibility for the Technical Logistics Officer, two Specialist Administration Officers for Systems and Finance and Procurement, BA Service Manager, three Equipment & BA Engineers and two Driver Handy Persons. The section manages and non-planned planned maintenance undertaken by contractors, develops product specifications and provides professional advice on the law and health and safety matters related to vehicle operations. The fleet consists of 224 vehicles.

The Operational Equipment Officer has responsibility for the Watch Manager, the Commissioning Engineer and three Hydrant Technicians. The section manages all aspects of procurement, research and development of including Breathing operational equipment, Apparatus, hydrant maintenance, repair and new

installations. They also provide professional advice on use, the law and health and safety matters related to these assets.

To support business continuity a small team of casual staff has been established to cover transport logistics, equipment and hydrant maintenance during times of leave, sickness absence or periods of increased workload.

The department continually strives to develop service provision. Relocating staff from SHQ to merge two workshops into one at Training Centre has been fundamental to improving service delivery. Staff have gone through a training programme to become multi skilled and the team are now responsible for all aspects of maintenance on specialist operational equipment, such as breathing apparatus, hydraulic RTC and technical rescue equipment and a wide variety of firefighting equipment including engine driven units.

A business case has been put forward to build a new workshop facility at TOR. This investment will create further opportunities to improve service delivery and generate savings. The new facility will create scope to centralise reserve assets, and to also provide additional workspaces for Asset Management functions to take place.

The drive for continuous improvement and Lean methodology leads to a further review of staff structure, location and working practices. Centralising staff resource as described above has yielded tangible benefits. The next structure review will focus on four key areas of service improvement which are;

- Develop the fleet section to improve asset management controls whilst maintaining quality, competitiveness and compliance.
- Develop the equipment section to improve introduction of assets fit for purpose into service and delivery technical training.
- Develop workshop maintenance facilities to be more effective in operating practices and be efficient on operating costs.
- Develop vehicle and equipment assets to meet changes associated to techniques and practices identified through Research and Development.

Over the past three years FES have successfully generated savings through a structured change plan. However, the current financial climate and future austerity measures will continue to apply economic pressures on all LFRS departments to generate further savings to meet LFRS financial savings plan. With this in mind, FES will rise to the challenge of modernisation and as a support service a positive attitude on the direction of travel towards increased collaboration will be embraced.

21 EXTERNAL RESOURCES

LCC continue to provide the maintenance function to LFRS based on the Service Level Agreement which both parties review each financial year. The SLA also includes a 24/7 out of hour's service. Overall LCC provide a high level of service delivery on all aspects of vehicle maintenance at a competitive price. Within any year LFRS will utilise other maintenance providers listed on their Business Continuity Plan (BCP) to market test LCC costs and performance. This practice sustains a strong commercial relationship between client and contractor and the focus is to achieve one of LFRS key priorities; value for money.

It is essential that LFRS maintain a robust BCP to support the maintenance function delivered by LCC. Given the complexity of specifications, vehicle manufacturers are a key partner to supporting the BCP. However, it is important to introduce other local contractors to form part of the BCP. By using their services to market test LCC costs create a practice of testing BCP resilience and performance.

LFRS and LCC continue to work closely on managing maintenance costs to ensure value for money is achieved for the purpose of;

- Achieving efficiency savings
- Measuring competitiveness
- Maintaining quality and reliability

Balancing resource against available workload is equally important. Therefore, maintaining that balance against a reducing asset base and funding will be a priority in order to secure a successful long term partnership.

22 PERFORMANCE INDICATORS

Benchmarking against key performance indicators is well established in District, Unitary and County Council organisations. Members of the Association of Public Services Excellence (APSE) forum publish a document on performance measures that evidences comparisons on maintenance costs and contract hire rates for a variety of specialist vehicles.

fleet asset management plan

Fire Services appear to be less proactive on benchmarking fleet management and vehicle maintenance KPI's. That said, many have employed consultants to carryout reviews on internal management and maintenance functions to establish their performance.

The previous FAMP reported on a set of KPI's developed by Fire Services in the Northwest Technical Officer Group (NWTOG). Those KPI's will be refreshed next year to reflect the 2017/2018 financial year performance. The following KPI's have been selected to measure performance;

- Vehicle downtime or availability
- Appliance maintenance cost
- Safety inspections on time
- No of vehicle accidents
- Average age profile

LFRS generally perform well within the group and the current performance is;

- Appliance Availability 100% 7 Reserve Vehicles ensure 58 operational appliances are available.
- Appliance Maintenance £5.2k against £5.6k budget. 2015 budget was £7.4k. 24% saving against 2015 budget
- Safety Inspections on 98%
- Vehicle Accidents = 42
- Age profile = 7 years over a 12 year life cycle.

The KPI's are modelled against private sector industry dealerships such as, Daf, Volvo, Mercedes products. It is therefore deemed to be a realistic measure to apply and compare. For example the £5.2k maintenance cost compares well against a "Chassis only" contract maintenance rate between £3.7k to £4.2k offered by a dealership. The difference (£1.2kaverage) would fund maintenance for the body and ancillary equipment.

23 IMPROVEMENT PROGRAME

A service improvement programme was developed through a SWOT analysis for each section within the department. Staff engagement was crucial to this process as clear and wide ranging objectives were identified. These objectives fall into four key areas of business activity which are;

Customer

- Build a stronger working relationship and deliver customer requirements.
- Work closely with Service Delivery on developing future firefighting assets and practices used.

Finance

- Generate efficiency savings in-line with LFRS financial planning process.
- Maintain a healthy and affordable asset reinvestment plan.

Systems

- Implement a new asset management system to improve control and utilisation of assets employed.
- Continue to adopt Lean Processes and methodology to achieve efficiencies and effective productivity.

Growth

- Invest in staff, ensure they are trained appropriately to deliver a quality service that meets customer's expectations.
- Develop opportunities to partnership or share services with other government bodies on delivering service to the community. Shared services may be an option?

24 CUSTOMER AND MARKET CHANGES

USAR

Replacement and maintenance of USAR assets still remains the responsibility of Home Office. Since ownership transferred late in 2011, LFRS became responsible for costs generated through damage or loss. To date LFRS have not incurred any significant charges since this policy commenced. The current policy on asset replacement or refresh is based on two principles, uneconomic repair and changes in operational capability. There are no lifecycles applied to any asset, therefore obsolescence will be another driver for replacement.

The long term sustainability of USAR assets remains unknown. Austerity measures are likely to impact in the future and therefore utilisation of assets will be a key factor to determine whether FRS's retain, reduce or absorb elements of this investment into the main fleet. Future Emergency Cover Reviews will take account of asset deployment and with ongoing budget pressures, LFRS will ensure that no over provision or duplication exists. Examples of consolidating service functions are rope rescue, heavy lifting and animal rescue.

LFRS will strive to achieve the best provision of capability, use and affordability from all USAR assets employed. However, in-light of the issues noted, particularly on life cycles, there remains an element of risk with the USAR function which will need to be carefully monitored.

RESEARCH AND DEVELOPMENT

Research and development (R&D) is now recognised by Fire and Rescue Services nationally as an important function. Given the complexity of assets employed and the technical and specialist skills required to deliver an efficient and effective emergency response service, is paramount that sufficient resource and funding is available for reinvestment. LFRS are fully committed to organisational development and the need for investment, which is evidenced earlier in the report by the assets recently introduced.

In 2017 a National R&D group was created and tasked to create various work streams and identify key priorities which are,

- Body worn CCTV
- Breathing Apparatus Communications
- Battery RTC Tools

Technical Officers in the Northwest FRS will be investing more time on R&D matters and will work more closely with the National Group on the above priorities.

In addition to the national priorities the NW R&D group will progress work streams related to planned asset replacement and other projects were collaboration opportunities arise such as,

- Review ladder Policy and Specification
- Replace Command Support Units
- Replace Breathing Apparatus and Telemetry Equipment

As LFRS continue to move forward with the review and development of the next Integrated Risk Management Plan, further areas of change will be highlighted and may well fall within the R&D reference.

25 REVIEW

This is the fourth FAMP which will be reviewed and progress reported as part of the three yearly planning cycles.

Fleet and Engineering Services scrutinise revenue budget performance each financial year to ensure realistic and achievable targets are set. Financial performance is monitored monthly and strict control or actions are implemented to ensure overall performance falls within budget. A total of £351,200 savings has been generated over the previous years as a direct result of strong financial management. As the thrust of austerity measures continues to be a key focus, FES will continue to review operating costs and service provision to support the organisation in achieving long term objectives set within the financial planning cycle.

The Department continually seeks structured feedback on its performance. Customer evaluation and feedback mechanisms are now embedded. and department representatives regularly engage with Service Delivery through Operational Strategic and Task Group forums, and Area Designated Group Manager meetings to monitor delivered. the quality of services This demonstrates Fleet and Engineering Services' commitment to continuous improvement and desire to provide the highest standards for an asset management service within affordable limits.



Vehicle Information		
DAF LF55.250 Pump Ladder Rescue / DAF LF260 Water Rescue Unit		
2016		
15		
6700cc : 250 / 260bhp Euro VI		
As per previous vehicles, but with Emergency and Adaptive Braking,		
Lane Change Warning and Vehicle Electronic Stability Programme.		
Above Tank Ladder Stowage, and Roof Stowage Boxes.		
16 tonnes		



Vehicle Information		
Vehicle Type	DAF LF55.250 Pump Ladder / Water Rescue Unit	
Year of Introduction	2011	
Number in Fleet	31	
Engine Detail	6692cc : 250bhp Euro IV / 6693cc : 250bhp Euro V	
Specification	Air Suspension, All round disc brakes, Continuously Regenerating Trap (CRT) Exhaust for greatly reduced emissions, Godiva Prima Series Pump with Piston Primers	
Special Features	Vertical Shelving and central beam gantries, plastic body	
Vehicle Weight	16 tonnes	



Vehicle Information		
Vehicle Type	DAF LF55.250 Pump Ladder / Water Rescue Pump	
Year of Introduction	2004	
Number in Fleet	22	
Engine Detail	5880cc : 250bhp Euro III / 6692cc : 250bhp Euro IV	
Specification	Air Suspension, All round disc brakes, Continuously Regenerating Trap (CRT) Exhaust for greatly reduced emissions, Hale World Series Pump with Water Ring Primers	
Special Features	Introduced to replace the Daf 55 Series. Longer Wheelbase for increased locker/stowage space, Intellitec electrical system, integral retarder with engine brakes, 3 point seat belt for increased crew safety	
Vehicle Weight	15 tonnes	



Vehicle Information	
Vehicle Type	Aerial Ladder Platform Volvo FM11
Year of Introduction	2016
Number in Fleet	2
Engine Detail	10837cc : 370bhp Euro VI
Specification	32 Metre Reach
Special Features	Rear steering axle and improved water tower capability
Vehicle Weight	26 tonnes



Vehicle Information		
Vehicle Type	Aerial Ladder Platform Volvo FM12 (1 FM9)	
Year of Introduction	2000	
Number in Fleet	3	
Engine Detail	12130cc : 340bhp (9364cc:340bhp)	
Specification	32 Metre Reach	
Special Features	High Reach Platform and a Rescue Ladder combined, remote control water monitor capable of 1,000 litres per minute. Variable Jacking which allows improved working envelope in restricted areas. Remote Video recording system	
Vehicle Weight	26 tonnes	



Vehicle Information		
Vehicle Type	Incident Response Unit (New Dimension) MAN TGA26.363	
Year of Introduction	2003	
Number in Fleet	1	
Engine Detail	10,000cc : 363bhp	
Specification	Automatic Gearbox	
Special Features	Under slung Forklift Truck	
Vehicle Weight	26 tonnes	



Vehicle Information		
Vehicle Type	New Dimension MAN TGA26.363	
Year of Introduction	2004	
Number in Fleet	6	
Engine Detail	10,000cc : 363bhp	
Specification	Automatic Gearbox	
Special Features	Demountable Pod system via Multilift Hook Equipment	
Vehicle Weight	26 Tonnes	



Vehicle Information		
Vehicle Type	Fiat Ducato Command Unit (Mobile Fire Station)	
Year of Introduction	2009	
Number in Fleet	2	
Engine Detail	3 litre 160 bhp	
Specification	FAME Minimax 3 axle geodetic space frame chassis.	
Special Features	Introduced to replace both the Incident Support Units and Control Unit the vehicles are highly sophisticated and features include Satellite Broadband Internet connection, 4 On-board computers, internally and externally visible Plasma TV screens for use in Command Support and Community Education.	
Vehicle Weight	6.5 tonnes	



Vehicle Information		
Vehicle Type	DAF LF55 Series Prime Mover	
Year of Introduction	2010	
Number in Fleet	2	
Engine Detail	6692cc : 250hp	
Specification	Automatic Gearbox and Air Suspension	
	Third axle fitted for improved stability	
Special Features	Demountable pod system via multilift hook equipment	
Vehicle Weight	22.5 tonnes MAM	



Vehicle Information									
Vehicle Type	Softrak All-Terrain Vehicle								
Year of Introduction	2008								
Number in Fleet	1								
Engine Detail	Lombardini 2199cc : 65.3hp								
Specification	Fully hydrostatic 2 speed drive system								
Special Features	Highly manoeuvrable track vehicle. On board water tank and high pressure pump. Removable body for multi-functional uses. Can carry up to 6 Fire-fighters.								
Vehicle Weight	2.9 tonnes								



Vehicle Information										
Vehicle Type	Polaris Ranger All-Terrain Vehicle									
Year of Introduction	2012									
Number in Fleet	1									
Engine Detail	760cc : 40bhp									
Specification	6x6 Off Road Wildfire Unit									
Special Features	Demountable fire fogging system with water tank									
Vehicle Weight	1 tonne									



Vehicle Information									
Vehicle Type	DAF LF55.250 Driver Training Vehicle								
Year of Introduction	2007								
Number in Fleet	2								
Engine Detail	5880cc : 250bhp Euro III								
Specification	Air Ride Suspension, Water Tanks to enable vehicle to be loaded to simulate weight of a Fire Appliance.								
Special Features	Air Conditioning, Larger Cab Area, Road/Student Camera monitoring system with playback. Replaced 55 Series Vehicle to reflect changing Operational fleet.								
Vehicle Weight	15 tonnes								



Vehicle Information								
Vehicle Type	Toyota Hilux							
Year of Introduction	2008							
Number in Fleet	5							
Engine Detail	2494cc : 106kw							
Specification	Double-Cab 4WD							
Special Features	Truckman Top							
Vehicle Weight	3.02 tonnes							



Vehicle Information									
Vehicle Type	Ford Ranger XL								
Year of Introduction	2016								
Number in Fleet	7								
Engine Detail	2198cc TDCi Duratorq : 158hp								
Specification	Double-Cab 4x4								
Special Features	Carryboy Truck Top								
Vehicle Weight	3.2 tonnes								

fleet asset management plan



Vehicle Information										
Vehicle Type	Vauxhall Vivaro Double-Cab MPV									
Year of Introduction	2007									
Number in Fleet	7									
Engine Detail	1995cc Diesel									
Specification	Air Conditioning									
Special Features	Combination vehicle comprising of a 6 Seat Crew Bus and Load									
	Area for Carrying Equipment									
Vehicle Weight	2.9 tonnes									



Vehicle Information										
Vehicle Type	Volkswagen Crafter CR50 Rescue Team Van									
Year of Introduction	2010									
Number in Fleet	2									
Engine Detail	1968cc : 163PS									
Specification	Crew Bus 6 seats									
Special Features	Rope Rescue Team transport									
Vehicle Weight	5.0 tonnes									



Vehicle Information									
Vehicle Type	Equipment Maintenance Vehicle								
Year of Introduction	2013								
Number in Fleet	1								
Engine Detail	2.2 litre : 155PS								
Specification	Drop side body								
Special Features	Slim Jim Tail Lift								
Vehicle Weight	3.5 Tonnes								





Holmatro Dedicated Core Spreader '3240' Introduced in 2010. 42 Items in Service Working Hydraulic Pressure of 10,500 PSI (720 bar) and a Spreading Force of 14 tonnes.



Introduced in 2017 120 Items in Service (60 pairs) Weight Capacity of 9,000kg.









Ergonomically designed waterproof jacket, heat, flame and chemical resistant .

APPENDIX 'A'

VEHICLE TYPE PROFILE REPORT (live fleet as at 10.11.17)

ITEM	MAIN FLEET	TRAINING CENTRE	PRINCES TRUST	NEW DIMENSION	TOTALS
OPERATIONAL VEHICLES					
PUMPING APPLIANCE	71	-	-	-	71
SUB-TOTAL	71	0	0	0	71
SPECIAL VEHICLES = 19					
AERIAL LADDER PLATFORM	5	-	-	-	5
PRIME MOVER	2	-	-	6	8
DEMOUNTABLE BODIES	8	-	-	8	16
INCIDENT RESPONSE UNIT	-	-	-	1	1
COMMAND UNIT	2	-	-	-	2
BEAVERTAIL LORRY	1	-	-	-	1
ALL TERRAIN VEHICLE	2	-	-	-	2
SUB-TOTAL	20	0	0	15	35
NON-OPERATIONAL VEHICLES					
TRAINING APPLIANCES	-	4	-	-	4
DRIVER TRAINING VEHICLE	-	2	-	-	2
SUB-TOTAL	0	6	0	0	6
SUPPORT VEHICLES					
CAR – SMALL	15	-	-	-	15
CAR – MEDIUM	28	1	-	-	29
CAR – LARGE	3	-	-	-	3
RESCUE TEAM VAN	3	-	-	-	3
VAN - SMALL	3	-	-	-	3
VAN – MEDIUM	1	-	-	-	1
VAN – LARGE	8	1	3	-	12
MULTI-PURPOSE VEHICLE	9	1	-	-	10
PICKUP 4x4	13	-	-	-	13
MINIBUS	-	1	10	-	11
SUB-TOTAL	83	4	13	0	100
OTHER FLEET ITEMS	8	3	0	1	12
TOTAL	182	13	13	16	224



ORIGINAL REPLACEMENT PLAN – VEHICLE NUMBERS. BASED ON APPROVED LIFE (FROM DATE IN SERVICE).

Туре	Total No	Replacement Value £	Approved Life	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033
Pumping Appliance	65	205,000	12		4	6			3	3	8	15	5		10	11	4	6	
Water Tower		484,000	12							•		•							
Command Unit	2	290,000	10	2		•		•		•		• •		2			•	•	1
Aerial Ladder Platform	4	590,000	15	1		1													2
Driver Training Veh	2	110,000	8	2								2							
GP Lorry	1	43,500	12		1							•				6	1		
Prime Mover	2	100,000	12					2		• •		•							
POD (Demountable Body)	8	27,500	20	2	1							•		1		2	1		1
ATV – Softrak	1	83,000	12				1												1
ATV – Polaris	1	14,000	10					1										1	
Car – Small	13	11,500	6		4	3			6	•	4	3			6		4	3	
Car – Medium	23	15,000	6	4	6	4	1	8		4	6	4	1	8		4	6	4	1
Car – Large	3	17,500	6		¢		2	•	1	•		•	2		1	¢	•		2
MPV	9	16,000	6		1	3	1		2	2	1	3	1		2	2	1	3	1
Van – Small	2	13,500	6	1	6				1	1		• •			1	1			1
Van – Large	9	26,500	7	2			1	1	2	2	3			1	1	2	2	3	
Van – Large	3	33,000	9			1	2			•		•			1	2			
Catering Unit	1	35,000	10	1						• •		• •		1					
Minibus	1	25,000	5						1	•		•		1					1
Pick-Up	12	22,000	12		¢		1			4		¢			1	6			1
Dog Van (USAR)	1	16,000	6		1						1						1		
Telescopic Handler	1	43,000	15		¢							• •	1						
Total cost of vehicles per vr	164			15	18	18	9	12	16	16	23	27	10	14	23	30	20	20	9

APPENDIX 'C'

ORIGINAL REPLACEMENT PLAN – EXPENDITURE. BASED ON APPROVED LIFE (FROM DATE IN SERVICE).

Туре	Total No	Replacement Value £	Approved Life	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033
Pumping Appliance	65	205,000	12		820,000	1,230,000			615,000	615,000	1,640,000	3,075,000	1,025,000		2,050,000	2,255,000	820,000	1,230,000	
Water Tower		484,000	12																
Command Unit	2	290,000	10	580,000				• •					1	580,000					
Aerial Ladder Platform	4	590,000	15	590,000		590,000				• •		\$							1,180,000
Driver Training Veh	2	110,000	8	220,000								220,000							
GP Lorry	1	43,500	12		43,500												43,500		
Prime Mover	2	100,000	12					200,000											
POD (Demountable Body)	8	27,500	20	55,000	27,500									27,500		55,000	27,500		
ATV – Softrak	1	83,000	12				83,000												83,000
ATV – Polaris	1	14,000	10					14,000										14,000	
Car – Small	13	11,500	6		46,000	34,500			69,000		46,000	34,500			69,000		46,000	34,500	
Car – Medium	23	15,000	6	60,000	90,000	60,000	15,000	120,000		60,000	90,000	60,000	15,000	120,000		60,000	90,000	60,000	15,000
Car – Large	3	17,500	6				35,000		17,500				35,000		17,500				35,000
MPV	9	16,000	6		16,000	48,000	16,000	•	32,000	32,000	16,000	48,000	16,000		32,000	32,000	16,000	48,000	16,000
Van – Small	2	13,500	6	13,500				**************************************	13,500	13,500					13,500	13,500			
Van – Large	9	26,500	7	53,000			26,500	26,500	53,000	53,000	79,500			26,500	26,500	53,000	53,000	79,500	
Van – Large (Crew Conversion)	3	33,000	9			33,000	66,000								33,000	66,000			
Catering Unit	1	35,000	10	35,000										35,000					
Minibus	1	25,000	5						25,000					25,000					25,000
Pick-Up	12	22,000	12				22,000			88,000					22,000	132,000			22,000
Dog Van (USAR)	1	16,000	6		16,000						16,000						16,000		
Telescopic Handler	1	43,000	15		¢			•				1	43,000	¢					*****
Total cost of vehicles per yr	164			1,606,500	1,059,000	1,995,500	263,500	360,500	825,000	861,500	1,887,500	3,437,500	1,134,000	814,000	2,263,500	2,666,500	1,112,000	1,466,000	1,314,000

AGE PROFILE IN YEARS (ALL VEHICLES).

APPENDIX 'D'

PUMPING APPLIANCES

DESCRIPTION							VEHI		N YEA	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Appliance – 52 reg															4	2	
Appliance – 53 reg														1			
Appliance – 04 reg												1					
Appliance – 55 reg		Į			ļ							5			[
Appliance – 06 reg		Į			ļ						3	3			ļ		
Appliance – 56 reg											6						
Appliance – 09 reg								3									
Appliance – 61 reg						6]			ļ		
Appliance – 62 reg					10							ļ					
Appliance – 13 reg		[3	7										[
Appliance – 63 reg		[5		ļ										[
Appliance – 65 reg		5															
Appliance – 16 reg	2	3															
Appliance – 17 reg	5																
TOTAL	7	8	5	3	17	6	0	3	0	0	9	9	0	1	4	2	0

Includes 4 training appliances based @ Service Training Centre.

PUMPING APPLIANCE WATER TOWER

DESCRIPTION							VEHI	CLE IN	I YEAI	r # Of	^F LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
MAN TGM – 66 reg	1																
TOTAL	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0

AERIAL LADDER PLATFORMS

DESCRIPTION							VEHI		I YEA	r # Of							
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Volvo Bronto – W reg																	
Volvo Bronto – 04 reg														1			
Volvo Bronto – 16 reg	2																
TOTAL	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0

COMMAND UNITS

DESCRIPTION							VEHI	CLE IN	I YEAI	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Fiat Ducato – 60 reg							1										
Fiat Ducato – 11 reg					1												
TOTAL	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0

PRIME MOVERS

DESCRIPTION							VEHI	CLE IN	I YEAI	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
DAF LF55 – 09 reg								1	1								
TOTAL	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0

NEW DIMENSIONS

DESCRIPTION							VEHI	CLE IN	I YEAI	R # OF	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
MAN I.R.U. – 53 reg													1				
MAN Prime Mover – 54 reg											1	5					
TOTAL	0	0	0	0	0	0	0	0	0	0	1	5	1	0	0	0	0

DRIVER TRAINING VEHICLES

DESCRIPTION							VEHI	CLE IN	I YEAI	r # Of	^F LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
DAF LF55 – 56 reg											2						
TOTAL	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0

PICK-UP TRUCKS

DESCRIPTION							VEHI		I YEAI	R # OF	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Toyota Hilux – 58 reg									1								
Toyota Hilux – 11 reg						1	3										
Isuzu Rodeo – 60 reg							1										
Ford Ranger – 16 reg		1															
Ford Ranger – 17 reg	6								l					1			
TOTAL	6	1	0	0	0	1	4	0	1	0	0	0	0	0	0	0	0

CARS

DESCRIPTION							VEHI	CLE IN	I YEAI	R # OF	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Vauxhall Astra – 08 reg										2							
Ford Fiesta – 59 reg								2									
Ford Focus – 60 reg								5									
Ford Focus – 61 reg						3											
Ford Focus – 12 reg						6											
Volkswagen Up – 62 reg					4												
Volkswagen Up – 63 reg					3												
Ford Focus – 63 reg				4													
Ford Focus – 14 reg				1													
Ford Mondeo – 64 reg			2														
Vauxhall Astra – 15 reg			7														
Ford Focus – 16 reg		1															
Ford Fiesta – 16 reg		5															
Ford Kuga – 16 reg		1															
Ford Fiesta – 66 reg		1															
TOTAL	0	8	9	5	7	9	0	7	0	2	0	0	0	0	0	0	0

MPV's

DESCRIPTION							VEHI	CLE IN	I YEAI	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Vauxhall Vivaro – 08 reg										2							
Vauxhall Vivaro – 61 reg						2		[
Vauxhall Vivaro – 13 reg					3												
Transit Custom – 14 reg				1													
Transit Custom – 16 reg		2															
TOTAL	0	2	0	1	3	2	0	0	0	2	0	0	0	0	0	0	0

VAN - LARGE

DESCRIPTION							VEHI		I YEA	R # OF	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
LDV Maxus – 05 reg										1							
LDV Maxus – 55 reg								[1							
Vauxhall Vivaro – 10 reg								1									
VW Crafter – 10 reg							1										
Vauxhall Movano – 11 reg		I			1	1		1	[1			
VW Crafter – 12 reg		I			1	1		1	I			1					
Ford Transit – 62 reg		I			1			l	I			I					
VW Crafter – 63 reg		I		1	1			l	ľ			l					
Ford Transit – 15 reg		2							l								
VW Crafter – 66 reg	2	[[[
TOTAL	2	2	0	1	1	2	1	1	0	2	0	0	0	0	0	0	0

VAN – LARGE (CREW CONVERSION)

DESCRIPTION							VEHI		I YEA	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
VW Crafter – 10 reg								1									
Iveco Daily – 11 reg							1										
VW Crafter – 61 reg		I				1			ľ						I		
TOTAL	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0

VAN - SMALL

DESCRIPTION							VEHI		N YEA	r # Of	LIFE						
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Vauxhall Combo – 61 reg						1											
Fiat Doblo – 62 reg					1			[
Vauxhall Combo – 16 reg		1															
TOTAL	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0

MINIBUSES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Fiat Ducato – 57 Reg							1										
Renault Master – 08 reg								1									
Ford Transit – 62 reg	3				1												
Ford Transit – 13 reg					1										[
Ford Transit – 64 reg				3													
Ford Transit – 65 reg		1															
TOTAL	3	1	0	3	2	0	1	1	0	0	0	0	0	0	0	0	0

OTHER VEHICLES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Catering Unit – 04 reg												1					
ND Bobcat – 56 reg											1						
Isuzu Beavertail – 07 reg									ľ	1							
Loglogic Softrak – 08 reg										1							
Polaris Ranger – 12 reg					1												
TOTAL	0	0	0	0	1	0	0	0	0	2	1	1	0	0	0	0	0

DEMOUNTABLE BODIES (POD'S)

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
DESCRIPTION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Major Rescue Unit																	
Hazmat Unit											1						
General Purpose Unit																	
BA Unit								1	1						ſ		
Foam Unit								2							[
Hose Laying Unit	1																
TOTAL	1	0	0	0	0	0	0	3	0	0	1	0	0	0	0	0	0

Info taken from Tranman fleet list 10/11/17.

REVISED REPLACEMENT PLAN – VEHICLE NUMBERS

Туре	Total No	Replacement Value £	Approved Life	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033
Pumping Appliance	65	205,000	12	11	6	3	3	3	3	3	8	15	5		10	11	6	3	3
Water Tower	3	484,000	12	1	•	1	1									1		1	1
Command Unit	2	290,000	10	1	1	9		• •						1	1				
Aerial Ladder	4	590,000	15		¢	1	1	•										2	
Driver Training Veh	2	110,000	8	2								2							
GP Lorry	1	43,500	12		1	9		**************************************					3				1		
Prime Mover	2	100,000	12					2											
POD (Demountable Body)	8	27,500	20	1	1	1								1		2	1		
ATV – Softrak	1	83,000	12				1												1
ATV – Polaris	1	14,000	10					1										1	
Car – Small	13	11,500	6		4	3		**************************************	6		4	3	9		6		4	3	
Car – Medium	23	15,000	6	5	5	4	1	4	4	5	5	4	1	4	4	5	5	4	1
Car – Large	3	17,500	6		¢	9	2	• •	1				2		1	6			2
MPV	9	16,000	6	2	1	3	1	•	2	2	1	3	1		2	2	1	3	1
Van – Small	2	13,500	6	1	•	•		•	1	1					1	1			
Van – Large	9	26,500	7	4		9	1	9	1	2	4	•	9	1		1	2	4	
Van – Large (Crew Conversion)	3	33,000	9			1	2	•							1	2			
Catering Unit	1	35,000	10	1										1					
Minibus	1	25,000	5	1				• •	1					1					1
Pick-Up	12	22,000	12	6			1			4					1	6			1
Dog Van (USAR)	1	16,000	6		1						1						1		
Telescopic Handler	1	43,000	15			9		••••••••••••••••••••••••••••••••••••••					1						
Total cost of vehicles per yr	164			36	20	17	14	10	19	17	23	27	10	9	27	31	21	21	11

REVISED REPLACEMENT PLAN – EXPENDITURE.

Туре	Total No	Replacement Value £	Approved Life	17/18 inc cfwd	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031	2031/ 2032	2032/ 2033
Pumping Appliance	65	205,000	12	2,255,000	1,230,000	615,000	615,000	615,000	615,000	615,000	1,640,000	3,075,000	1,025,000		2,050,000	2,255,000	1,230,000	615,000	615,000
Water Tower	3	484,000	12	484,000		484,000	484,000					•				484,000		484,000	484,000
Command Unit	2	290,000	10	290,000	290,000							• •		290,000	290,000				
Aerial Ladder	4	590,000	15		¢	590,000	590,000	•		•		¢				(1,180,000	
Driver Training Veh	2	110,000	8	190,000								220,000							
GP Lorry	1	43,500	12		43,500					•		¢					43,500		
Prime Mover	2	100,000	12					200,000				• •							
POD (Demountable Body)	8	27,500	20	25,000	27,500	27,500								27,500		55,000	27,500		
ATV – Softrak	1	83,000	12		¢		83,000					•							83,000
ATV – Polaris	1	14,000	10					14,000										14,000	
Car – Small	13	11,500	6		46,000	34,500			69,000		46,000	34,500	2		69,000	(46,000	34,500	
Car – Medium	23	15,000	6	72,500	75,000	60,000	15,000	60,000	60,000	75,000	75,000	60,000	15,000	60,000	60,000	75,000	75,000	60,000	15,000
Car – Large	3	17,500	6		¢		35,000		17,500	•		¢	35,000		17,500				35,000
MPV	9	16,000	6	44,000	16,000	48,000	16,000		32,000	32,000	16,000	48,000	16,000		32,000	32,000	16,000	48,000	16,000
Van – Small	2	13,500	6	12,500					13,500	13,500					13,500	13,500			
Van – Large	9	26,500	7	106,000			26,500		26,500	53,000	106,000			26,500		26,500	53,000	106,000	
Van – Large (Crew Conversion)	3	33,000	9			33,000	66,000								33,000	66,000			
Catering Unit	1	35,000	10	23,500										35,000					
Minibus	1	25,000	5	30,000					25,000					25,000					25,000
Pick-Up	12	22,000	12	132,000			22,000			88,000					22,000	132,000			22,000
Dog Van (USAR)	1	16,000	6		16,000						16,000						16,000		
Telescopic Handler	1	43,000	15									•	43,000						
Total cost of vehicles per yr	164			3,664,500	1,744,000	1,892,000	1,952,500	889,000	858,500	876,500	1,899,000	3,437,500	1,134,000	464,000	2,587,000	3,139,000	1,507,000	2,541,500	1,295,000

APPENDIX 'F'

fleet asset management plan

OPERATIONAL EQUIPMENT REPLACEMENT SUMMARY

EQUIPMENT GROUP	TOTAL QTY	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Ancillary	354	11	2	2	15	1	199	16	7	6	11		11		2	1		9	4
Breathing Apparatus	1378				1	423	1		3	1		1	776	33	12	5		1	
Cab	35		9		12				5	5	1	3							
Casualty Handling	250	8	70	19	21	51	8	17	14	25	6	10							
Electrical	914	90	19	14	16	152	36	74	33	30	97	24	3	7	1	1	120	3	1
Electrical Rubber Gloves	87															ļ			
Electro-Hydraulic	8				2										2	3			
Gas Tight Suits	136	2	10	7	9	7	18	33	30		20				ļ	ļ			
Hydraulic	815	62	66	239	8	76	55	21	137	66	60	15			ļ		7		
Ladder	385	96	5	10	14	9	21	22	14	77	25	6	15	8	14	7	1	9	1
Large Animal Rescue	143	1	63	19	14	6	17	4	4		1								
Load Cell	34				11		2	2	1				1		13				3
Mechanical	427	6	2	11	21	78	53	72	9	22	128	4	4	1		5	7	1	1
Moorland	81	3			6		20	1		5	10	14				<u>_</u>	15		
PFD	308	5	15	1		61	121	6			33	66				<u></u>			
Pneumatic	435	5		6	9	86	17	9	2	2	18	75	46	13	10	23	26	2	8
Pollution Control	7	2			5							<u></u>				ļ			
PPE	559				2						212	3				ļ			
Pulling	459		24	2	2	2		1	203	49	6	12	7	5		14			
Rescue	56					15				3	38	<u></u>							
Rescue Pack	1687	13	219	76	896	121	24	83	61	42	86	65	1						
Sand Rescue	289				9	6	9	4	4	4	4	4	6	3	2		1		
Shoring Kit	28														27			1	
Strops and Slings	1148	22	30	152	56	74	31	46	147	77	227	111	13	79	20	58	3		
Swift Water Rescue	337	4	7	2	45	46	41	9	20	43	50		1						
Technical Rope Pack	136	6	6	2	17	10	4	8		2	70	11							
Training Aid	3							3											
Visual Aid	117	66	9	3	2	27	1			6	3								
Water	1549	9	58	13	6	50	6	1	23	78	128	27	250	20	7	46	16	18	38
Working at Height	229		6	66	9	118	8			1	21								
	12394	411	620	644	1226	1419	692	461	852	550	1255	451	1134	169	110	163	196	44	56

APPENDIX 'G'

3 YEAR EQUIPMENT REPLACEMENT PLAN

APPENDIX 'H'

	QUAN	ITITY TO RE	TOTAL COST					
	2018/	2019/	2020/		2018/	2019/	2020/	
	2019	2020	2021		2019	2020	2021	
ADAPTOR			6				£300	
ANGLE GRINDER	1	1			£50	£50		
ANIMAL RESCUE NET		2				£390		
BA COMPRESSOR			1				£30,000	
BARIATRIC KIT	6	1			£2,652	£442		
BASKET STRETCHER HARNESS			2				£512	
BATTERY CHARGER			2				£310	
BICYCLE			2				£760	
BINOCULARS	9	2			£1,350	£300		
BODY HARNESS	114		9		£15,564		£1,229	
BRANCH – AKRON	52	1	2		£34,840	£670	£1,340	
BRANCH – DELTA			3				£1,095	
CABLE REEL		2				£400		
CANYON LINE			4				£625	
CHAIN ASSEMBLY			4				£600	
CHAIN ASSEMBLY SWIVEL HOOK			3				£450	
CIRCULAR SAW		1	4			£473	£1,892	
CLIMBING ROPE		1				£233		
COMBI TOOL	24				£72,000			
COTTON HALTER		15				£225		
COWTAIL	34	1			£275	£8		
CUTTERS	15	47			£30.000	£94.000		
DEFIBRILLATOR		1				£875		
DICTAPHONE			3				£150	
FALL ARREST LANYARD	6	66	2		£588	£6.468	£196	
FLOATING LINE			2				£200	
FLOODLIGHT		4				£1.200		
FOG MAJOR	4	12	1		£1.810	£5.430	£452	
FOOT PUMP		43	1			£22,446	£522	
GAS TIGHT SUIT	10	7	9		£6.850	£4.795	£6.165	
GENERATOR	1		,		£725	, oo	20,.00	
GPIINE	15		1		£375		£25	
GRI-GRI			2		2010		£86	
HAND HELD BLOWER			1				£100	
HEAD HARNESS AND LEAD ROPE	20				£300			
HEIMET			1		2000		£25	
HELMET – SRT			20				£1 520	
HIGH PRESSURE AIR BAG		2				£1 816	~.,020	
HIGH PRESSURE AIR BAG HOSE			6			, <u>,,,,,,,</u>	£336	
HOBBLE	14		,		£406		2000	
HOSE (BLUE 1 5M)			1		2700		£30	
HOSE BECKET	2	9			£24	£108	200	
HYDRAULICHOSE	_	ŭ	2		~_ 1	2100	£288	
HYDRAULIC HOSE (10M CORE)			1				£510	
HYDRAULIC HOSE (3M SINGLE)			2				£274	
HYDRAULIC HOSE (5M SINGLE)			1				£174	
			1				£4 500	
		1				£50	24,500	
	Б		305		£20	2.50	£1 580	
	5	2	1		£20 £14.808	£7.404	£1,500	
	4	<u> </u>	10		2.14,000	£7,404	£3,702 £640	
		4	2			£200	£507	
	1	3	3		£286	£397	2391	
			e		2200	2200	£150	
			0				£150	
		4	9		00.4	040	£1,035	
	4	1	224		£64	£16	£3,584	
	14	/			£952	£4/6	040.000	
	2	1	4		£6,660	£3,330	£13,320	
	1		1		£1,800		£1,800	
			4				£6,800	
LOW PRESSURE AIR BAG		4				£1,904		

	QUAN	ITITY TO REP	PLACE	TOTAL COST					
EQUIPMENT TYPE	2018/	2019/ 2020	2020/ 2021	2018/	2019/	2020/			
MAILLON	102	3	141	£1.020	£30	£1 410			
MEGAPHONE	1	Ŭ		£27	200	,			
METAL DETECTOR	1			£105					
MINI CUTTER	2	41		£1.088	£22,304				
PERSONAL ELOATATION DEVICE	-	2	10	21,000	£206	£1.029			
		<u> </u>	2		2200	£103			
PPV FAN		Q	<u> </u>		£11 025	£5 300			
	11			£33	211,020	20,000			
PI IMP			6	200		£2 154			
			15			£1 595			
	2		15	£240		£1,505			
	2		1	1240		£1 500			
			1			£1,300			
		C1			0700	£170			
		01	5	010	£732	£60			
	1	61		£12	£732	£84			
RESCUE HARNESS		12			£5,760	040 -04			
			140			£13,534			
RESCUE PULLEY	3	_	3	£114		£114			
ROUNDSLING	8	/	44	£240	£210	£1,320			
SAND LANCE			7			£1,400			
SAND LANCE HOSE			2			£114			
SAT-NAV DEVICE (TRUCK)			8			£3,200			
SEA CATCH			4			£1,880			
SEWN SLING	3			£21					
SHARP EDGE PROTECTION KIT	61			£1,617					
SHEPHERDS CROOK			14			£2,380			
SHUNT			2			£68			
SMOKE GENERATOR		1			£595				
SPINEBOARD HEAD IMMOBILISER	1	10		£60	£600				
SPINEBOARD HEAD RESTRAINT	1	1		£40	£40				
SPINEBOARD STRETCHER	1	9	9	£155	£1,395	£1,395			
SPREADERS	1	41		£3,200	£131,200				
STRETCHER HARNESS		1			£125				
STRETCHER RESTRAINT	1	2	10	£110	£220	£1,100			
STROP	32	19	8	£640	£380	£160			
TAPE ROUNDSLING	2	2	39	£12	£12	£234			
TELESCOPIC RAM	23	67		£50.600	£147,400				
THERMAL IMAGING CAMERA		1	2		£3.665	£7.330			
TIREOR WINCH ROPE	25	1	1	£5,000	£200	£200			
		•	2	20,000	~	£200			
TRANSFORMER			7			£1 400			
TRANSIT LINE		1			£156	21,400			
TRELLTENT		1			£800				
		•	1		2000	£325			
			5			£2.250			
			1			£2,230			
			1			£500 £57			
	640	655	1259	£256 722	£492 225	£140 229			
	040	000	1230	1 1.200./00	L +03.333	L 14U.230			

MANAGEMENT STRUCTURE

FLEET & ENGINEERING DEPARTMENT – NOVEMBER 2017

