

2021-2024



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 five-yearly cycle. The plan states the priorities for “making Lancashire safer” which are:

- Preventing
- Responding
- Valuing our People
- 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 Director of Strategy and Planning 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 3-year planning programme to review progress.

3 ASSET BASE

As of 31 March 2021, the fleet assets will comprise 224 vehicles (including STC) and 12,415 items of equipment, including BA. The asset value is defined in the table below:

Operational Vehicles	7,828,712
Support Vehicles	960,529
STC (Training Vehicles)	188,514
Operational Equipment (capital)	88,456
TOTAL	9,066,210

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 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 8.3% 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. To achieve a smoother asset replacement programme some flexibility regarding replacement is required to even out costs. However, equipment such as Breathing Apparatus (BA) 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 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 4 vehicles to meet the training needs generated by new recruits. The fleet turnover of 8.3% equates to 5.6 appliances per annum, therefore STC maintain a reasonable age profile that reflects a similar specification to appliances in service. However, with the development of technology, there is an

increasing pressure to upgrade the STC fleet, which will require considerable financial provision.

Appliances are strategically placed across the County and rotated to reflect those stations with the highest operational demand. This approach ensures annual maintenance costs are controlled. Movements tend to occur between year seven and eight when maintenance costs increase. 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 lower activity stations to reduce vehicle maintenance costs, thus achieving an economic lifecycle.

5 PROFILED AGE

The replacement plan aims to smooth out vehicle purchases over the period 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. 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 consistent 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, such as light vehicles, 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 2021/22 is £769,100. This budget has reduced by £100k since 2020/21. The saving is generated by replacing vehicles on time, implementing robust budget controls, and utilising more cost-effective resources for specialist work. Budget provision for equipment maintenance is £71,300, 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 become embedded into the service and 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 Collision (RTC) response is the first activity to benefit from new investment. Battery operated tools are currently being evaluated to establish if the concept is an improvement on existing hydraulic capability. Battery equipment, albeit heavier, is less restrictive to use, has potentially greater cutting and spreading capacity and 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 is 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 were 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, were introduced to Service within the last 3 years 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 aerial provision within LFRS is currently being reviewed, in the wake of some high-profile incidents. Once completed, the Aerial Strategy will inform the specific aerial requirements to support operational crews, with further capital provision having been allocated for additional water tower provision. This additional provision will enhance the already successful aerial appliance capability across the County, improving performance, safety, and firefighting capability.

7 EQUALITY AND DIVERSITY

Fleet and Engineering Services ensures alignment with 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, through rigorous R&D is a measure of the LFRS commitment to address equality and diversity matters in respect of operational assets. Continued awareness of equality and diversity is embedded within the Department, particularly with regard to the procurement of assets. Consultation with end users, informs specific operational requirements. These requirements are used as a base for informing procurement process, through which operational expectations are met.

Key areas of consideration are manual handling, accessibility, operability and performance. Operational end-user requirements are then reflected in product specifications, following Equality Impact Assessment (EIA's), which is used to ensure the FES decision-making process does not present a barrier to participation.

8 SAFETY, HEALTH AND ENVIRONMENT

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

The Safety, Health and Environment Policy outlines the aims, objectives, and commitments within LFRS to implement and maintain the highest standards of health and safety, prevent pollution and minimise our impact on the environment.

LFRS are accredited to ISO 45001:2018 Health and Safety Management and ISO 14001:2015 for Environmental 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 meet the operational demands of the service, having regard for the latest environmental standards.

The performance of Hybrid and electric vehicles (EV) continue to improve and LFRS has introduced four EV's into the fleet to meet zero vehicle emissions environmental standards. The use of EV technology demonstrates the Services' commitment to reduce carbon production, in line with the LFRS Carbon Management Plan. Further

alternative fuel evaluations will take place, as viable technology becomes available.

In the commercial vehicle sector compressed natural gas and electric hybrid variants continue to develop. The technology has been embraced by two key suppliers within the Fire Service Industry who will shortly be producing alternative powered fire appliances. However, this technology requires further development to meet Fire Service requirements, as such, LFRS will continue to monitor industry developments and assess how best these alternative fuels meet operational requirements.

Although LFRS had previously reduced their fuel use by 40,000 litres over past years, usage is largely determined by operational activity. Best practice on journey planning is still promoted to encourage awareness of minimising non-essential 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 reviewed to reflect the maintenance service contingency arrangements available to each FRS.

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

10 VEHICLE FUNDING

The current method of fleet replacement is outright purchase, via the LFRS Fleet Capital Replacement Programme. To date, leasing fleet capital assets remains a risk, due to the potential for incurring additional charges through the 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 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 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 is 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 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 vehicles due replacement, 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 £1,343,418 pa. The revenue budget in 2021/22 for equipment replacement and maintenance including BA assets was £442,100.

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 to develop and improve future submissions. However, this suggests the risk of challenge remains high.

Procurement partnerships with other FRS's nationally are becoming more popular, particularly across 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 services market for vehicles is small by comparison to other transport industries. Operational Equipment and Personal Protective Equipment (PPE) is experiencing a similar trend. The choice of suppliers is quite restricted particularly for products such as ladders, with long product life cycles, means sales volumes are low which stagnates the market.

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

14 CHANGING APPLIANCE DESIGN

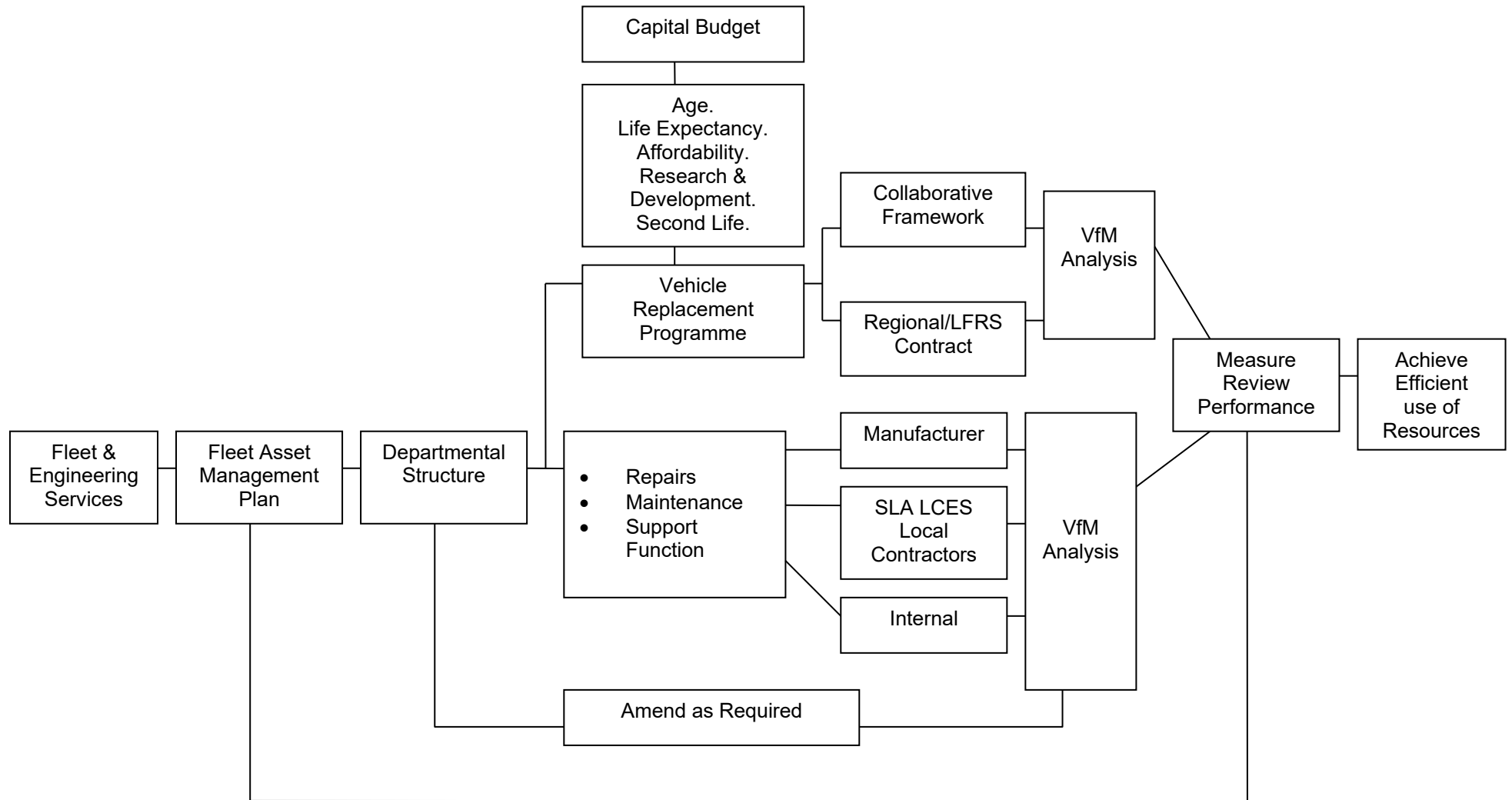
The most recent changes to fire appliance purchases over the last three years have been in the Daf chassis. Since the introduction of Euro Six

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 remains a high performing product in terms of reliability, durability and suitability for fire service activities, restricted by the lack of crew-cab options. The current Magirus crew-cab has been well received by crews and compliments the DAF LF chassis. LFRS will undertake research on alternative crew cabs and chassis options to determine the best fit for the Service going forward, in preparation for a potential change in 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 converted 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. The Service has also removed all non-wipe clean internal surfaces from appliance cabs, to reduce the risk of contamination. LFRS will continue to consider further improvement 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, operational equipment, Personal Protective Equipment (PPE) and breathing apparatus assets used for firefighting. The department is also responsible for the management of 10,000 Hydrants adopted across the County for the purpose of firefighting activities. A summary of responsibilities is 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 BA & gastight suits
- 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. 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.

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 through replacement and modernisation programmes. In addition to Tranman asset management, the ICT Department move forward with the implementation of their ITC strategy

refresh or replace systems 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 can manage vehicles, operational equipment, breathing 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 and strengthen the LFRS Business Continuity Plan, including those with blue-light partners.

LFRS are dependent on Lancashire County Council (LCC) Repair and Maintenance Programme (RAMP) for job costing and financial performance, although RAMP is in the process of being replaced by LCC, LFRS maintenance records will be maintained regardless. FES continue to monitor the Service Level Agreement (SLA) with LCC, to ensure the arrangement continues to offer quality of service and value for money. Market testing is a dynamic process, which examines these requirements and will continue going forward, as vehicles become more specialist. A change of maintenance supplier could present the 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 costing, stock control and performance management modules available, will mitigate this risk.

Hydrants are managed through the Fire Hydrant Management System (FHMS) which is currently the subject of a service review, to ensure it is still fit for purpose. 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 basis. A proactive approach is taken in supporting Service Delivery Managers to thoroughly investigate incidents, implement control measures and reinvest in training where 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 74 in 2018 to 67 in 2021, a reduction of 10%. 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 (SLA) in place with Lancashire County Council Fleet Management Unit (LCCFMU), a department of Lancashire County Council (LCC). The LCCFMU provide a 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, ISO 45001 for Health and Safety Standards and achieved Investors In People (IIP) status. LCC are a member of the Association of Public Service Excellence (APSE) and regularly benchmark their vehicle maintenance costs through this network of members to measure their competitiveness 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 planned and non-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 operational equipment, including Breathing 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 was approved to build a new workshop facility at TOR. This investment will create further opportunities to improve service delivery, quality of operation, generate savings, with scope to complete specialist work in-house. The new facility will create scope to centralise reserve assets, and to also provide additional workspaces for Asset Management functions.

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:

- 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 operation 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 course of the previous FAMP, FES has successfully generated savings through a structured change plan. However, the current financial climate and future austerity measures will continue to provide economic challenges on all LFRS departments. FES will continue to work in a

constructive way to ensure continued professional support services are maintained, whilst exploring collaborative opportunities which provide the best fit for LFRS.

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.

LFRS is an active member of the regional Technical Officers Fleet Group (TOG), which

shares best practice across neighbouring FRS. The forum allows for best practice to be shared across regional FRS, benchmarking fleet management and vehicle maintenance KPI's. As corporate members of Logistics UK (formerly Freight Transport Association) LFRS is externally audited against industry standards for fleet maintenance and repair. This provides the necessary compliance assurance for the Service, with agreed industry improvements clearly identified, with associated performance measures outlined.

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 performs 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 = 67 (2020/21)
- Age profile = 7 years over a 12-year life cycle.

23 IMPROVEMENT PROGRAMME

A service improvement programme was developed through a SWOT analysis for each section within the department. Staff engagement was crucial to these 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 re-investment 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 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 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) are 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, it 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 where 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.

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 the quality of services delivered. 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.

25 REVIEW

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

Fleet and Engineering Services (FES) 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 FAMP as a direct result of restructuring and strong financial management. As the thrust of austerity measures continues to be a key focus,



Vehicle Information

Vehicle Type	DAF LF260 Pumping Appliance
Year of Introduction	2020
Number in Fleet	6
Engine Detail	6700cc : 260bhp Euro VI
Specification	As per previous vehicles, but with Magirus Crew Cab.
Special Features	Above Tank Ladder Stowage, and Roof Stowage Boxes.
Gross Vehicle Weight	16 tonnes



Vehicle Information	
Vehicle Type	DAF LF55.250 Pump Ladder Rescue / DAF LF260 Water Rescue Unit
Year of Introduction	2016
Number in Fleet	15
Engine Detail	6700cc : 250 / 260bhp Euro VI
Specification	As per previous vehicles, but with Emergency and Adaptive Braking, Lane Change Warning and Vehicle Electronic Stability Programme.
Special Features	Above Tank Ladder Stowage, and Roof Stowage Boxes.
Gross Vehicle Weight	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
Gross 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
Gross Vehicle Weight	15 tonnes



Vehicle Information	
Vehicle Type	MAN TGM 18.340 / Rosenbauer AT
Year of Introduction	2017
Number in Fleet	2
Engine Detail	xxxxcc : 340bhp Euro VI / 6871cc : 320bhp Euro VI
Specification	
Special Features	
Gross Vehicle Weight	18 tonnes



Vehicle Information	
Vehicle Type	Aerial Ladder Platform Volvo FM11
Year of Introduction	2016
Number in Fleet	3
Engine Detail	10837cc : 370bhp Euro VI
Specification	32 Metre Reach
Special Features	Rear steering axle and improved water tower capability
Gross 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
Gross 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.
Gross 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
Gross Vehicle Weight	22.5 tonnes MAM



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
Gross Vehicle Weight	1 tonne



Vehicle Information	
Vehicle Type	DAF LF55.250 Driver Training Vehicle
Year of Introduction	2007
Number in Fleet	1
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.
Gross 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
Gross 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
Gross Vehicle Weight	3.2 tonnes



Vehicle Information	
Vehicle Type	Ford Transit Custom Double-Cab MPV
Year of Introduction	2014
Number in Fleet	8
Engine Detail	2198cc Duratorq Diesel / 1995cc EcoBlue Diesel
Specification	Combination vehicle comprising of a 6 Seat Crew Bus and Load Area for Carrying Equipment.
Special Features	Air Conditioning, Tow Bar
Gross Vehicle Weight	2.9 tonnes / 3.0 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
Gross 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
Gross Vehicle Weight	3.5 Tonnes



Vehicle Information	
Vehicle Type	Toyota RAV4 Self-Charging (Mild) Hybrid
Year of Introduction	2020
Number in Fleet	7
Engine Detail	2.5 litre : 222HP Max Output
Specification	All-Wheel Drive
Special Features	
Gross Vehicle Weight	2.2 Tonnes



Holmatro Dedicated Core Cutter '3035'

Introduced in 2010

63 Items in Service

Working Hydraulic Pressure of 10,500 PSI (720 bar) and a Cutting Force of 30 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.

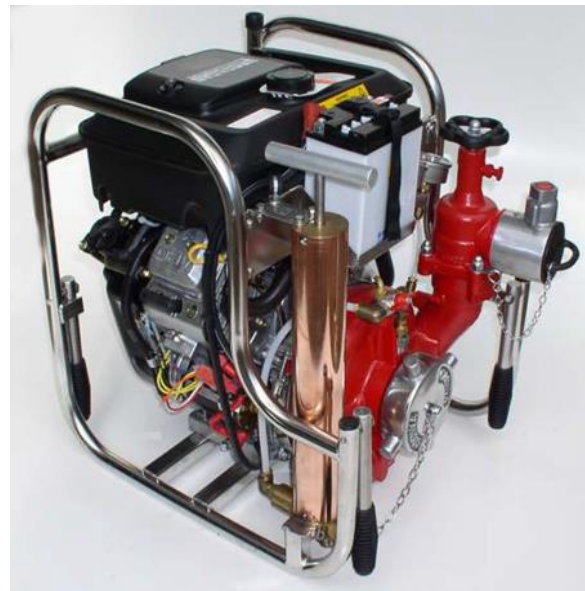


Paratech Vehicle Stabilisation Strut

Introduced in 2017

120 Items in Service (60 pairs)

Weight Capacity of 9,000kg.



Godiva Powerflow Light Portable Pump (LPP)

Introduced in 2000.

14 Items in Service

570cc Petrol Engine. Maximum Flow of 1400LPM @ 3 bar.



Weber Battery Powered RTC Tool



Weber Battery Powered RTC Tool



Draeger PARAT 5550h Fire Escape Hood
Introduced in 2020



Leader Adjustable Smoke Curtain
Introduced in 2020



Dräger PSS7000 Self Contained BA Set

Introduced in 2008.

353 Items in Service

Breathing Apparatus set used in high risk and dangerous environments



Delta 'Attack' Fog Spike

Introduced in 2017.

58 Items in Service.

Pierces material to deliver water mist which cools compartment fire

Argus Mi-Tec E L Thermal Imaging Camera

Introduced in 2018.

65 Items in Service.



Technical Rescue Jacket

Was introduced in 2018.

Circa 2,500 to be ordered.

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

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	70	-	-	-	70
WATER TOWER	2				2
SUB-TOTAL	72	0	0	0	72
SPECIAL VEHICLES = 16					
AERIAL LADDER PLATFORM	4	-	-	-	4
PRIME MOVER	3	-	-	5	8
DEMOUNTABLE BODIES	9	-	-	8	17
COMMAND UNIT	2	-	-	-	2
BEAVERTAIL LORRY	1	-	-	-	1
ALL TERRAIN VEHICLE	1	-	-	-	1
SUB-TOTAL	20	0	0	13	33
NON-OPERATIONAL VEHICLES					
TRAINING APPLIANCES	-	6	-	-	6
DRIVER TRAINING VEHICLE	-	1	-	-	1
SUB-TOTAL	0	7	0	0	7
SUPPORT VEHICLES					
CAR – SMALL	14	-	-	-	14
CAR – MEDIUM	17	2	-	-	19
CAR – LARGE	4	-	-	-	4
CAR – FDO VEHICLE	24				24
RESCUE TEAM VAN	3	-	-	-	3
VAN - SMALL	3	-	-	-	3
VAN – MEDIUM	2	-	2	-	4
VAN –DOUBLE-CAB	10	1	-	-	11
VAN – LARGE	9	1	1	-	11
PICKUP 4x4	14	-	-	-	14
MINIBUS	-	1	10	-	11
SUB-TOTAL	100	5	13	0	118
OTHER FLEET ITEMS	8	3	0	1	12
TOTAL	200	15	13	14	242

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

Type	Total No	Replacement Value £	Approved Life	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	2033/2034	2034/2035	2035/2036
Pumping Appliance	64	215,000	12	5	2	3	3	5	6	11		10	5	2	4	7	9	3	3
Water Tower	2(4)	500,000	12	1	1							1			1		2		
Command Unit	2	307,500	10	2											2				
Aerial Ladder Platform	3	625,000	15													2	1		
Aerial Appliance	1	675,000	15	1															
Beavertail Lorry	1	45,000	12					1											
Prime Mover	2	107,500	12		2												2		
POD (Demountable Body)	9	29,250	20	3							1	1	2	1					
ATV – Softrak	0	83,000	12													1			
ATV – Polaris	1	15,500	10			1										2			
Car – Small	13	15,500	6			6		3	2	2		6		3	2			6	
Car - EV	4	28,000	6																
Car – Medium	17	19,500	6		8			6	3	1	8			6	3	1	8		
Car – Large	3	20,500	6			1				2		1				2		1	
Officers Car (FDO)	17	27,500	4		1	3	9	4	1	3	9	4	1	3	9	4	1	3	9
Officers Car (PO)	3	30,250	4					3				3				3			
Van – Small	2	15,500	6	1		1					1	1	1				1	1	
Van – Double cab	9	20,000	6	2		2		3	3		2	2		2	3		2	2	
Van – Large	9	29,500	7	1	1	2	2		1	1	1	2	2	2		1	1	1	2
Van – Rescue Team	3	38,000	9	3										3					
Catering Unit	1	30,000	8							1								1	
Minibus	1	27,500	7		1	1						1							1
Pick-Up	13	23,000	12				5					1	6			1			5
Dog Van (USAR)	1	27,250	6						2						2				
Telescopic Handler	1	45,000	12							1									
Total cost of vehicles per yr	180			20	16	19	19	23	18	22	22	33	16	21	26	24	28	18	20

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

Type	Total No	Replacement Value £	Approved Life	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	2033/ 2034	2034/ 2035	2035/ 2036
Pumping Appliance	64	215,000	12	1,060,000	430,000	645,000	645,000	1,075,000	1,290,000	2,365,000		2,150,000	1,075,000	430,000	860,000	1,505,000	1,935,000	645,000	645,000
Water Tower	3 (4)	500,000	12	500,000	500,000							500,000			500,000		1,000,000		
Command Unit	2	307,500	10	580,000											615,000				
Aerial Ladder Platform	3	625,000	15													1,250,000	625,000		
Turntable Ladder	1	675,000	15	675,000															
Beavertail Lorry	1	45,000	12					45,000											
Prime Mover	2	107,500	12		215,000													215,000	
Demountable POD	9	29,250	20	82,500							29,250	29,250	58,500	29,250					
ATV – Softrak		100,000	12	83,000														100,000	
ATV – Polaris	1	15,500	10			15,500										15,500			
Small Car	13	15,500	6			93,000		46,500	31,000	31,000		93,000		46,500	31,000	31,000		93,000	
Small Car – EV		28,000	6																
Medium Car	17	19,500	6		156,000			97,500	58,500	19,500	156,000			97,500	58,500	19,500	156,000		
Large Car	3	20,500	6			20,500				41,000		20,500				41,000		20,500	
Officers Car (FDO)	17	27,750	4		27,750	83,250	249,750	111,000	27,750	83,250	249,750	111,000	27,750	83,250	249,750	111,000	27,750	83,250	249,750
Officers Car (PO)	3	30,250	4					90,750				90,750				90,750			
Small Van	2	15,500	6	12,500		15,500					15,500	15,500					15,500	15,500	
Double-Cab Van	9	20,000	6	37,000		40,000		40,000	60,000		40,000	40,000		40,000	60,000		40,000	40,000	
Large Van	9	29,250	7	26,500	29,250	58,500	58,500		29,250	29,250	29,250	58,500	58,500	58,500		29,250	29,250	29,250	58,500
Rescue Team Van	3	38,000	9	99,000										114,000					
Catering Unit	1	30,000	8							30,000								30,000	
Minibus	1	27,500	7		27,500							27,500							27,500
Pick-Up 4WD	13	23,000	12				115,000					23,000	138,000			23,000			115,000
Dog Van (K9 Unit)	2	27,250	6						54,500						54,500				
Telescopic Handler	1	45,000	12							45,000									
Total cost per yr (£)	180			3,155,500	1,385,500	971,250	1,068,250	1,505,750	1,551,000	2,644,000	519,750	3,159,000	1,357,750	899,000	2,428,750	3,116,000	4,143,500	956,500	1,095,750

AGE PROFILE IN YEARS (ALL VEHICLES).

PUMPING APPLIANCES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
DAF LF55 '55' reg															4		
DAF LF55 '06' reg															5		
DAF LF55 '56' reg														6			
DAF LF55 '09' reg											3						
DAF LF55 '61' reg									3	3							
DAF LF55 '62' reg								5	5								
DAF LF55 '13' reg								10									
DAF LF55 '63' reg							5										
DAF LF55 '65' reg					5												
DAF LF55 '16' reg					5												
DAF LF260 '17' reg				5													
DAF LF260 '18' reg		4	2														
DAF LF260 '70' reg	2																
TOTAL	2	4	2	5	10	-	5	15	8	3	3	0	0	6	9	0	0

Includes 4 training appliances based @ Service Training Centre.

PUMPING APPLIANCE WATER TOWER

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
MAN TGM – 66 reg					1												1
MAN TGM – 19 reg		1															
TOTAL	1	0	0	0	10	0	0	0	0	1	0	0	0	0	0	0	1

AERIAL LADDER PLATFORMS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Volvo Bronto – W reg																	1
Volvo Bronto – 04 reg				2													
Volvo Bronto – 16 reg			1						1								
TOTAL	0	0	1	2	0	0	0	0	1	0	0	0	0	0	0	0	1

COMMAND UNITS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	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	0	0	0	0	1	1	0	0	0	0	0	0	0

PRIME MOVERS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
MAN TGA – 54 reg															1		
DAF LF55 – 09 reg												2					
TOTAL	0	0	0	0	0	0	0	0	1	1	0	2	0	0	1	0	0

NATIONAL RESILIENCE

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
MAN Prime Mover – 54 reg														1	3	1	
Bobcat Toolcat '56' reg															1		
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	1	4	1	0

DRIVER TRAINING VEHICLES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
DAF LF55 – 56 reg														1			
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0

PICK-UP TRUCKS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	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									4								
Isuzu Rodeo – 60 reg								1									
Ford Ranger – 16 reg					1												
Ford Ranger – 17 reg				6													
Toyota Hilux '20' reg	1																
TOTAL	1	0	0	0	0	0	0	0	0	5	0	0	1	0	0	0	0

CARS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Ford Focus '60' reg											1						
Ford Focus '12' reg									1								
Volkswagen Up – 63 reg								1									
Ford Focus – 63 reg								1									
Ford Mondeo – 64 reg							1										
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												
Ford Focus '18' reg			5														
Ford Fiesta '68' reg		1	3														
Ford Focus '19' reg		1															
Skoda Octavia '19' reg	1																
Ford Focus '69' reg		2															
Ford Fiesta '69' reg	2	1															
Ford Mondeo '69' reg	2					9	0	7	0	2	0	0	0	0	0	0	0
TOTAL	5	5	8	0	7	8	1	2	1	0	1	0	0	0	0	0	0

OFFICER CARS

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Ford Focus '63' reg								2									
Ford Focus '14' reg							1										
Nissan X-Trail '17' reg					1												
Ford Kuga '68' reg		1	3														
Ford Kuga '19' reg		8															
Toyota RAV4 '20' reg	7																
TOTAL	7	9	3		1		1	2									

VAN - LARGE

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Vauxhall Movano '11' reg										1							
VW Crafter '12' reg									1								
Mercedes Sprinter '63' reg			1														
VW Crafter '63' reg							1										
Ford Transit '15' reg						2											
VW Crafter '66' reg					2												
Ford Transit '67' reg			1														
Ford Transit '19' reg		1															
MAN TGE '69' reg	1																
TOTAL	1	1	2		2	2	1		1	1							

VAN – LARGE (CREW CONVERSION)

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	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										1							
TOTAL	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0	0	0

VAN - SMALL

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	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

VAN - MEDIUM

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Transit Custom '66' reg		2															
Transit Custom '68' reg		2															
TOTAL	-	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

MINIBUSES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	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	3	1	1	1		1					

OTHER VEHICLES

DESCRIPTION	VEHICLE IN YEAR # OF LIFE																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Catering Unit – 63 reg			1														
DAF Beavertail '13' reg		1															
Polaris Ranger – 12 reg									1								
TOTAL		1	1						1								

DEMOUNTABLE BODIES (POD'S)

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

Info taken from Tranman fleet list 18/06/21.

OPERATIONAL EQUIPMENT REPLACEMENT SUMMARY

APPENDIX 'E'

EQUIPMENT GROUP	TOTAL	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	35/36
ANCILLARY	413	1	36	14	11	8	11		16	20	171	12			4	
BREATHING APPARATUS	1389	10	372		3	1		1	777	33	61	5		1		
CAB	18				4	4	6	4								
CASUALTY HANDLING	288	44	8	80	9	23	5	10	10	63	24	1		1	1	
ELECTRICAL	1356	100	50	147	35	78	100	49	339	58	12	7	122	3	1	3
ELECTRICAL RUBBER GLOVES	85															
ELECTRO-HYDRAULIC	11										2	3			3	1
GAS TIGHT SUITS	145	6	10	22	26		20	7	9	19	22					
HIGH-RISE	122										22	42				
HYDRAULIC	761		75	75	135	70	214	18	68			1	5	2		
LADDER	392	5	17	14	9	66	23	5	13	13	28	17	21	16	10	58
LARGE ANIMAL RESCUE	194	1	13	3	75	43	7	3	1	6	2	8		10		
LOAD CELL	51		1						1		13				3	
MECHANICAL	429	64	53	71	9	6	130	16	17	7	4	5	7	1	2	4
MOORLAND	276	1	19		22	5	11	22	38	2	34	3	15	10		1
PERSONAL FLOATATION DEVICE	331	62	124	20	3	11	32	69	3	3	4					
PERSONAL PROTECTIVE EQUIPMENT	388			36	83	67		10	14		12					
PNEUMATIC	513	86	14	9	2	3	20	78	50	17	10	23	25	2	10	
POLLUTION CONTROL	6		6													
PPE	873	124		11	62	103	347	13	88	55	59	9				
PULLING	537	2		1	200	45	25	5	3	64		15	3	4	1	8
RESCUE	1193	17	134	48	83	57	157	85	26	290	42	231				
RESCUE PACK	2063	115	17	78	80	182	271	239	476	19	304	205				
SAND RESCUE	303	12	10	3	4	4	4	4	7	6	2	2	2		1	
SHORING KIT	30						2				27			1		
STROPS AND SLINGS	1212	1	26	39	124	62	172	119	89	311	113	113	19	2	15	6
SWIFT WATER RESCUE	411	41	46	20	25	87	55	8	24	9		12				
TECHNICAL ROPE PACK	166	11	7	39	1	13	68	10			16					
TRAINING AID	81			3					24							
VISUAL AID	122		4	73	3		28	1			6	4		2	1	
WATER	1656	1	9	1	24	76	117	25	249	18	7	46	16	41	51	50
WORKING AT HEIGHT	314	73	8		6	2	32	75		76	1	35				
	16129	777	1059	807	1038	1016	1857	876	2342	1089	998	799	235	96	103	131

3 YEAR EQUIPMENT REPLACEMENT PLAN

Eqd Description	QUANTITY DUE			TOTAL COST		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
AIRWAY MANAGEMENT TRAINER			1	£0	£0	£1,000
ANCHOR WARP	1			£100	£0	£0
ANGLE GRINDER			1	£0	£0	£180
ANIMAL GP LINE	1			£44	£0	£0
ANIMAL GRASPER		4	1	£0	£564	£141
ASCENDER	1	8		£58	£464	£0
BA BOARD		70		£0	£140,000	£0
BA COMPRESSOR		1		£0	£13,000	£0
BA SET	10	301		£11,000	£331,100	£0
BARIATRIC KIT			6	£0	£0	£2,670
BASKET STRETCHER		3	2	£0	£1,980	£1,320
BASKET STRETCHER HARNESS	3	2		£690	£460	£0
BATTERY - MAKITA			1	£0	£0	£60
BICYCLE		2		£0	£760	£0
BINOCULARS		4	9	£0	£600	£1,350
BLUE DASH LIGHT		17	16	£0	£1,105	£1,040
BODY HARNESS	11		3	£3,300	£0	£900
BRANCH - AKRON	1	1		£400	£400	£0
BRANCH - AWG		12		£0	£1,680	£0
BRANCH - DELTA	4	1		£1,520	£380	£0
BRANCH - MINI-AKRON	1	1		£400	£400	£0
CABLE REEL		6	1	£0	£1,200	£200
CANYON LINE	10	2		£2,500	£500	£0
CIRCULAR SAW	1	1		£475	£475	£0
CLIMBING ROPE	1			£235	£0	£0
COMBI TOOL		1	23	£0	£3,000	£69,000
COTTON HALTER		1		£0	£15	£0
COWTAIL	36	69	18	£360	£690	£180
CUTTERS			14	£0	£0	£28,000
D SHACKLE	2			£20	£0	£0
DAM		3		£0	£4,950	£0
DECONTAMINATION UNIT		1		£0	£7,000	£0
DEFIBRILLATOR	72		1	£86,400	£0	£1,200
DEPTH METER	1			£100	£0	£0
DESCENDER		6		£0	£1,200	£0
DICTAPHONE	1	23	1	£50	£1,150	£50
DIGITAL SHIPPING SCALE			1	£0	£0	£150
DOOR RAM		42	25	£0	£6,720	£4,000
DUO PUMP			4	£0	£0	£20,100
EMERGENCY ABSORBING LANYARD	2			£50	£0	£0

EXPRESS SLING LANYARD	2			£10	£0	£0
FALL ARREST LANYARD			10	£0	£0	£1,000
FLOATING BOOM		1		£0	£3,750	£0
FLOODLIGHT		6	2	£0	£1,800	£600
FOOT PUMP (PNEUMATIC)		1		£0	£15	£0
FOOTAPE	2			£40	£0	£0
GAS MONITOR			75	£0	£0	£20,625
GAS TIGHT SUIT	6	12	26	£4,500	£9,000	£19,500
GENERATOR		3		£0	£2,175	£0
GROUND MONITORS	12	13		£14,400	£15,600	£0
HELMET		7	1	£0	£350	£50
HELMET - SRT			18	£0	£0	£1,530
HMS TYPE KARABINER		2		£0	£16	£0
HOSE BECKET	1		1	£15	£0	£15
HOSE INFLATION KIT		6		£0	£2,100	£0
HP AIR BAG HOSE	84			£5,880	£0	£0
HURRICANE PRO			26	£0	£0	£3,380
HYDRAULIC HOSE	1	6		£150	£900	£0
HYDRAULIC HOSE - 10M			6	£0	£0	£3,060
I'D DESCENDER	1	6	2	£140	£840	£280
INFLATABLE WALKWAY		2		£0	£4,400	£0
IN-LINE GATE VALVE		4		£0	£2,600	£0
K9 WORKLIGHT	18	16	31	£9,000	£8,000	£15,500
KARABINER	27	92	70	£135	£460	£350
LADDER - STEP	6	5		£450	£375	£0

Eq't Description	QUANTITY DUE			TOTAL COST		
	2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
LADDER - TELESCOPIC	1	11	1	£300	£3,300	£300
LADDER - TRIPLE EXTENSION	2	4	14	£1,130	£2,260	£7,910
LADDER RESTRAINT DEVICE	70	2		£1,750	£50	£0
LANYARD - FABRIC	30	8	7	£3,450	£920	£805
LANYARD - WIRE		3	2	£0	£72	£48
LEAF BLOWER			1	£0	£0	£320
LED FLOODLIGHT	7			£490	£0	£0
LIFEJACKET	117		30	£13,455	£0	£3,450
LIGHTBAR		13	13	£0	£0	£0
LIGHTWEIGHT PORTABLE PUMP	39			£148,200	£0	£0
LOAD CELL		1		£0	£2,400	£0
LP AIR BAG	1		9	£480	£0	£4,320
LP AIR BAG CONTROLLER	1	2		£1,500	£3,000	£0
MAILLON	15	3	7	£150	£30	£70
MINI CUTTER			1	£0	£0	£836
OUTBOARD MOTOR	1			£3,800	£0	£0
PERSONAL FLOATATION DEVICE	48	61	3	£5,760	£7,320	£360
PETZL ASAP			2	£0	£0	£250
PETZL PULLEY			1	£0	£0	£50
PORTABLE GAS DETECTOR			2	£0	£0	£4,000
POWERED INFLATOR/ADAPT/HOSE		2		£0	£650	£0
PPV FAN	28	1	16	£66,080	£2,360	£37,760
PRESSURE WASHER		3		£0	£6,000	£0
PRUSSIC LOOP			33	£0	£0	£165
PULLEY BLOCK			1	£0	£0	£25
PUMP		6	1	£0	£2,160	£360
PUMP (PERISTALTIC)	1			£8,000	£0	£0
QUADRA	113			£12,995	£0	£0
QUARTZ HEATER			2	£0	£0	£240
RAM SUPPORT		59	2	£0	£10,620	£360
RATCHET			17	£0	£0	£340
RATCHET JACK		2		£0	£160	£0
RATCHET STRAP		2	17	£0	£30	£255
RESCUE LINE		15	14	£0	£1,500	£1,400
RESCUE PULLEY	2			£80	£0	£0
RESUSCI - ANNIE			1	£0	£0	£2,500
RESUSCI - BABY			1	£0	£0	£200
RIGGING PLATE		4		£0	£260	£0
ROPE	1			£95	£0	£0
ROUNDSLING	3	8	2	£90	£240	£60
SAFETY SHOWER	1			£7,200	£0	£0

SAND LANCE	9			£3,420	£0	£0
SAND LANCE HOSE	3	9		£150	£450	£0
SAND RESCUE EXTINGUISHER	1	1	3	£60	£60	£180
SAT-NAV DEVICE			4	£0	£0	£400
SERVICE LOCATOR	2		3	£1,200	£0	£1,800
SEWN SLING	1			£10	£0	£0
SHARP EDGE PROTECTION KIT			63	£0	£0	£15,750
SHEPHERDS CROOK	2		2	£340	£0	£340
SHUNT		1	4	£0	£45	£180
SMOKE GENERATOR	6		4	£4,500	£0	£3,000
SNATCH BLOCK			1	£0	£0	£50
SPINEBOARD HEAD IMMOBILISER			1	£0	£0	£60
SPINEBOARD STRETCHER	11		3	£2,200	£0	£600
STRETCHER RESTRAINT	28	2	2	£5,320	£380	£380
STROP	42	16	2	£840	£320	£40
STROP GUIDE		8		£0	£960	£0
TAPE ROUNDSLING	17	50	8	£187	£550	£88
TELESCOPIC RAM			22	£0	£0	£48,400
THERMAL IMAGING CAMERA			64	£0	£0	£217,600
TYRE COMPRESSOR		2		£0	£1,056	£0
VACUUM (ASBESTOS)		5		£0	£2,500	£0
WILDFIRE BLOWER	1			£340	£0	£0
	923	1068	782	£435,994	£621,827	£552,683

MANAGEMENT STRUCTURE

Fleet & Engineering Department

