

Fleet and Equipment Management Strategy

2024 – 2029



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Foreword

This 5-year Fleet and Equipment Management Strategy (FEMS) provides a high-level statement of the overall approach to providing fleet and equipment to meet the needs of Royal Berkshire Fire Authority (RBFRA). It is a business planning and communication document which considers fleet and equipment assets as just one of the many corporate resources needed by the Service to deliver its essential emergency response to the people who live and work within the county of Berkshire.

Like the people who use them, fleet and equipment assets need to be flexible and agile, so we must be proactive in managing these valuable assets, so that we develop a future focused portfolio. This Strategy identifies the extent of the fleet and equipment portfolio owned by the Authority, our approach to asset management, what we have and its condition.

Through the adoption of best practice and collaboration in everything we do, the Service seeks to make best use of the assets and investment available to achieve its objectives.

Councillor Shepherd DuBey, RBFRA Lead Member for Strategic Assets, September 2024



1. Introduction

This strategy sets out how we provide highly resilient fleet and equipment that effectively meets organisational requirements, informed by risk, and achieved in a cost-effective way. This strategy will provide the framework for the necessary supporting infrastructure to provide the technical and operational capabilities to support and implement delivery plans arising from the Community Risk Management Plan (CRMP), Corporate Plan and Strategic Asset Investment Framework (SAIF). This strategy supports the strategic aims and key objectives of the organisation:

- **Fire stations at the heart of communities** – We are providing suitable assets that can be utilised effectively and efficiently to support our local communities.
- **Capacity, capability and resilience** – Assets that are efficient, effective, resilient and deliver what is needed from them.
- **One team working collaboratively for the people we serve** – Having modern and fit-for-purpose assets aligned with our Thames Valley neighbours and other partners thereby improving the delivery of emergency services to the local communities as well as reducing the impact on the public purse.

The strategy is necessary to ensure:

- We enable our people to work safely and efficiently
- We deliver a coordinated and efficient provision of fleet and equipment across the whole service
- Development of stakeholder lead plans for the provision of fleet and equipment
- The efficient delivery of maintenance
- The organisation has effective access to necessary technical support and capability
- Ongoing improvement in organisational resilience
- Environmental impact reduction
- Compliance with statutory regulation

2. Vision

Our Vision Wheel (**Figure 1**) has been developed in alignment with the CRMP, as a simple way to represent how we will all deliver our services within our communities. This has been developed through consulting staff and members of the public, many of whom believed it was vital that we placed our community at the heart of all that we do. We want to continually focus on the relationships we have with our communities, to inspire trust, confidence and pride in their Service and encourage people from all communities to want to join us. Several other themes were also identified as being important to our staff and the public.

We intend to deliver the four quadrants of our public-facing work: our Prevention, Protection, Response and Resilience services through our four overarching

principles: Sustainability, Culture, Capability and Risk Management. We will maintain these areas as a key priority over the next four years.

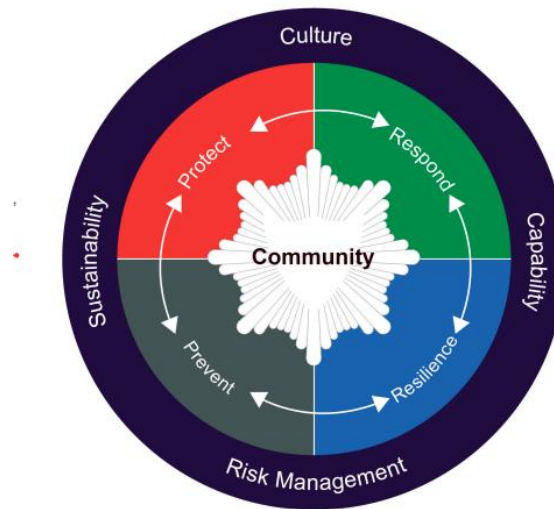


Figure 1 – RBFRS vision wheel.

Our fleet and equipment vision is to build an asset base that epitomises safety, efficiency, and adaptability, ensuring that it meets the evolving needs of the organisation and the communities we serve. We are committed to providing reliable, and robust vehicles that enhance operational readiness and firefighter safety, benefitting from continuing technological progress. Our fleet will be designed and maintained to the highest standards in support of excellent reliability, leveraging innovative technologies and sustainable practices to maximize performance and, where appropriate, minimise environmental impact.

We will focus on delivering exceptional value for money by optimising procurement processes, ensuring cost-effective maintenance, and extending the lifespan of our assets through proactive asset management. Flexibility will be at the core of our fleet strategy, enabling us to swiftly respond to changing risk profiles and emerging challenges.

By fostering strong partnerships with suppliers and stakeholders, we will stay abreast of industry advancements and regulatory requirements, ensuring our fleet benefits from, and forms part of, the leading edge of emergency response capabilities.

Through continuous training and development, we will empower our personnel to effectively utilise our fleet, enhancing their safety and operational effectiveness. Our commitment is to provide a fleet that not only meets but exceeds the expectations of our organisation and the communities we protect, today and into the future.

3. Strategic intent

3.1 Cost-effectiveness

We will prioritise value for money without compromising safety or emergency response capabilities. In all other provisions we will take a proportionate approach that balances risk and cost to ensure excellent value for the public purse.

3.2 Reliability and resilience

Ensure fleet and equipment assets are maintained to the highest standards to guarantee reliability and longevity. Regular inspections, servicing, and repairs will be conducted in compliance with best practices and manufacturer recommendations.

3.3 Quality

We will engage with 'customers', other end users (FRS) and the wider market to ensure we deliver the quality of fleet and equipment required to meet their needs, avoid repeating avoidable mistakes and benefit from the lessons identified by others and utilising market expertise.

3.4 Adaptability

Implement flexible designs and embrace collaboration to adapt to evolving service needs and new technologies. We will use flexible vehicle designs that can accommodate new technologies and equipment as service needs evolve. The use of modular loads and standard stowage patterns will enable the rapid provision of spare and replacement vehicles.

3.5 Sustainability

Transition towards alternative fuels and technologies, and invest in associated infrastructure, balancing cost and reliability considerations. We will transition to alternative fuels and technologies with the associated infrastructure investments, balanced against cost and the need for reliability and our operational imperatives.

3.6 Innovation

Foster a culture of innovation, exploring and adopting new technologies and practices to optimise fleet management. We have a willingness to explore and adopt new products and technologies when they offer benefits but ensure that they are implemented for a defined user need and are supported by appropriate doctrine and training.

4. Meeting the strategic intent

4.1 Critical enablers

- **Financial planning and budgeting.** Develop robust processes to align fleet replacement with service needs and priorities. Maximise the use of each fleet asset while minimising its whole-life cost. Have a long-term funded replacement programme matched to a replacement profile driven by asset quality rather than a fixed measurement such as age.

- **Increased sustainability.** Evolve a well-structured transition plan, including infrastructure development and staff training to achieve environmental sustainability goals aligned to the Fire Authority's Sustainability Strategy
- **Data management and technology.** Implement a comprehensive data management system and leverage technology for optimised fleet operations.
- **Stakeholder engagement.** Establish and nurture strong relationships with stakeholders to ensure the fleet strategy meets their needs.
- **Staff development.** Invest in continuous training and development to equip the staff with the necessary skills and expertise to manage and maintain and operate the fleet effectively.
- **Maintenance and repairs.** Minimise fleet downtime through efficient maintenance and repair processes, including 24/7 support. Utilising partnerships with other emergency service fleet providers will enable an effective response to operational vehicle maintenance.

4.2 Pathways

- **Procurement.** Maximise efficiency and effectiveness of the procurement processes for new vehicles by utilising frameworks and collaborating with partners to expedite asset acquisition.
- **Maintenance and repairs.** Put in place appropriate contracts for fleet maintenance, recovery and repair utilising a wide range of providers matched to the operational and business risk associated with each vehicle type.
- **Vehicle design and standards.** Procure vehicles that meet or exceed relevant sector standards, incorporating user-led design, operational learning and new technologies.
- **Risk management.** Proactively identify and manage risks associated with fleet management, such as accidents, fuel disruptions and obsolescence. Use the outcomes of risk management processes to inform the future design and delivery of fleet and equipment. Actively ensure that the organisational risk profile information is incorporated into fleet planning and design.
- **Data and Technology.** Leverage data and technology for improved asset management, decision-making, and performance monitoring. Use this data to inform budget and planning cycles.

5. Operational context, change and aims

5.1 Operational context

Royal Berkshire Fire and Rescue Service (RBFRS) serves the six unitary authorities within Royal Berkshire (Bracknell Forest, Reading, Royal Borough of Windsor and Maidenhead, Slough, West Berkshire and Wokingham). The service covers 1,263 km² and a population of just under 1 million people.

The county has a diverse range of risks ranging from the M4 motorway, river Thames, Great Western Railway to the historic royal residence of Windsor Castle. The county is home to several densely populated towns and large areas of productive agricultural and forested land. Due to the county's position and good transport links to London, population and urban density are predicted to increase in the coming years.

RBFRS delivers its services from 16 fire stations strategically located throughout the county. A separate headquarters in Reading houses the joint Thames Valley Fire Control Service providing fire control services to RBFRS, Oxfordshire Fire and Rescue Service and Buckinghamshire Fire and Rescue Service.

Within RBFRS, Fleet and Equipment represents one of the major physical assets in service. Vehicles are the workplace of many of our staff and are integral to the delivery of frontline services to the community. Fire appliances are the outward facing image of the service, enabling the delivery of most of our critical services to the public. These are supported by a wider vehicle fleet that enable the business of the service to take place effectively and efficiently.

5.2 Financial factors driving change

There are many financial factors that impact the provision of fleet and equipment. The major ones are:

- Changes to Central Government funding provided to the service
- Public finances are under pressure with a continuing objective of delivering more efficient public services at a lower cost
- A changing risk profile requiring a more diverse fleet to meet the needs of operational response
- The rapid change in technology leading to vehicles and equipment reaching obsolescence sooner
- Changing legislation requiring the adaption of fleet and equipment or the provision of new designs.

5.3 External factors affecting fleet asset provision

Third party collaborative and partnership agreements. RBFRS already has agreements/formal partnerships in place with Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) and our Thames Valley fire and rescue service partners in Oxfordshire and Buckinghamshire. The depth and range of these agreements, along with any others that emerge, is likely to increase over the next few years.

Thames Valley FRS MOU. The Thames Valley Fire and Rescue Services (Oxfordshire, Buckinghamshire and Royal Berkshire) have agreed through a Memorandum of Understanding (MOU) to work more collaboratively. This will increasingly shape future vehicle and equipment solutions and decisions, particularly where there are opportunities for:

- increased efficiency
- reduced costs
- resilience through the sharing of vehicles, equipment, systems, processes, knowledge, skills and teams

Hampshire partnership joint working agreement (JWA). for the sharing of fleet servicing is to be renewed by 01 April 2025 as it continues to provide a resilient and cost-effective way to maintain our front-line operational fleet.

Political. Home Office oversight through HMICFRS and focused

procurement reviews provides a useful opportunity to ensure we are balancing the need to achieve value for money with the provision of effective and robust operational appliances and assets. Central Government is seeking to reduce the barriers and encourage public bodies to share data and resources to increase knowledge, better prioritisation of service delivery and reduce service costs. Procurement and maintenance of vehicles and equipment are a potential area where efficiencies could be made, better value for money gained and operational alignment supported. With this in mind we are committed to the NFCC Fire Commercial Transformation Programme and its three key principles:

- **Standardised requirements.** developing agreed standard specifications that are operationally driven rather than procurement-led
- **Aggregated volumes.** FRS' that bring larger volumes to market typically get better deals. Where possible, i.e. non-fire specific goods and services, consider the wider purchasing power of other public sector organisations
- **Collaboratively managed contracts and suppliers.** Joined-up strategic engagement, supplier performance and contract management.

Market place. The market for new procurement is more volatile with increased uncertainty on costs as the global market changes and as different providers develop their own delivery strategy and products. We will operate in line with RBFRS procurement rules and maintain oversight of timescales for renewal to gain the best advantage against the prevailing market conditions.

5.4 Environmental factors driving change

The environment in which RBFRS operates is ever changing, requiring more diverse resource provision to meet the effects of spate weather conditions, increased populations, and busier infrastructures. More stringent vehicle emission standards, clear air zones, whole life carbon footprint will affect not only the engine and its waste products but also the material from which the fleet asset is manufactured. RBFRS will encourage efficient use of resources to minimise impact on the environment. Functional reviews of vehicle and equipment replacement will always consider alternative solutions to reduce our carbon footprint. This may include multi or specialist-fuelled vehicles, LPG, Biodiesel, Electricity or Hydrogen. Lifetime costs and disposal costs and impacts will also be considered and evaluated when reviewing fleet vehicle options.

6. Fleet and equipment asset governance

The overarching framework that sets the course of our work across all capital assets is the **Strategic Asset Investment Framework** (SAIF). Each year, the Fire Authority updates this document, which sets out the capital programme for the replacement and refurbishment of our fleet and equipment assets, as well as our ICT and property, over a 10-year term. The SAIF provides a greater narrative around asset investment and the decision-making process and is supported by the Medium-

Term Financial Plan (MTFP). It recognises the importance of our valuable fleet and equipment assets and the need to invest in them, so they remain fit for purpose, sustainable and affordable.

The development of the SAIF provides the Fire Authority with a clear view of the long-term financial pressures on meeting the planned improvement, replacement and refurbishment programmes that are urgently needed to ensure assets continue to meet requirements now and into the future. This enables the Fire Authority to consider how best to address identified financial pressures so future service provision matches public expectations and addresses risk.

As well as the public experiencing the benefit of the Authority's continued investment in fleet and equipment assets, we see an added benefit of our staff being safeguarded and feeling valued through the provision of improved assets, with an added benefit of improving staff recruitment and retention. The performance in this important area is assessed using regular staff surveys with focussed questions on fleet and equipment.

The SAIF details how our assets will deliver on the key themes identified in the Corporate Plan and CRMP. This requires co-ordination with, and the co-operation of, the whole organisation to be successful, so there is a considerable amount of collaboration when developing requirements.

The RBFRS Assets function was reorganised in 2023 with a professionally qualified Head of Assets now leading a multi-disciplinary assets department with combined responsibility for an Assets service covering estates, fleet and equipment, along with sustainability and physical security. The Assets service is led by the Head of Assets, falling under the direction of the Deputy Chief Fire Officer and reporting corporately to the SLT. The Fleet and Equipment team is led by a Group Manager and is split into a Fleet Section and Operational Equipment Section, with interoperability within the teams.

Various tasks and roles within the remit of each business area will be delegated to the most appropriate member of the Fleet and Equipment team. Development of core activities related to those tasks will be devised and actioned in consultation with the appropriate business leads. Priorities will be decided and agreed according to current/future business need, operational urgency, resource availability and budget provision.

Fleet and Equipment Management Group

In line with seeking a more holistic, collaborative and informed approach, a Fleet and Equipment Management Group will be introduced by March 2025, chaired by the Head of Assets. The purpose of the group will be to foster a close working relationship between all fleet and equipment users, to oversee projects and to provide an essential opportunity for engagement and discussions on key fleet and equipment matters.

7. Sustainability and the environment

The delivery of fleet and equipment will reflect the wider **RBFRS Sustainability Strategy**. In particular compliance with legal requirements and government targets will be adhered to. The fleet will also be designed to promote health, safety and wellbeing goals of the organisation. It is clear that climate change needs to be combated. The impacts of climate are already changing the nature of the incidents the service respond to.

So far as reasonably practicable, the Fleet and Equipment Strategy will prioritise the procurement of low, and zero emissions vehicles and equipment. As a minimum, all future vehicles will be hybrid or plugin hybrid, with a move towards full alternative fuels across the entire new fleet in due course as technology allows. Battery technology is available now, but it is likely that other technologies will become available in the future. Continuous engagement with partners and suppliers will be central to ensuring a coherent pathway to net zero with our partners.

The provision of alternatively fuelled fire appliances is currently in its infancy, however, battery and hydrogen powered vehicles are in development and the outcome of these trials will guide future fleet developments.

To support the provision of alternative fleet an uplift in investment in supporting infrastructure will be required. In time this infrastructure will replace the current fuel infrastructure in-service.

8. Measuring output

8.1 Key performance indicators

- **Financial**. Cost savings achieved through efficient procurement and maintenance; baselined against previous years performance or other comparable Services data
- **Operational**. Fleet availability and reliability metrics (e.g., downtime, response times)
- **Environmental**. Reduction in carbon emissions and fuel consumption.
- **Stakeholder satisfaction**. Feedback from end-users and partners on fleet performance
- **Staff development**. Training and development initiatives undertaken by the Fleet and Equipment team.

9. Fleet and equipment goals and structure

9.1 Departmental goals

The Fleet and Equipment department is a core part of RBFRS enabling it to meet its strategic aims and objectives. The overarching goal of the Fleet and Equipment department is **to deliver the right asset, maintained to the highest standard, to**

the right place at the right time. The Fleet and Equipment team, therefore, makes a valuable contribution to the objectives of the organisation, by ensuring all the vehicles and equipment are managed and maintained to appropriate standards and are kept in an efficient and effective operational condition.

9.2 Departmental objectives

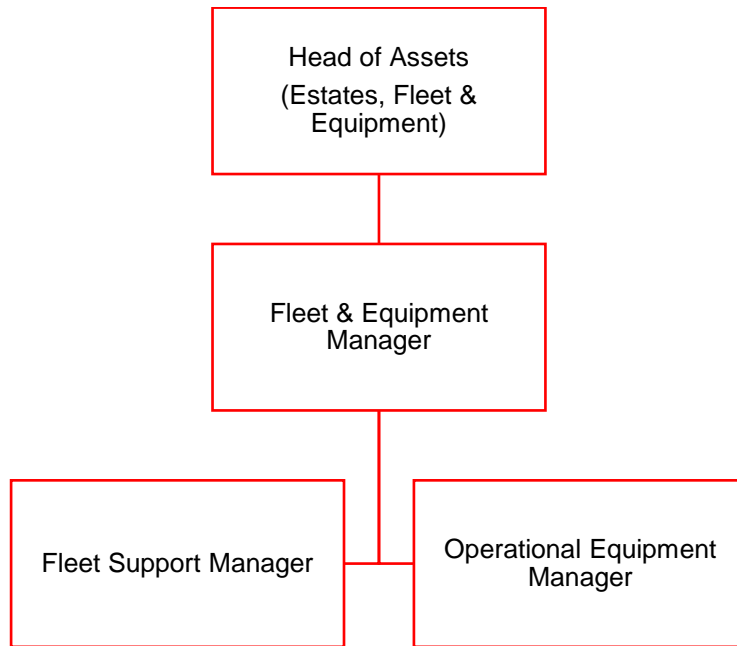
The key objectives for the Fleet and Equipment team are:

- To operate within a governance framework that enables input from all relevant stakeholders, in order to provide fleet assets that meet the needs of the organisation
- To protect and enhance the environment and maintain a high level of sustainability for all fleet assets
- To provide high quality, safe, fit for purpose fleet assets to meet the end users needs
- To maintain cost-effective and timely processes for the procurement, repair, maintenance, commissioning, decommissioning and disposal of fleet assets
- To collaborate with partners to maximise the effectiveness of fleet assets within an emergency response environment
- To enable a high level of fleet asset utilisation across the service
- Take advantage of new technology to support the organisations goals and increase productivity
- To make the Fleet and Equipment team a centre of excellence

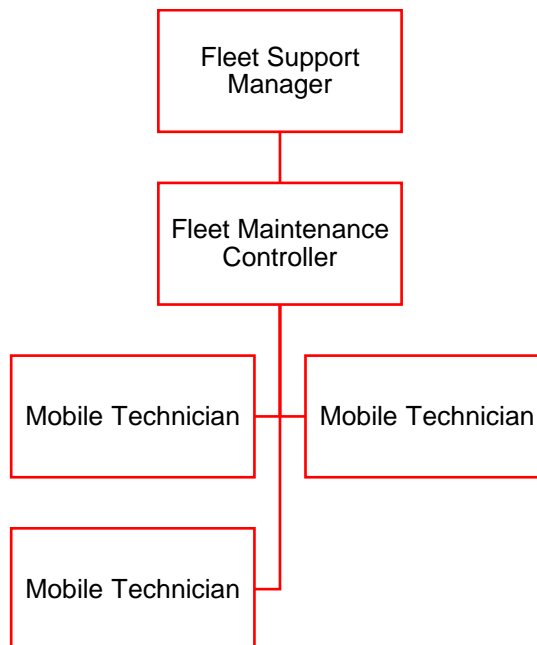
10. Organisational structure

10.1 Leadership

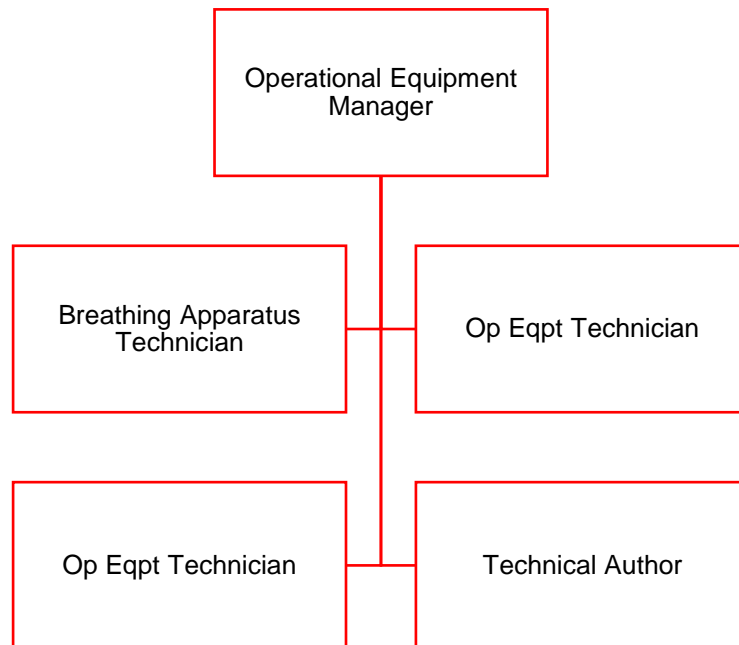
The team works collaboratively across two functional areas, the Fleet section and the Operational Equipment section, both working very closely with the Supplies section. The leadership team consists of the Head of Assets and a Group Manager Fleet & Equipment, supported by a Fleet Support Manager (new role from autumn 2024) and an Operational Equipment Manager.



10.1 Fleet



10.1 Operational Equipment



11. Equality, diversity and inclusion

We are committed to promoting equality, diversity, and inclusion for all our employees and the wider community. Every fleet and equipment asset used by members of the organisation needs to reflect their unique and individual needs.

Equality, diversity and inclusion has been and will continue to be, a core part of the development of every technical specification produced by the Fleet and Equipment Team. By listening closely to end users and the widest possible range of representative bodies, the team will maximise the opportunities to bring in the assets that are suitable for use by the widest range of people possible.

12. Collaboration and partnerships

We can provide more efficient and effective Fleet and equipment services through greater collaboration with our partners and stakeholders. Currently we collaborate with the Thames Valley Fire and Rescue Services to provide aligned operational fleet and equipment. Common Breathing Apparatus equipment enabling the removal of cross border mobilisations solely to support breathing apparatus operations. Joint procurement for hydraulic rescue equipment, thermal imaging cameras, power tools, firefighting foam and more resulting in financial savings and the sharing of key technical and procurement knowledge and skills to enhance the regions reputation in the marketplace.

The fleet maintenance Joint Working Agreement (JWA) with Hampshire and Isle of Wight Fire and Rescue Service is a collaborative partnership that has been running

for 10 years, resulting in financial savings and the provision of other benefits for both parties whilst maintaining a high level of quality across fleet maintenance. Opportunities to collaborate further will always be explored and are not limited to the Fire and Rescue Sector. As alternative fuels start to become more common collaboration with other public sector and blue light organisations will be likely to speed up access to new infrastructure.

13. Management of the strategy

The majority of this strategy will be delivered through business-as-usual processes and activity – details can be found in [Appendix 1](#).

14. Evaluation and review

The efficacy of this strategy will be evaluated annually by a formal review process.

APPENDIX 1 – IMPLEMENTATION

A1.1 General

The majority of this strategy will be delivered through business-as-usual processes and activity. For new developments, specific projects may be implemented to ensure the correct governance and resourcing is put in place to achieve the requirement.

A1.2 Financial planning

Planning for fleet and equipment replacement will be undertaken in line with service needs and identified priorities. The CRMP process will inform the likely future fleet and equipment asset needs with detailed planning delivered by end user representative groups.

Replacement of all support vehicles and major equipment in accordance with an agreed and planned lifecycle will be detailed in a predetermined renewals programme aligned to the Medium-Term Financial Plan (MTFP) and will inform the Strategic Asset Investment Framework (SAIF).

A1.3 Fuel

Fuel represents one of the largest ongoing costs to the service fleet both financially and environmentally. Options to reduce fuel usage and to reduce the dependence on fossil fuels will be explored at every opportunity. Fuel is a geopolitically sensitive resource subject to price variation caused by global events. It is also a critical enabler to RBFRS when providing its statutory duty.

As part of the move towards Net Zero RBFRS will embrace technologies to reduce carbon emissions at the tailpipe to zero. Hybrid vehicle technology is the minimum requirement for all new light vehicles in the fleet with full electric specified where practical. Charging infrastructure will be provided to support these moves. Alternative fuels such as Hydrogen, biodiesel and LPG will be used in fleet applications where practical to assist in the reduction of carbon production.

Where fossil fuels are used to power large fleet assets, diesel will be preferentially specified. The heavy fleet runs on diesel and by standardising on this fuel, an operational fuel reserve can be maintained. Bulk fuel (petrol and diesel) will be maintained at a level where there is a 12-week reserve available to counter supply disruption.

Service bulk diesel fuel supplies shall be used in preference to commercial forecourts whenever practicable. Where fuel must necessarily be purchased elsewhere, such purchases should be made using the fleet fuel card issued to each vehicle. Fuel should not be obtained from high-cost outlets such as motorway service stations unless there is no alternative. Use of the fuel card ensures that fuel is procured within a contract.

As the service moves towards an alternative fuel strategy the way fuel is held in reserve will change. For example, the use of back-up electrical supplies to enable charging of service vehicles will be considered and the amount of bulk diesel and petrol fuel held in service will change accordingly.

A1.4 Procurement

Procurement of fleet and equipment assets is undertaken in line with the financial regulations of the service and applicable regulations and statutory instruments governing public contracts. Procurement exercises in each case will be in accordance with the goal to collaborate with partners to gain the best value for money possible. National, regional, or collaborative frameworks will be used where available. Where frameworks are not available tendering will mirror best practice as detail by the service procurement team. A procurement will only be undertaken once the end user need is defined and the financial and corporate needs have been defined and agreed.

A1.5 Standards

All fleet and equipment assets are purchased to meet a defined end user requirement specification and conform to an appropriate EN or BS or equivalent standard applicable to the type of vehicle or equipment to be procured. For example, pumping appliances are designed and built to BS EN 1846 - 2 & 3 and conform to The Road Vehicles (Construction and Use) Regulations 1986 and all other applicable Road Traffic legislation.

Published standards are the minimum level of requirement expected. Final technical specification for a procurement will exceed these requirements in some areas in order to meet the end user needs. An assessment of compliance to the applicable standards will form part of the tender evaluation and any user demonstration trails prior to the procurement exercise.

A1.6 Warranties

Equipment and vehicle defects during the early life of a vehicle are expected due to the bespoke nature of many of the products required for Fire Service use. To make the whole life costs of assets as manageable as possible, procurement will look to obtain the most advantageous warranty terms possible, balanced against the increased cost extended warranties can hold.

Where possible 5-year warranty terms will be aimed for, however, the requested periods will be specific to each product class and industry norms for that product.

A1.7 Decommissioning and disposal

Disposal and decommissioning of vehicles is carried out in line with service financial regulations to realise maximum capital receipts or by means of donation to a registered humanitarian charity or sector body. The disposal will be to a reputable organisation or individual.

The threat of “Trojan use” of assets for terrorist or illegal purposes is recognised and forms part of the disposal process. Disposal will follow a secure sale methodology, by selecting appropriate disposal routes which have been vetted. Vehicles will be decommissioned in a way that matches the disposal route chosen for the asset. As a minimum all communication equipment and service markings will be removed. Emergency warning equipment and markings will be removed prior to disposal, unless the vehicle is going for specialist disposal by an approved supplier who will assure the vehicle is going for use by another emergency service provider.

The environmental and sustainability policy of the organisation will guide disposal of fleet and equipment that is unable to be reused.

Asset sale will be recorded within the fleet and equipment management system and notification will be given to the Finance team for amendment of the asset registered in terms of capital assets.

A1.8 Planned servicing and maintenance of fleet assets

The majority of maintenance work is carried out by the service or service partner staff. Assets will be maintained at the most appropriate location for the work to be carried out safely and efficiently while minimising the time the asset is unavailable for operational use. Local garages are used to undertake some maintenance work to free up specialist staffs time to focus on more complex or technically specific work. For specialised services, such as body repairs and electrical work, these are outsourced to approved providers.

As a minimum, all front-line appliances and specials bearing emergency warning systems over 3,500 kilograms gross vehicle weight (GVW) shall be inspected for roadworthiness at 13-week intervals up to a maximum of 18 weeks, as specified in the Best Practice for the Maintenance of Fire Service Vehicles Document issued by National Fire Chiefs Council (NFCC).

All general-purpose cars and vans shall be inspected on an annual basis, in line with manufacturers' recommendations of time and mileage covered. Servicing, maintenance and repair of vehicles shall be carried out in compliance with the requirements and standards of the following documents:

- NFCC Best Practice Manual
- HGV Testers Manual issued by The Driver and Vehicle Standards Agency (DVSA)
- Manufacturers' Guidance and Warranty terms

Each asset type is allocated an appropriate service plan, inspection schedule and statutory inspection and examination scheme dependent on the nature of the asset and how it is used.

This schedule is set up within the fleet management system and is such that the closure of one job card of a specific job type will automatically schedule the next due inspection or service according to pre-set plans. Detailed records of each critical fleet asset history will be retained and managed in line with legal requirements. The goal is to have all records generated and stored electronically, however, hard copies of some records will be required.

A1.9 Unscheduled repairs and defects

The fleet and equipment team will aim to reduce down-time of critical assets due to defects by continued delivery of 24/7 response service to end users. The majority of out of hours support will be provided by service staff, however, partnership arrangements with other service providers may be utilised. Defect records will be retained to show clearance rates and trends so that preventative action can be identified and taken to further improve overall reliability.

Vehicle collisions and other damaged caused to assets will be attended under defect procedures in the first instance for response, safety reasons and the determination of the cause, work will be progressed through the accident repair process or routine job process. An investigation into the circumstances will be undertaken by a member of service staff to identify underlying causes. This learning will be used to improve the operation of fleet assets.

In the case of vehicles, timely collision repairs are arranged in liaison with insurance and repairers with the claim being processed through the fleet and equipment team. The repairs will be provided either in house or at approved repairs and job progress will be monitored through our normal processes. Accident reporting that highlights trends by station and operator will be monitored and effective actions to reduce vehicle accidents will be implemented where appropriate, Service wide performance figures on vehicle accidents will be considered through the Health and Safety team.

A1.10 Reserve vehicles

Reserve vehicles are required to maintain the operational availability of the fleet. Vehicles will need to be replaced for planned and unplanned maintenance and the vehicle that is brought in as a reserve needs to meet the operational demands of the organisation. As a minimum, reserve vehicles will be able to safely stow a core set of operational equipment and will not require any additional training for the users or drivers.

More specialist vehicles, such as high reach vehicles, are more challenging to provide reserve vehicles for. Careful coordination with our partners, particularly across the Thames Valley, will ensure that the planned maintenance of these type of vehicles minimises the impact on operational response.

The use of more common vehicle designs across multiple special vehicle types will increase the interchangeability of these vehicles and enable the provision of some reserve capability.

A1.11 Vehicle records

Vehicle records, such as logbooks, are currently a mixture of paper and electronic records. Some records are held centrally; however, logbooks are held with the vehicle making auditing difficult.

The prevalence of mobile technology is an enabler to make all vehicle records electronic and reduce the amount of time spent on paperwork by staff. It should also make the data collected about vehicles accessible in near real time, reducing the time taken to check a vehicles status before use.

A1.12 Alternative forms of service provision

The servicing and maintenance of fleet assets is predominantly undertaken by service and partner service staff in their own facilities. The vertical integration this provides allows for rapid re-prioritisation of work when required as well as having the right skills to maintain the sector specific specialist equipment, immediately available. External garages may be used for light vehicle and chassis warranty work in addition to contingency repairs. Vehicle body shop repair facilities at approved outlets are used for collision repair and the work checked by the feet team for compliance.

Warranty repairs are undertaken in conjunction with the original manufacturers at locations approved by them.

Where specialist repairs or certification is required the fleet and equipment team will aim to have this undertaken by the vehicle or equipment manufacturers or organisations which are compliant with appropriate standards.

A1.13 Benchmarking and analysis

To ensure the effectiveness of our strategy, we will conduct regular benchmarking and performance analysis. This will involve comparing our performance against other fire and rescue services, industry best practices, and national standards. Key performance indicators (KPIs) will be established to track progress and identify areas for improvement. These KPIs may include:

- **Maintenance times.** We will benchmark our maintenance time for fleet and equipment and response times to defects and breakdowns against service risk targets and compare our performance to similar fire and rescue services. This will help us identify areas where we can improve our response capabilities.
- **Vehicle availability and reliability.** We will track the availability and reliability of our fleet to ensure we have sufficient resources to respond to incidents effectively. Benchmarking against industry standards will help us identify opportunities to improve maintenance practices and optimise vehicle lifecycles.
- **Equipment effectiveness.** We will evaluate the effectiveness of our equipment in real-world scenarios and compare it to industry best practices. This will inform our procurement decisions and ensure that our firefighters have access to the most appropriate and up-to-date tools.
- **Cost-effectiveness.** We will analyse the cost-effectiveness of our fleet and equipment strategy, considering factors such as procurement, maintenance, and operational expenses. Benchmarking against other fire and rescue services will help us identify opportunities to improve efficiency and achieve cost savings.

A1.14 Management information systems and quality records

A robust Management Information System (MIS) will be central to the successful implementation of this strategy. The MIS will capture, store, and analyse data related to fleet and equipment performance, maintenance, and usage. This will enable us to monitor progress against KPIs, identify trends, and inform evidence-based decision-making.

The system will be designed to capture all necessary information to comply with legal and regulatory requirements, including those relating to vehicle and equipment maintenance, inspections, and safety checks. The system should generate automated reports to facilitate compliance and streamline audit processes.

The data collected through the MIS will be used to develop evidence-led responses to a range of challenges, such as:

- **Identifying areas for improvement in fleet and equipment performance.** By analysing data on maintenance times, vehicle availability, and equipment effectiveness, we can pinpoint areas where improvements are needed and develop targeted interventions.
- **Optimising maintenance schedules and practices.** The system will track maintenance activities and identify patterns that can inform more efficient and cost-effective maintenance schedules.
- **Informing procurement decisions.** Data on equipment usage, performance, and lifecycle costs will be used to make informed procurement decisions, ensuring that we invest in the most suitable and cost-effective solutions.
- **Evaluating the impact of new technologies and innovations.** By tracking the performance of new technologies and innovations, we will assess their effectiveness and make informed decisions about their wider adoption.

By harnessing the power of data and information, we will ensure that our strategy is evidence-led, efficient, and responsive to the evolving needs of our service and community.

A1.15 Staff development and succession planning

The People Strategy recognises that a skilled and engaged workforce is crucial to maintaining the operational readiness of the service and we will apply this to our fleet and equipment team. We will prioritise staff development and succession planning, in order to ensure the resilience and sustainability of the team, develop ourselves to meet future challenges and deliver excellent levels of service. Key to this will be:

- **Empowerment and growth.** We will foster a culture of continuous learning and development, providing opportunities for our team to enhance their skills and knowledge. This will include technical training on new equipment and technologies, as well as leadership development to prepare individuals for future roles within the team.
- **Talent management and progression.** We will implement robust talent management processes to identify and nurture high-potential individuals within the maintenance team. Clear career pathways and succession plans will be established to ensure a smooth transition of skills and responsibilities, preventing any gaps in maintenance capabilities.
- **Attraction and retention.** We will create an environment where skilled maintenance professionals thrive. This includes offering competitive benefits, fostering a positive and inclusive workplace culture, and recognising the valuable contributions of our team members.

A1.16 Legislative requirements

When planning for fleet and equipment asset provision, the following legislative requirements will be met:

- The Road Vehicles (Construction and Use) (Amendment) Regulations 2015
- The Road Vehicles Lighting (Amendment) Regulations 2017
- The Motor Vehicles (Driving Licences) (Amendment) Regulations 2017
- The Road Traffic Act 1991. The Road Assets (Registration & Licensing) (Amendment) Regulations 2018.
- The Health and Safety at Work Act 1974.
- The Provision and Use of Work Equipment Regulations 1998.

- The Management of Health and Safety at Work Regulations 2006.
- The Control of Pollution (oil storage) (England) Regulations 2001.
- The Fire and Rescue Services Act 2004.
- The European Procurement Regulations.
- The NFCC best practice manual Guidelines for Fleet Maintenance.
- Lifting Operations and Lifting Equipment Regulations 1998.
- The Provision and Use of Work Equipment Regulations 1998

The list of acts and regulations is not exhaustive. By its very nature fleet and equipment will be subject to a vast range of legislation, regulation and guidance. To adhere to vehicle operating legislation the fleet service employs a variety of procedures to ensure that the vehicle fleet complies with regulations.

The following are some of the current procedures adopted to satisfy the legal requirements and provide a good practice methodology:

- Safety inspection programmes
- Vehicle and equipment testing programs
- Defect reporting system
- Preventative maintenance schedules
- Vehicle Inventories and risk assessments
- Vehicle repair / maintenance history quality records

APPENDIX 2 - FLEET LIST

A2.1 General

The RBFRS Fleet List is provided for reference, but it is dynamic and the most up to date version is available via the RBFRS website or on request from the Fleet & Equipment Manager or Fleet Support Manager. The list below is as at August 2024.

TYPE	FLEET NO	REGISTRATION	Type
01 Caversham Road (reading 01)			
WRL	A116	KY71 ELO	Volvo FLL 260/Emergency One
WRU	S32	RX59 EZW	Merc Sprinter 515 4x4
C/GPV	V93	RJ61 LZA	Fiat Ducato crew van
PICKUP	V132	EO21 GPE	Ford Ranger
BOAT	S23	BOAT	Fire Alpha 111 work rescue boat
BOAT	S42	BOAT	Inflatable work rescue boat
BT	T13	TRAILER	Boat trailer
BT	T5	TRAILER	Boat trailer
TRA	T8	TRAILER	Horse box trailer
02 Wokingham Road (Reading 02)			
WRL	A112	KM70 ZBF	Volvo FLL 260/Emergency One
C/GPV	V117	KW18 LNR	Vauxhall combo crew
04 Newbury			
WRL	A105	KN18 NFZ	Volvo FLL 260/Emergency One
WRL	A106	KN18 NGE	Volvo FLL 260/Emergency One
C/GPV	V95	RJ61 LZC	Fiat Ducato
05 Hungerford			
WR4	A91	RX12 KGF	Mercedes Atego 1529 4x4/JDC
PICKUP	V127	EO70 GOJ	Ford Ranger
06 Lambourn			
WR4	A87	RX61 CVB	Mercedes Atego 1529 4x4/JDC
PICKUP	V128	EO21 GOK	Ford Ranger
10 Wokingham			
WRL	A108	KL19 TUA	Volvo FLL 260/Emergency One
C/GPV	V115	KW18 LNO	Vauxhall combo crew
11 Mortimer			
WR4	A88	RX61 CVA	Mercedes Atego 1529 4x4/JDC
PICKUP	V129	EO21 GOP	Ford Ranger

TYPE	FLEET NO	REGISTRATION	Type
14 Ascot			
WRL	A114	KN21 WOU	Volvo FLL 260/Emergency One
15 Crowthorne			
WRL	A104	KN18 NFY	Volvo FLL 260/Emergency One
PICKUP	V130	EO21 GOU	Ford Ranger
16 Bracknell			
WRL	A113	KN21 WOR	Volvo FLL 260/Emergency One
WRC	S35	WX64 HAE	Mercedes Zetros/Emergency One
PM	PM009	WX54 VLU	MAN (Hook-lift)
PM	PM201	WX54 VUP	MAN (Hook-lift)
C/GPV	V91	LG11 EUZ	Fiat Ducato (HVP support)
C/GPV	V94	RJ61 LZB	Fiat Ducato
17 Slough			
WRL	A117	KY71 ELU	Volvo FLL 260/Emergency One
WRL	A115	KY71 ELJ	Volvo FLL 260/Emergency One
GPV	V124	EG18 ZWP	Ford Transit Custom (L&D)
C/GPV	V116	KW18 LNP	Vauxhall combo crew
TRA	T14	TRAILER	RIB trailer
18 Langley			
WRL	A111	KM70 ZBE	Volvo FLL 260/Emergency One
C/GPV	V118	KW18 LNT	Vauxhall combo crew
19 Maidenhead			
WRL	A118	KY71 ELV	Volvo FLL 260/Emergency One
WR4	A90	RX12 KGG	Mercedes Atego 1529 4x4/JDC
MRV	S28	RX56 TNZ	Merc Sprinter 515
L4P	V119	Y536 ROR	Land Rover Defender
L4P	S43	SP71XLJ	Iveco Daily 4x4
ICU	S29	RX57 NNW	Mercedes Atego
PICKUP	V131	EO21 GOX	Ford Ranger
C/GPV	V92	RV61 VWA	Fiat Ducato
20 Whitley Wood (Reading 20)			
WRL	A109	KR69 ORO	Volvo fl 260/emergency one
ALP	S39	KU70 YOY	Volvo fm370/emergency one
EPU	S44	DA73 CWZ	MAN TGE 5.160
OSU	S25	RX04 SMU	Mercedes Econic
PM	PM027	WX54 VMT	MAN (Hook-lift)

TYPE	FLEET NO	REGISTRATION	Type
C/GPV	V137	FM23 NRV	Combo crew van diesel
FLT	S26	RX54 LBA	Kooi AAP forklift
FLT	S36	FORK LIFT	Stihl RX 70 2.5
21 Windsor			
WRL	A107	KL19 TUH	Volvo FLL 260/Emergency One
22 Theale			
WRL	A110	KR69 ORP	Volvo FLL 260/Emergency One
RSV	S31	RX59 EZZ	Mercedes Econic
C/GPV	V136	FG23 XZS	Combo crew van electric
RBFRS HQ (Pool)			
L4C	W85	HX17 LNG	Kia Sportage SUV
L4C	W86	HX17 LNH	Kia Sportage SUV
L4C	W87	HX17 LNJ	Kia Sportage SUV
L4C	W88	LJ18 FYB	Kia Sportage SUV
L4C	W66	RX12 JTV	Land Rover Freelander SUV
L4C	W67	RX12 JTY	Land Rover Freelander SUV
L4C	W68	RX12 JTZ	Land Rover Freelander SUV
CAR	W94	FD72 MBF	Vauxhall Corsa - e
CAR	W96	FD72 MBV	Vauxhall Corsa - e
CAR	W95	FD72 MBO	Vauxhall Corsa - e
ECAR	W90	HJ72 LFO	Toyota Rav4 hybrid
ECAR	W91	HJ72 LFP	Toyota Rav4 hybrid
ECAR	W92	HJ72 LFR	Toyota Rav4 hybrid
ECAR	W93	HJ72 LFT	Toyota Rav4 hybrid
ECAR	W98	HJ23 KLL	Toyota Rav4 hybrid
ECAR	W97	HJ23 KYH	Toyota Rav4 hybrid
ECAR	W99	HG23 MHY	Toyota Rav4 hybrid
L4C	W100	RX24 WYG	SKODA KODIAQ
L4C	W101	RX24 WYP	SKODA KODIAQ
L4C	W102	RX24 WYO	SKODA KODIAQ
Central Hub			
GPV	V121	HX18 EGU	Renault Trafic
GPV	V110	LJ16 JYO	Renault Trafic
Western Hub			
GPV	V122	HX18 EGV	Renault Trafic
GPV	V108	LJ16 JYL	Renault Trafic
Eastern Hub			
GPV	V123	HX18 EGY	Renault Trafic
GPV	V109	LJ16 JYN	Renault Trafic
Driver Training			
WRL	A103	KX17 MXO	Volvo FLL 260/Emergency One

TYPE	FLEET NO	REGISTRATION	Type
WRL	A86	RX59 FAO	Mercedes Atego 1328/JDC
L4C	V87	S71 EAP	Land Rover 110 County
L4C	LC028	RV69 GMO	Toyota Rav4 PHEV SUV (lease)
Fire cadets			
WRL	A74	RX06 ERJ	Mercedes Atego 1328/JDC
WRL	A75	RX06 ERK	Mercedes Atego 1328/JDC
WRL	A76	RX06 ERO	Mercedes Atego 1328/JDC
WRL	A84	RX59 FAK	Mercedes Atego 1328/JDC
Headquarters			
GPV	V103	LG13 KOX	Fiat Ducato (Facilities)
TRA	T9	TRAILER	Trailer - (Back-up generator)
C/GPV	V84	RE08 VWW	Fiat Ducato (Stores)
Community safety			
C/GPV	V139	FG73 EXS	Combo crew van elec
Hydrants team			
GPV	V111	LJ16 JYP	Renault Trafic
GPV	V112	LJ16 JYR	Renault Trafic
It and communications			
C/GPV	V138	FG73 EXR	Combo crew van elec
GPV	V98	LF13 HHK	Fiat Ducato
Training centre			
WRL	A100	KX17 MXK	Volvo FLL 260/Emergency One
WRL	A80	RX59 FBA	Mercedes Atego 1328/JDC
Transport			
C/GPV	V135	HX22 GJZ	Fiat Scudo
GPV	V107	FJ16 BZM	Fiat Ducato (Vehicle Tech) (lease)
GPV	V113	KV67 FXX	Vauxhall Vivaro (Equipment Tech)
GPV	V104	LF13 HHX	Fiat Ducato (Equipment Tech)
GPV	V140	HN24EWR	Fiat Ducato
GPV	V114	KV67 FXY	Vauxhall Vivaro (Op Equipment Assistant)
GPV	V133	HX71 GNO	Fiat Ducato
GPV	V134	HX71 GNP	Fiat Ducato
REC	S33	WP63 NRN	Mercedes Atego recovery
Reserves			
WRL	A83	RX59 FAJ	Mercedes Atego 1328/JDC (West Hub Stn 04)
WRL	A102	KX17 MXG	Volvo FLL 260/Emergency One (West Hub Stn 18)

TYPE	FLEET NO	REGISTRATION	Type
WRL	A82	RX59 FAF	Mercedes Atego 1328/JDC (West Hub Stn 11)
WRL	A81	RX59 FAA	Mercedes Atego 1328/JDC (Stn 22 Ops 1)
WRL	A85	RX59 FAM	Mercedes Atego 1328/JDC (Stn 22 Ops 2)
WRL	A101	KX17 MXL	Volvo FLL 260/Emergency One (Central Hub Stn 10)