

Fleet and Equipment Management Strategy

2021-2025



East Sussex
Fire & Rescue Service



**EAST SUSSEX
FIRE & RESCUE SERVICE**

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Strategy Foreword

Roy Galley Chairman

It gives us great pleasure to introduce our Fleet and Equipment Management Strategy 2021-2025. Our fleet is often the most visible part of the service, with fire appliances responding to emergencies, delivering community engagement and supporting wider partner resilience. Each vehicle needs the right equipment for the local and national risks and will constantly evolve with developments in technology.

This is an important and exciting time for our service as the publication of this first formal Fleet and Equipment Management Strategy, which will fundamentally support the service delivery function across the diverse communities of East Sussex and Brighton and Hove.

Within ESFRS, we have a wide range of fleet and transport requirements including front line fire engines, specialist vehicles, cars, vans and operational equipment. We are facing a demanding financial climate, and in response we will remain vigilant to fiscal pressure and provide an agile response to any changing circumstances.

As part of this strategy we will seek to be at the forefront of technological advances so that we can continue to match resources to risk in the most economical, effective and efficient way possible.



Dawn Whittaker Chief Fire Officer

This strategy outlines how we will ensure that our fleet and equipment design, procurement and replacement cycles satisfy our organisational priorities and objectives, focussed on firefighter and public safety, ensuring we work in consultation with all staff and stakeholders to satisfy our legislative requirements and fully consider the demographic risk profile.

It has never been more important that we consider our impact on society and seek every opportunity to reduce our carbon footprint continuously improving our environmental considerations. This strategy will ensure we take a holistic approach to providing a sustainable, cost effective and fit for purpose fleet, which links directly to our Integrated Risk Management Plan (IRMP) and Operational Response Review (ORR).

This strategy seeks to assure our commitment to making our communities safer, more sustainable with improved societal consideration. ESFRS Senior Leadership Team(SLT) are extremely proud of all our staff who deliver as part of this strategy and I would like to thank them for their support and dedication to achieve a robust, efficient and effective service support function as part of our overarching delivery to the communities in East Sussex and Brighton and Hove.



Strategic Context

Reform and continuous improvement

Fire and rescue services are operating under direction of the Home Office specifically under the direction of the national framework. There is a challenging reform agenda for the public sector environment and the future role of the service must be flexible, adaptive and responsive. With that in mind, fleet legislative changes, continued pressure to secure efficiency savings, along with dynamically improving practice in maintenance and quality standards mean that we need to remain open to change and ensure the practice of regular review is carried out.

As a service we are seeking continuous improvement, learning from historical actions and seeking opportunities to create efficiencies in our operation and working practices.

Firefighter and public safety

Providing the right equipment and fleet remains vital for the safety of our firefighters and the public. Reducing the occupational risks relating to contaminants is one example of where we can contribute to making our service a safer place to work. Seeking new and innovative firefighting technologies, whilst adopting national operational guidance.

HMICFRS

Regular inspections of fire and rescue services and the recently published 'State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2020' confirm a continued emphasis on the operational service provided to the public, the efficiency of the service and its organisational effectiveness.

www.justiceinspectors.gov.uk/hmicfrs/fire-and-rescue-services/how-we-inspect-fire-and-rescue-services/

Legislation

As with the Response and Resilience Strategy, legislation such as the Fire and Rescue Services Act 2004 and the Civil Contingencies Act 2004 give us a clear statutory mandate to respond to fires and other emergencies once alerted and to provide the necessary resources to deliver that response effectively. In complying with this legislation we will ensure that, regardless of the circumstances (e.g. time of day, weather conditions etc.) every member of our communities will receive access to an emergency response service.

The operation of a fleet of vehicles is a heavily regulated area and is affected by the following legislation or best practice guidance:

- National Fire Chiefs Council (NFCC) Recommended Best Practice for the Maintenance of Fire Service Vehicles
- The Management of Occupational Road Risk
- British and European Technical Standards
- The Control of Pollution (Oil Storage) (England) Regulations 2001
- The Management of Health and Safety at Work Regulations 1999
- The Motor Vehicles (Driving Licences) Regulations 1999
- Provision and Use of Work Equipment Regulations 1998
- The Road Traffic Act 1991
- The Road Vehicles Lighting Regulations 1989
- The Road Vehicles (Construction and Use) Regulations 1986
- The Health and Safety at Work Act 1974
- The Road Vehicles (Registration and Licensing) Regulations 1971
- NFCC Transport Officers Group Security Guidance on Decommissioning and Disposal.

The list of Acts/Guidance is not exhaustive, and by the very nature of the fleet environment, various legislative requirements cut across other services of the Authority.

Purpose of the Strategy

This East Sussex Fire and Rescue Service Fleet and Equipment Management Strategy underpins our service key priorities by ensuring that we provide a reliable and fit for purpose fleet of vehicles and equipment in order to meet the needs of our community and deliver an effective, efficient and modern fire and rescue service.

Our fleet and equipment provision is one of the most important physical assets alongside our professional staff, which form the essential element of the workplace in supporting and enabling the frontline of service delivery.

The size, style and make-up of our fleet services and equipment is influenced by the risk profile that we have reflected through our Integrated Risk Management Plan (IRMP) and offers the most efficient way we manage that risk across our service area.

We have a wide range of fleet and transport requirements including front line fire appliances, specialist vehicles, pool cars, vans and operational equipment. Our fleet and engineering department is critical to having the right assets and equipment to deal with the risks of our community and ensuring our colleagues have the right equipment for all tasks to be undertaken. At the heart of our fleet considerations is our commitment to reducing our carbon footprint and minimising exposure to contaminants.

Our strategy is developed to complement the Prevention, Protection, Response and Resilience activities of the service, and identifies a number of key areas of focus for fleet and equipment management.

Physical assets will play a key role in bringing this strategy to life; from applying new technology to reduce our impact on the environment, the delivery of new style technical and specialist vehicles, technical rescue units or versatile powered water craft, researching assets such as domestic evacuation escape hoods, Ultra High-Pressure Lances, smoke curtains and water safety equipment, along with seeking assets that support the evolution of the firefighter's role in keeping communities safe.

This strategy seeks to inform the workforce and stakeholders of the improvements that we will seek to employ as part of our ever evolving landscape and role. In identifying those areas of compliance which must be responded to we will invest in new equipment, training and operating systems to ensure Best Value is achieved.

Procurement is and will remain at the forefront as we develop. Our Engineering Category Specialist is a key partner with our Engineering team providing robust scrutiny and support as we identify and plan our equipment profile and vehicle replacement programme.

We will work collaboratively with internal staff, representative bodies and departments such as Health and Safety, Training and Assurance, along with our IRMP team and Fire Authority members to ensure our provision meets the needs of the modern fire and rescue service.

This strategy will drive the efficiencies we can deliver through a shared strategic fleet, shared contracts and management systems with our FRS neighbours, seeking opportunities with our blue light colleagues to enhance our effectiveness in delivery across our geographical domain.

This strategy also seeks to mobilise internally how we will start to address the central government and local authority drive to reduce our carbon footprint and environmental impact on society.





ESFRS Strategic Synergies

There are a number of reasons why our key strategies are so important and drive our business and our approach. They are a vital part in our planning framework and each supports our Integrated Risk Management Plan - Planning for a Safer Future 2020- 25 and the resulting action plans form the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities.

The Fleet and Equipment Management Strategy provides a comprehensive and integrated approach to the management of the Authority's fleet and associated operational equipment assets. The Operational Support Plan and more detailed Engineering Thematic Plan which sit under this strategy will continue to evolve through time and reflect changes based on current and predicted working practices, legislation, environmental developments, technology and budgets.

The Fleet and Equipment Management Strategy will interact with, and inform, other strategic decisions and plans to reinforce the effective management of ESFRS as set out on the next page.

Plan	Outline direction
Integrated Risk Management Plan (IRMP)	The IRMP sets out the Authority's assessment of local risk to life and, in line with this assessment, how resources will be deployed to address these risks. The IRMP will be supplemented by annual objectives and associated programmes and projects that deliver the required improvements
Medium-Term Financial Plan (MTFP), including Revenue and Capital Budgets	The MTFP sets out the Authority's financial position over the medium-term and ensures resources are managed effectively and revenue and capital budgets are aligned with corporate objectives
Service Delivery Strategies	Response and Resilience, Prevention and Protection and Fleet and Equipment strategies
Directorate Plan	Service Delivery Support Directorate overview of priorities and objectives
Fleet & Equipment Management (Engineering) Thematic Plan	We will maintain an iterative thematic plan to document key 'in-year' work activities that contributes to the realisation of the Fleet and Equipment Strategy and responds to the development and delivery of the engineering function
Equipment Lifecycle and Profile	The Engineering Equipment Profile sets out the Authority's equipment management arrangements and considers the living policy and replacement schedule for each vehicle or specialist response group
Fleet/Vehicle replacement programme	An internal plan designed to co-ordinate the fleet needs of the service on an annual basis with a longer term view of the needs and use of assets with a service life ranging from 3 to 15 years.

Approach to efficiency

As a publicly-funded Fire and Rescue Service, people expect us to use our resources responsibly and efficiently. We have been rising to this challenge in seeking to share services with neighbouring services, collaborating to improve our practices and eliminating spend where it is no longer required.

We have defined through our IRMP the many and varied risks across our service area - past, present and future. This enables us to consider how best to deploy our resources in terms of appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove. The results of the analysis have enabled us to focus our attention over the next four years to improve our service delivery and reduce the risk our communities are facing.

As a result of this research there are changes we want to make to our Engineering Department including structure and working practices, considering the wider use and progressive changes to our estate, along with a fundamental review of our contractual arrangements in order to support our journey of improvement. Theme 2 supports this approach and further defines the work streams we will adopt.





Environmental considerations

In considering our societal impact, we will work to secure the best possible outcomes for our environment, collaborating in research with industry specialists and vehicle providers with the purpose of reducing our carbon footprint whilst ensuring a sustainable fleet profile.

Societal expectations will place increasing pressure on public sector services to lead the way in meeting and exceeding environmental standards at an accelerated rate. This is reflected in the Climate Emergency Declarations and 'Net Zero Carbon by 2030' targets.

Analysis of the current environmental impact of the fleet will need to align with the risk determined within East Sussex and align with the Operational Response and Resilience and Prevention and Protection Directorate plans. Electronic data management systems that plot and analyse average journey times and vehicle usage profiles will enable fleet department to determine alternative fuel suitability. Engagement with industry developers will ensure we attain the required knowledge and better understand the implications of any proposed infrastructure changes before any alternative fuel systems can be fully adopted. As part of these environmental impacts, this strategy will work to identify our current carbon footprint and plan an effective transition to a low/zero carbon fleet. Further exploration can be found under Theme 4 of reducing our environmental impact.

Sustainability

The service will ensure its fleet balances the need for operational effectiveness and fleet sustainability. In particular, the following areas will be the subjects for consideration over the next five years:

- The fuel management system
- Revised vehicle specification to take into account environmental concerns including the introduction of the Euro 6 emissions standards
- The use of 'Ad Blue' on new heavy vehicles to meet more stringent emissions standards
- Investigate alternative fuels feasibility, including electric vehicles
- Manufacturer's environmental policies
- The use of sustainable/renewable materials in the production of vehicles
- The use of lighter weight materials to reduce overall vehicle weights and therefore increase fuel efficiency
- The use of plastic bodies to improve service life and offer the potential for reusing bodies on new chassis.



Collaboration

With a legal duty to collaborate, the primary focus of East Sussex Fire and Rescue Service is to work in partnership with our communities and with others in the public, private and third sectors on Prevention, Protection and Response to improve the safety and wellbeing of people throughout East Sussex and Brighton and Hove.

Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services). Fire and rescue authorities must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

Collaborating with others to ensure resources are providing best value and minimising risk to the communities that ESFRS serves must be a key priority. Working with others in collaboration does present challenges and should always be in the public's interest. There are numerous drivers for collaboration, both internal and external to ESFRS. These can directly or indirectly benefit the way we deliver our services. Importantly, the decision to collaborate must be more than the drive to realise financial benefits. The focus of any collaboration should be the ability to add value to the communities we serve. The benefits of collaboration are:

- Increased Effectiveness: Working with others will enable us to deliver the services our communities need in a timeframe they want. Collaboration has the potential to increase our capacity by gaining access to a broader range of skills, resources and information, increasing our ability to deliver improved services and becoming more resilient as a Service
- Improved Public Safety: Collaboration may result in the further sharing of buildings, information and staff. The net result of these changes can contribute to our corporate Purpose and Commitments
- More Resilient Organisation: Working together with other services and organisations may result in ESFRS becoming more resilient in the event of spate conditions and other events which affect business continuity.

Examples of where we are collaborating are contained throughout Theme 3 of this strategy.

Measuring Success

The success of the strategy will be measured against what we have said we will achieve and we will utilise appropriate and timely reviews of the Operational Support and Resilience Business Plan through the use of CAMMS strategy as a Corporate reporting tool.

We will also utilise the recommendations from the NFCC Transport Operations Group to ensure that we are following nationally identified and agreed best practice process. We were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in 2019. The findings from the first inspection in June 2019 concluded that ESFRS was good at responding to fires and other emergencies and good at responding to national risks. We will continue to use the inspection process to assess our improvement within the Engineering department. We will focus on improving our people focus within the department to ensure that our staff are valued, well trained and supported to deliver the organisational requirements placed upon them. We will focus on efficient practices that streamline process and reduce expenditure by focussing on in house delivery with well trained and highly professional teams. We will regularly ask for feedback from our operational staff to inform us of our progress with the strategy and the identified outcomes.

We will also measure our success against the recent IRMP plan that drives the changes required to our fleet and equipment provision.

Overarching Theme: Vehicle and Equipment Management

Our fleet and equipment are essentially the most important physical assets alongside our professional staff, which form the essential element of the workplace in supporting and enabling the frontline of service delivery.

Our vehicles and the equipment that complement them, play a vital part in delivering our service and ultimately making our communities safer. The size, style and make-up of our fleet services and equipment is absolutely influenced by the risk profile that we have reflected through our Integrated Risk Management Plan (IRMP) and offers the most efficient way we manage that risk across our service area.

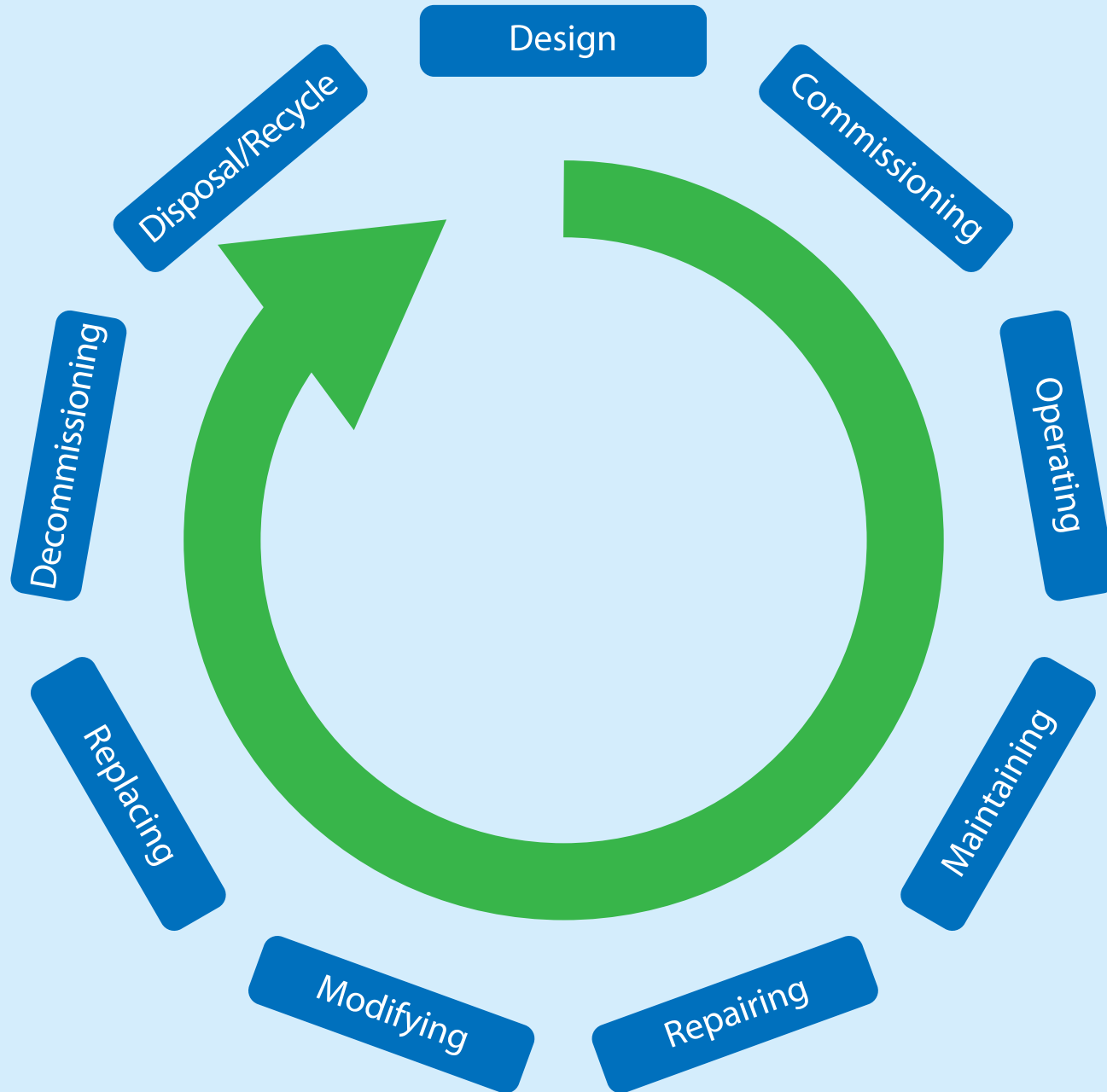
Effective asset management requires appropriate interventions at each stage in the asset lifecycle. The diagram below illustrates the key stages.

Our strategy is developed to complement the Prevention, Protection, Response and Resilience activities of the service, and identifies a number of key areas of focus for fleet and equipment management.

We have a wide range of fleet and transport requirements including front line fire appliances, specialist vehicles, pool cars, vans and operational equipment.

Our fleet and Engineering department is critical to having the right assets and equipment to deal with the risks of our community and ensuring our colleagues have the right equipment for all tasks to be undertaken. At the heart of our fleet management is our commitment to reducing our carbon footprint and minimising exposure to contaminants.

The planning for both capital and revenue expenditure is key to our management processes enabling us to plan effectively and efficiently, securing Best Value for each and every piece of equipment or vehicle that carries it. Our allegiance with our Procurement Category Specialist will ensure that we follow procurement and contractual rules.



Design: - initial scope concept and specification of fit for purpose, stakeholder approved, ergonomic and economic assets.

Commissioning: - the authorising, ordering and production process of a purposeful concept or specification into working condition or viable product.

Operating: - assurance by provision of guidance or policy or procedure, training assessment of the correct and most efficient way an ESFRS asset, vehicle or device functions, is operated and tested with due consideration for monitoring and controlling its use.

Maintaining: - providing systems to assure manufacturer and legal compliance with the use of key performance indicators and exception reports that ensure the security, safety and efficiency of equipment, asset or vehicle.

Repairing: - adequate provision and facilities to ensure the asset is able to reach its full life, and can be fixed and rebuilt to retain in service, ensure efficiency rather than cost prohibitive replacement.

Modifying: - the ability through the use of in-house or external technicians to make basic or fundamental changes giving an asset or vehicle a new dimension or to serve an alternative or improved function.

Replacing: - utilising a capital and equipment replacement strategy which ensures the most efficient use of the asset or vehicle following an end of life or irreparable end point to refresh or redesign with new technology.

Decommissioning: - the service has decommissioning processes and responsibilities to ensure the asset is removed from operational service or use and available for disposal or resale.

Disposal/Recycle: - following due diligence in accordance with service policy to ensure the realisation of best value to the public through the process of resale or where the asset has no value ensure consideration for recycling, or gifting as part of the disposal strategy.

THEME 1 - Staff and public safety

1.1 ESFRS will have a well trained and equipped workforce from engineering technicians through to strategic managers ensuring that we are fully compliant with health and safety and road user legislation whilst striving to achieve the safest, most modern and environmentally friendly fleet of vehicles to address the risks identified through our IRMP.

We will embed health, safety and wellbeing in our asset procurement and deployment. Like all employers, ESFRS has responsibilities under the Health and Safety at Work etc. Act 1974 to protect our people in carrying out their duties.

The service, through its Health, Safety and Wellbeing Committee, commits to providing equipment which is suitable for use, fit for purpose and suitably maintained.

We will seek to ensure these commitments are met through early engagement with health and safety professionals from the design phase through the asset lifecycle.

We recognise the impact that the working environment can have on our wellbeing and will work to ensure that all employees have workplaces that are not only safe and secure but that promote dignity and wellbeing.

Securing continuous learning through operational debriefs and the associated recommendations for asset improvement and adaptation.

1.2 The Fleet Management Team as part of our response strategy will ensure that our fleet of vehicles are flexible to meet the risk profile and service delivery requirements across the diverse communities of East Sussex.

Our Operational Response Review was the most significant piece of operational risk analysis work we have undertaken in recent years. We began by identifying the many and varied risks across our service area - past, present and future. This enabled us to consider how best to deploy our resources in terms of firefighters, appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove.

1.3 We will ensure a robust and effective whole life profile across our fleet and equipment.

Our Appliances Equipment and Policy Implementation Group (AEPiG) meeting schedule and processes bring together key stakeholders with a shared interest and desire for the provision of the highest quality vehicles, equipment, uniform and PPE ensuring we seek quality products from ethical suppliers whilst seeking value for money.

This process exists to ensure that decisions to review, monitor and approve procurement of assets are consulted and challenged before adoption and then further improve our supply.

We will seek to be at the forefront of firefighting technology, adopting procedures and equipment that reach the highest specifications, whilst investing in our people through the procurement of the most up-to-date, effective and efficient assets available.

We will ensure that all asset investments are supported by a robust business case, detailing volume, scale and quality requirements clearly, whilst quantifying whole life costs.

1.4 With Specialist support and funding we will explore technologies that support data telematics with CCTV systems to support staff safety, efficient driving practices and ultimately safer working environments for all.

We will secure the installation of Advanced Telematics and CCTV technology appropriate to our varying fleet vehicles. Advanced Telematics will assist in determining our carbon footprint and air pollution impacts. Analytical data gained from this monitoring will inform fleet maintenance and replacement strategies, potential small fleet reduction and consolidation and a future plan to identify where to locate the fleet to support the ongoing delivery of the Operational Response Plan concluded through the IRMP as efficiently as possible.

CCTV vehicle mounted cameras, will provide a welfare provision and assurance for the safety of our fleet users along with efficiencies in insurance premiums and provide a valuable tool for accident and incident investigation.

THEME 2 - Efficiency and Effectiveness

2.1 We will develop management solutions aligning key performance measures which track and audit equipment and asset tracking systems that ensure we improve efficiency in ordering, storing and monitoring of supplies.

There are a number of potential benefits that may be derived from fleet monitoring alongside our current telematics system and our latest improved telematics system provided as part of the ongoing vehicle replacement programme:

- The Driving at Work guidelines published by the Health and Safety Executive/Department for Fleet places more responsibility on employers to manage work related road safety
- Live vehicle utilisation information
- Provide information on driving techniques to cut fuel consumption/exhaust emissions with the added benefit of reducing costs
- Use the information obtained to structure the driver training programme
- Help to reduce accidents by understanding cause and using failure as an opportunity strategy
- Support testimony in the current climate of claims culture.

Utilising a telemetry tracking system along with a potential driver ID/allocation is seen as a vast improvement and would alleviate the need for the current time intensive manual system of driver's records of journeys.

As a service seeking to educate on areas such as road safety, we encourage good driving behaviour by anyone that drives a service vehicle.

With the evolving role of the fire service and the continued pressure to deliver value for money, ESFRS must keep abreast of technological advances in order to improve performance and ensure value for money.

We will assess and design appropriate technological advancements across all aspects of the fleet operation and undertake effective evaluation of any advancements or industry trends to ensure

that we realise opportunities and enhance performance across the service. We will increase engagement with suppliers and manufacturers to better understand their design and delivery processes, conducting research and evaluating other FRS concept projects where appropriate, enabling us to accurately assess the value and relevance of any new project or design.

2.2 The service will fully engage with the Fire and Rescue Indemnity Company (FRIC) which it joined in 2019.

FRIC meets the needs of Fire and Rescue Services and works on a philosophy of sharing risk information and organisational learning from incidents involving successful claims. This will improve efficiency and help us to avoid risks that have affected other fire and rescue services. This will further support future vehicle or equipment developments and ensure that we are mitigating against further insurance claims. In doing so this action will further be supported by 360 camera and telematics provision as detailed in 1.4.

2.3 Fleet managers and Finance business partners will constantly review and develop a revised fleet replacement programme that reflects the Integrated Risk Management Plan and Operational and Response and Resilience Strategy providing a Capital Replacement Programme that gives clarity on capital and revenue budgetary requirements.

Capital

Capital expenditure is the term used to describe the acquisition of assets that have a long-term value to ESFRS. The Fleet Service capital expenditure will form part of the Authority's capital strategy and will be drawn from the replacement cycle of vehicles and equipment. There are some complexities around capital purchase so activity in this area is orchestrated in collaboration and under the scrutiny and support of the Finance department. This assures the Fire Authority can realise the best solutions for all capital investments and revenue impacts throughout the lifecycle for vehicle replacement.

THEME 2 - Efficiency and Effectiveness

Revenue

The Fleet Service Revenue Budget will be heavily influenced by the Capital Asset Replacement Programme mentioned above. It is unlikely despite best endeavours that year-on-year capital spending will remain constant and there will be related fluctuations in the costs incurred in the revenue budget.

To even out revenue expenditure it will be necessary to concentrate on the level scheduling of vehicle purchases over an anticipated lifespan, or to accept that fluctuations will occur between different years. The positive adoption of Star chambers will afford any such pressures and bids to be fully considered and assessed prior to setting the budget forecast. Pressures and efficiency bids will be raised and included with due consideration afforded to fully appreciate potential revenue consequences from capital purchases. Wherever possible the consideration for whole life vehicles with associated large unit, whole life equipment cost should be joined and considered as capital expenditure.

The contingency to counter this would be to accurately forecast and monitor the predicted budget allocation for procurement in the years that they are likely to occur. A similar concept applies to vehicle maintenance expenditure - as vehicles age, more costs will be incurred.

Unless the same numbers of vehicles of the same type are purchased each year there will be fluctuations in vehicle maintenance expenditure. The department will wherever possible seek to smooth these fluctuations and enable more even and accurate budget forecasting.

2.4 We will continue to review and improve our performance.

Our results will be benchmarked by our assurance framework to ensure our delivery remains efficient and effective, building in periodic peer review, inspection and independent audits as appropriate.



THEME 3 - Collaboration

3.1 ESFRS will ensure that we engage and support the work of the National Fire Chiefs Council (NFCC) Transport Operations Group.

Our Fleet management team will continue to engage and consult in the NFCC Technical Officers Group (TOG). This will ensure that the sector experts lead the direction of our Fleet team whilst securing Best Practise and Best Value. We will ensure the aligning of our working practices with this group to maximise the time any appliance is available for use.

3.2 ESFRS will seek collaboration opportunities with our neighbouring Fire and Rescue Services through the 4F and 3ES collaboration forums to maximise procurement efficiencies and to ensure synergy across activities and vehicles to support cross-boundary and multiagency working.

Strategic managers across both East and West Fire and Rescue Services have identified the potential for a combined Fleet management team. Both ESFRS and WSFRS Senior management teams are supportive of exploring this proposal. This shared strategic fleet engineering manager position acts as an enabler to review and implement further proposals for change that may afford East and West Sussex Fleet and Engineering teams to potentially fully merge functions, contracts and resources.

Through 4F collaboration with West Sussex, Kent and Surrey Fire and Rescue Services we will use leverage to secure relationships with suppliers through the effective management of Service Level Agreements (SLAs) and Key Performance Measures (KPMs). We will conduct regular reviews and identify areas for continuous service improvement and areas for collaboration for mutual benefit and improved efficiency.

Actively engaging, supporting and evaluating the benefits of collaboration opportunities, with emergency services and key partners, to improve the efficiency and effectiveness of the service.



3.3 In collaboration we will carry out research on new equipment and industry developments to improve effective ways of working along with health and safety in the use of appliances and equipment.

This work will be complemented by broadening our horizons by linking external providers to the NFCC and the Fire sector to identify innovations that could benefit the emergency services. We will work with our frontline emergency service and council fleet colleagues to find opportunities, gain greater awareness of fleet management systems and equipment management development.

3.4 ESFRS will engage with Stakeholders effectively.

It is vital that our frontline colleagues have confidence in the equipment and vehicles that they use on a daily basis. This is important not only for practical operational efficiency but for the morale, motivation and safety of our colleagues. Fleet assets need to be developed and procured with a detailed understanding of the environment that they will be operated within and be reflective of working practices and associated risks. We will engage with users throughout the lifecycle, sharing trends in the industry to identify emerging solutions that would most benefit our community and risk reduction. This will enable us to target industry and supplier engagement, helping us influence development based on colleague's feedback, benefitting both suppliers and our communities.

Requirements will need to represent value for money and we will need to work closely with end users to ensure that needs are prioritised appropriately based on a detailed analysis of cost versus benefit/risk reduction. Consultation and engagement activities will be commonplace, as such Engineering teams will engage with users on all aspects of the vehicles and equipment, including suitability, difficulties, reliability and replacement. We will use current communication channels and develop these to inform the wider organisation of fleet activity and development in a timely manner. This will be achieved via our Appliances Policy and Equipment Implementation Group (APEIG).

THEME 3 - Collaboration

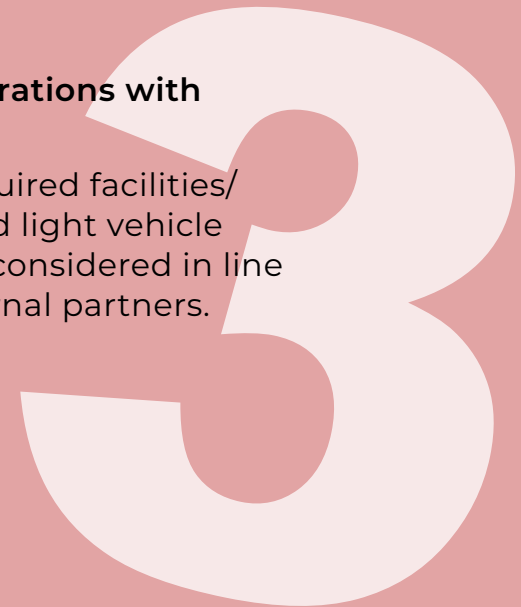
We will ensure we procure the most suitable and appropriate fleet and associated equipment by:

- Continuously reviewing and developing the operational vehicles and equipment framework and processes to improve decision making and support the IRMP while securing a whole lifecycle approach
- Investigating and exploiting new and emerging technologies to reduce the risks to communities and staff identified in our community risk profile; and improve efficiency and effectiveness of the Service
- Establish and share a centralised fleet and equipment stores facility and combined procurement of spares to yield potential savings
- Ensuring we continue to deliver a cost effective, fit for purpose, sustainable procurement strategy.

In order to achieve the best possible investment we will ensure that the end user is at the forefront of decision making in terms of concept design, specification, stowage and implementation, through to disposal for all vehicles and associated equipment.

3.5 ESFRS will consider opportunities for shared facilities, workshops and collaborations with other emergency services.

Reviewing facilities available to all services and identify key locations for the required facilities/activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with external partners.





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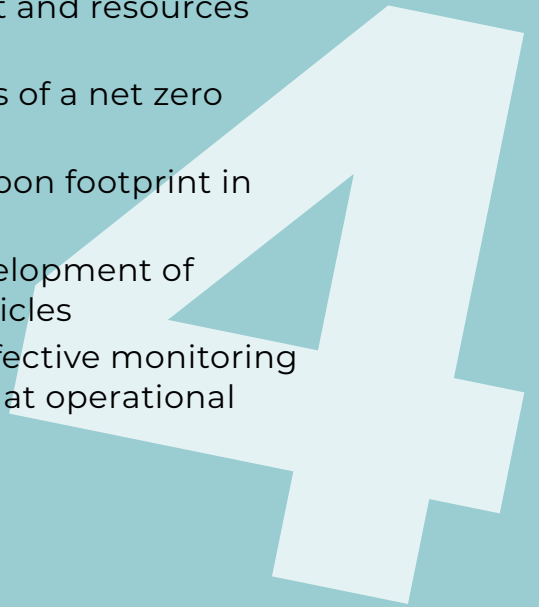
www.esfrs.org

THEME 4 - Reducing Environmental Impact

4.1 Over the next decade the Government has proposed significant changes in environmental regulation and requirements surrounding vehicles and vehicle management, including air quality related restrictions, whole-life-costing considerations in vehicle procurement and the proposed ban on the sale of diesel and petrol vehicles from 2030. ESFRS will monitor developments and act accordingly in good time.

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, and by reducing the risk of fire and other emergencies through our approach to fighting fires and fire prevention. We recognise that the benefits in doing this can also have wider ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Fleet and Equipment Management Strategy will aid the Service in meeting its obligations in relation to working towards carbon neutrality by:

- Protecting the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents analysing and evaluating new and emerging firefighting technologies and the impact on the environment
- Ensure the operating picture follows the use and deployment of equipment and resources against national operational guidance
- Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030
- Develop along with the energy saving trust a baseline evaluation of our carbon footprint in developing a carbon strategy
- Working with partners and transport operations groups to support the development of alternate fuel provisions for emergency response or organisational fleet vehicles
- Adopting 14001 environmental fleet management systems to ensure the effective monitoring and data collection, to inform our vehicle use, driving performance and use at operational incidents.



Several environmental initiatives are currently in place within the Fleet Service:

- Emissions testing as part of routine servicing
- Recycling of lead, acid and other batteries
- Environmentally safe disposal of waste engine oil and other engine and vehicle fluids
- Recycling of scrap metals including aluminium ladders
- The introduction of Continuously Regenerating Trap (CRT) exhaust particulate filters to certain vehicles to reduce soot/carbon emissions
- The use of fuel additives to ensure the highest level of fuel particulate combustion.

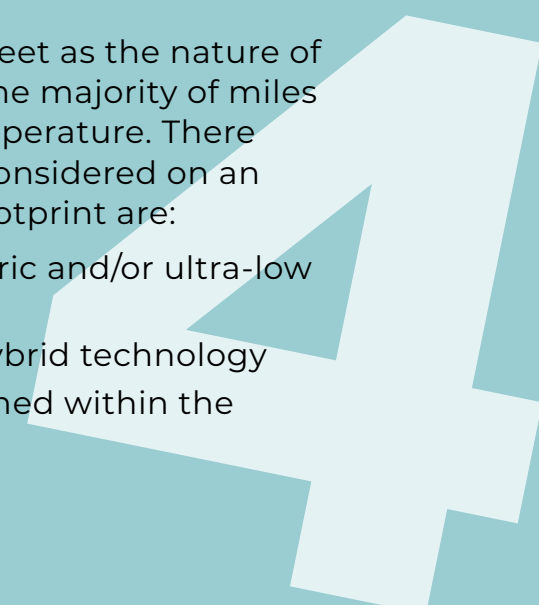
4.2 Carbon Footprint Analysis.

ESFRS is a member of the Energy Saving Trust who are determining our current baseline carbon footprint and will offer avenues of improvement in this arena.

By studying the current fuel use within our fleet it will be possible to calculate our fleet's carbon footprint. As new technology is introduced into the fleet, the current fuel usage of the ESFRS fleet will reduce as will our carbon footprint.

There is a substantial amount of maintenance required for our current HGV fleet as the nature of the service dictates that vehicles will operate on short unplanned journeys. The majority of miles covered are undertaken before the power unit reaches normal operating temperature. There are also a number of legal, safety and environmental issues that need to be considered on an ongoing basis. Specific areas we will focus on to reduce the service carbon footprint are:

- Strategic replacement of fleet under natural replacement lifecycle to electric and/or ultra-low emission variants
- Consideration for alternative fuel propulsion systems such as Hydrogen, hybrid technology
- Premature vehicle replacements where normal asset plans cannot be aligned within the appropriate time frame



- Hybrid-drive conversion of existing fleet where possible or practical
- Development of the associated refuelling infrastructure (e.g. electric vehicle charge-points). Activities are also being undertaken to engage with the national Fire and Rescue Sector (FRS) in the research and development of a zero emissions fire appliance.



Three year Strategy Action Plan that is captured in Service Delivery Support Directorate Plan

Priorities for year 1 per themes 2021/22

What we will do	Key milestones including final completion	Performance targets/success measures
Theme 1 - Staff and public safety		
Secure improved CCTV and telemetry systems to capture image and data, ensure more effective monitoring of our fleet and reduce fuel consumption, vehicle accidents and ensure driver compliance with professional standards	January 22	Reduction in vehicle accidents, fuel consumption and increase in driver compliance and reduced insurance premiums
We will embed health and safety inspections across our work estate in the Engineering department	March 22	Reductions in health and safety incidents
We will invest in training for our Engineering team in all light and heavy fleet and equipment following a training needs analysis exercise	March 22	Well trained staff

Theme 2 – Efficiency and Effectiveness		
Secure the maximum benefit from the proposed efficiencies	January 22	Reduction in vehicle accidents, fuel consumption and increase in driver compliance and reduced insurance premiums
Review internal maintenance provision against outsourced contracts	November 21	Monitoring and achievement of savings and efficiencies
Review the formulation of a more efficient programme of cyclical safety inspections and major servicing regimes	November 21	Compliance with road safety regulation
Review the current engineering estate as a working environment, and evaluate a whole service provision for suitable LGV, light fleet and equipment storage facilities	March 22	Fit for purpose facilities for fleet servicing
Explore opportunity to reduce spend with Fleet Category Specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables	Ongoing	Reduce revenue budget
We will continue to review and improve our performance and embed the performance and assurance framework	March 22	KPI reporting and monitoring in place.
Implement the Fleet and Equipment Management Thematic Plan	September 22	Departmental objectives

Theme 3 – Collaboration		
Implement the governance structure required to enable a single strategic manager to manage two teams across different organisations and different political landscapes	April 21	Recruitment of Strategic Manager
Review current external contracts and look at any collaboration opportunities between East and West Sussex Fire and Rescue Services	November 21	Efficiencies across services through procurement
Review facilities available to both services and identify key locations for the required facilities/activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with SECAMB	March 22	Efficiencies across services through collaboration

Theme 4 – Reducing Environmental Impact

We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment	Ongoing	Measuring success through incident debrief and organisational learning
Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030	Ongoing	Reduction in emissions by movement to alternative fuel
Review facilities available to both services and identify key locations for the required facilities/activities. This includes a dedicated heavy vehicle maintenance area, a dedicated light vehicle maintenance area complemented with dedicated storage facilities. This will be considered in line with any potential ITF project for shared workshops and collaboration with SECamb	March 22	Efficiencies across services through collaboration

Priorities for year 2 2022/23

What we will do	Key milestones including final completion	Performance targets/success measures
Theme 1 - Staff and public safety		
Review all policies and procedures and align best practice so that Engineering teams are working within the parameters of the CFOA (NFCC) Transport Operations Group's Fleet Management best practice manual	December 22	Policies reviewed and in date
We will invest in training for our Engineering team in all light and heavy fleet and equipment	Ongoing	Well trained staff
Develop internal fleet management systems that provide a robust auditing process to provide a robust and compliant system allowing access to management information relevant to the KPMs developed	March 23	Introduction of performance framework
Explore opportunity to reduce spend with Fleet category specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables	Ongoing	Reduce revenue budget

Theme 3 – Collaboration

We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment

Ongoing

Measuring success through incident debrief and organisational learning

Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030

Ongoing

Reduction in emissions by movement to alternative fuel

Priorities for year 3 2023/24

What we will do	Key milestones including final completion	Performance targets/success measures
Theme 1 - Staff and public safety		
Explore opportunities to introduce apprentices back into the service allowing workforce succession planning for the future	April 24	Apprenticeship scheme in place
We will invest in training for our Engineering team in all light and heavy fleet and equipment	Ongoing	Well trained staff

Theme 2 – Efficiency and Effectiveness		
Explore opportunity to reduce spend with Fleet Category Specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables	Ongoing	Reduction in revenue budget
Develop systems and internal governance to enable the introduction of ISO 9001 accreditation	September 23	Attain accreditation
Update our approach to vehicle renewals reducing our overall fleet size of fire appliances and specials in line with IRMP 2020	March 24	Reduction in fleet
Review the departmental infrastructure and resource structure to seek efficiencies in delivery	April 24	Effective restructure/alignment

Theme 3 – Collaboration		
Investigate the appetite for a merged departmental function with WSFRS/ WSCC	April 25	Development of business case
Implement a single team structure and future proof facilities plan to provide a resilient and effective outcome. Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings	Depending on outcome of business case	Development of business case

Theme 4 – Reducing Environmental Impact		
Complete the Light Fleet Review-seeking alternative fuel use and low emission vehicles, seek to share vehicle use and reduce unnecessary travel	January 24	Reduction in emissions and reduction in vehicle movements
We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment	Ongoing	Measuring success through incident debrief and organisational learning
Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030	Ongoing	Reduction in emissions by movement to alternative fuel

Priorities for year 4 2024/25

Theme 3 – Collaboration		
Investigate the appetite for a merged departmental function with WSFRS/ WSCC	April 25	Development of business case
Implement a single team structure and future proof facilities plan to provide a resilient and effective outcome. Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings	Depending on outcome business case	Development of business case
Undertake a project review identifying any additional efficiencies or project variances to provide best practice and assure stakeholders of value for money across East Sussex Fire and Rescue Service, West Sussex County Council and West Sussex Fire and Rescue Service. Any additional benefits or strategic direction outlining potential opportunities or efficiencies that may be realised from further collaboration should be considered during this period and included in the project's longer term proposals	December 25	This project will be the enabler to expand on the collaboration and aligning of other departments and structures to further support the duty to collaborate across the sector

Theme 4 – Reducing Environmental Impact		
Adopting 14001 environmental fleet management systems to ensure the effective monitoring and data collection, to inform our vehicle use, driving performance and use at operational incidents. Consider the implementation of ISO 14001 environmental fleet management systems	MAY 24	Accreditation against ISO 14001

