



Cornwall Fire, Rescue and Community Safety Service

Operational Asset Management & Replacement Strategy (2016/2032)

Governed via the Operational Asset Review Programme Board



**Working together
to make
Cornwall safer**



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Overview

The Operational Asset Management & Replacement Strategy (2016/2032) for Cornwall Fire, Rescue & Community Safety Service (CFRCS) follows best practice principles.

Historically CFRCS has had a single approach to procuring of appliances, fleet and equipment which has been driven by replacing on a like for like basis and contract expiry dates rather than from the perspective of innovation and actual need. We are now transforming this approach to make sure that our operational assets are best aligned to local risk, making the best use of public spend along with ensuring we have the right resources in the right place at the right time.

This is supported with our approach to collaboration with similar vehicle & equipment operators and partner agencies, ensuring we follow National Fire Chiefs Council (NFCC) best practice and meet our duty to collaborate as specified within the Policing & Crime Act 2017. The benefits of this approach enables us to seek best value for money, return on investment and build good working relationships with other emergency services and partner agencies. We are able to share lessons learned and good practice for the procurement of assets.

CFRCS maintain and make use of a significant range of safety critical assets in the delivery of our operations. These assets include a wide range of specialist appliances, breathing apparatus, personal protective equipment (PPE), IT and other risk specific tools required to deliver our service. All of these assets have various operational life spans and associated age replacement cycles, with some life limited by nature of design. This ensures that these assets remain fit for purpose, operationally sound, technically suitable for the task, and do not compromise public or firefighter safety.

The headings within this strategy document reflect an overview of all aspects for consideration during the procurement, operation and disposal processes associated with Vehicle, Equipment, IT & facilities used throughout CFRCS.

Aims & Objectives

The purpose of this Operational Asset Management & Replacement Strategy is to outline how we intend to ensure our Vehicles, Equipment, Information Technology and facilities assets are procured, renewed and replaced to meet current and future operational needs, user requirements and the needs of the communities we serve. It is also to ensure that our capability and effectiveness is aligned to our risk reduction activities, which is encompassed within our Integrated Risk Management Plan (IRMP).

CFRCS is committed to ensuring the provision of the best possible operational response to the communities in Cornwall and that the right resources are deployed to the right place at the right time through matching resources to local risks. This will be delivered through a modern, fit for purpose fleet and associated equipment to support all operational response, prevention and protection activities.

The Operational Asset Management & Replacement Strategy has been developed to support the delivery of a 15 year capital replacement programme to procure and allocate operational assets using risk based evidence (known as the Operational Asset Review Programme)

Operational Asset Review Programme

CFRCS have been allocated a capital budget of just over £26.5 million to support the replacement of vehicles, equipment, IT and facilities within CFRCS during the period 2016-2032. Governance arrangements have led to the establishment of the Operational Asset Review (OAR) Programme Board who oversee the allocation of capital funds for the replacement of fleet assets, equipment, IT and facilities.

The objectives of the Operational Asset Review programme are to ensure that CFRCS:

- have a flexible fleet of vehicles and equipment, informed by specifications and capabilities designed to meet the needs of the community
- improve our use of evidence, intelligence and evaluation to inform procurement of new operational assets
- improve asset mobilising in relation to incident types
- maximise use of our capital budget to ensure value for money and return on investment

- work collaboratively and explore joint procurement opportunities with Police, Fire and Rescue Services and other organisations in line with the duty to collaborate and the use of national frameworks
- promote cultural change and encourage innovation in new ways of thinking, working and responding
- consider the impacts on the environment when procuring operational assets
- continually seek ways to improve our service to communities
- deliver efficiency savings

Key outcomes for the programme, delivered through the Operational Asset Management Replacement & Maintenance strategy are:

- Enhancing services to local communities through a tailored response to local risks.
- Investment in fit for purpose, modern equipment, fleet, technology and facilities to enable the service to continue to be high performing in delivering its critical role for Cornwall.
- Investing in assets to support revenue savings.

These outcomes will be achieved through a number of key areas of focus:

- **Reduced whole life cycle costs** through having an efficient fleet of operational and support vehicles. Whilst matching resource to risk, looking for multi-purpose applications and leading to a reduced impact on servicing/maintenance, increasing capacity in the EWS team, realising revenue savings and demonstrating value for money.
- **Embedded intelligence based procurement** using dynamic and strategic intelligence and associated evaluation to demonstrate efficient and effective procurement outcomes, whilst matching resource to risk and ensuring the best possible response to the communities in Cornwall.
- **Increased collaborative working and joint procurement opportunities** explored with blue light services and other organisations in line with duty to collaborate including use of established national frameworks and development of existing partnership opportunities.
- **Prepared for scrutiny and challenge** to support HMICFRS inspection and MoU with NFCC as well as internal scrutiny from our elected members.
- **Commitment to the environment** by linking demonstrable outcomes against our carbon management plan and adherence to the governments Euro 6 emissions standards and exploration of the use of intelligent fuels and hybrid technology.
- **Research & development investment** to help gain a greater understanding of the national picture and to network with other FRS's.

- **End user engagement & focus:** Using the collective knowledge and experiences of our staff, acquiring that all important buy-in, with the additional benefits that they will cascade and communicate our progress, enhancing communications and transparency and celebrate successes/showcase the work being undertaken within the service
- **Equipment rationalization:** Vehicle stowage clearly impacts on the size and type of vehicle needed and the consideration of this as part of the procurement process – presenting opportunities to review and rationalize operational equipment generating efficiency savings.
- **Technology and new concepts:** Keep abreast of latest technology by attending the emergency services show membership in the south west R&D collaboration forum and networking with other services about crewing models that impact on fleet design.
- **Increased supplier performance** through more effective use of performance management contracts with in built KPIs

Through delivery of the objectives there are a number of benefits to the Service arising from the implementation of the operational asset strategy.

When considering the procurement of new fleet, equipment and technology business cases must clearly state how the implementation will lead to the benefits listed below:

Benefits arising from the operational asset strategy:

1. Service assets are more representative of local risks, rather than a uniform like for like replacement.
2. Increased use of risk based evidence/intelligence to inform design of future fleet.
3. Increased availability of appliances and other fleet vehicles and equipment (e.g. reduction in off the run due to maintenance issues).
4. Enhanced firefighter safety through investment in equipment, facilities and technology.
5. Increased opportunities for innovation delivered through the programme.
6. Increased opportunities for collaboration delivered through the programme.
7. Reduced environmental impact.
8. Reduction in maintenance and labour costs as a result of investment in modern fit for purpose fleet (£ cashable saving).

Operational Response Group (ORG)

The purpose of the Operational Response Group (ORG) is to provide governance arrangements to ensure that the operational capability of the Service remains fit for purpose is in a state of continual improvement and responds to the needs of the community when called to deal with emergency incidents.

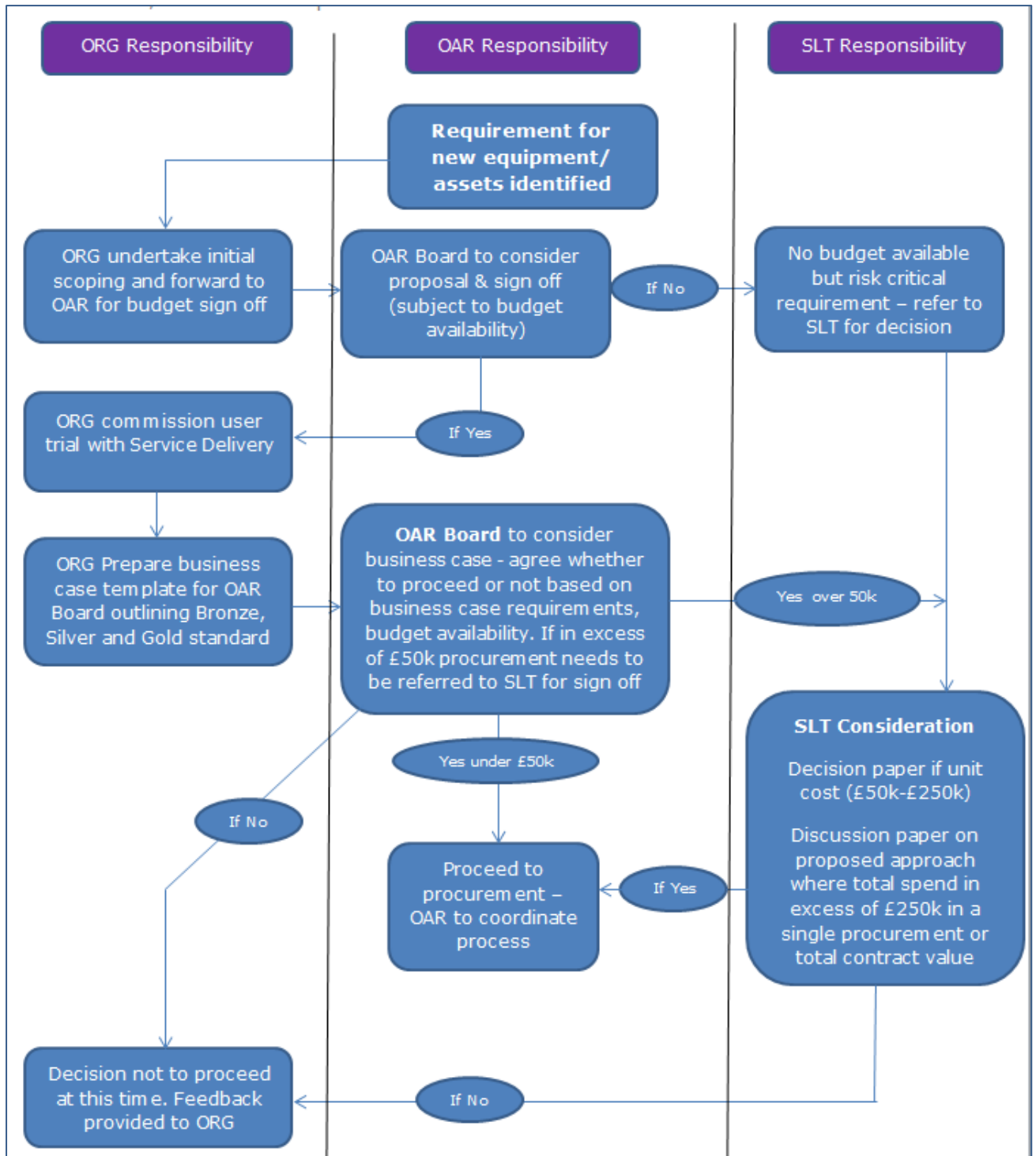
This group act as the link between front line operational staff and Operational Asset Review Board encouraging inter-agency collaboration and partnership involvement relating to operational activities with NFCC South West regional work streams as well as reviewing and learning from/implementing local and national safety events, debrief outcomes from operational and training incidents and relevant operational and preparedness audits.

As a result of these reviews changes may need to be made on occasion to existing assets (equipment/fleet) or consideration of new/different ways of working leading to the procurement of new assets.

As part of this process ORG undertake initial scoping exercises for sign off of budget from OAR Board who task ORG with any parameters to procurement processes. ORG then commission and co-ordinate user trials of proposed new equipment prior to a business case being submitted for consideration and sign off by OAR Board and if required, Senior Leadership Team.

ORG membership consists of representatives from Service Delivery, Assets, Risk Management, Workforce Development and Critical Control to ensure all the needs of operational staff are considered.

The diagram overleaf shows the relationship between ORG, Operational Asset Review Board and SLT and how proposals for new equipment/assets are managed.



The Procurement Process

Commercial Services

All procurement and contract work on assets and subsequent contract awards will be made in line with contract procedure rules laid out within Cornwall Council under the guidance of Commercial Services.

The Contract Procedure Rules set the standards and framework within which contracts shall be awarded and managed on behalf of the Council. They ensure that all contracts are entered into lawfully and on the most economically advantageous terms for the Council.

The Contract Procedure Rules exist to demonstrate that the whole commercial process is open, honest and transparent.

All information relating to contract procedure rules can be found on the intranet

<http://cornwallcouncilintranet.cc.cornwallonline.net/need-to-know/commercial-services/contract-procedure-rules/>

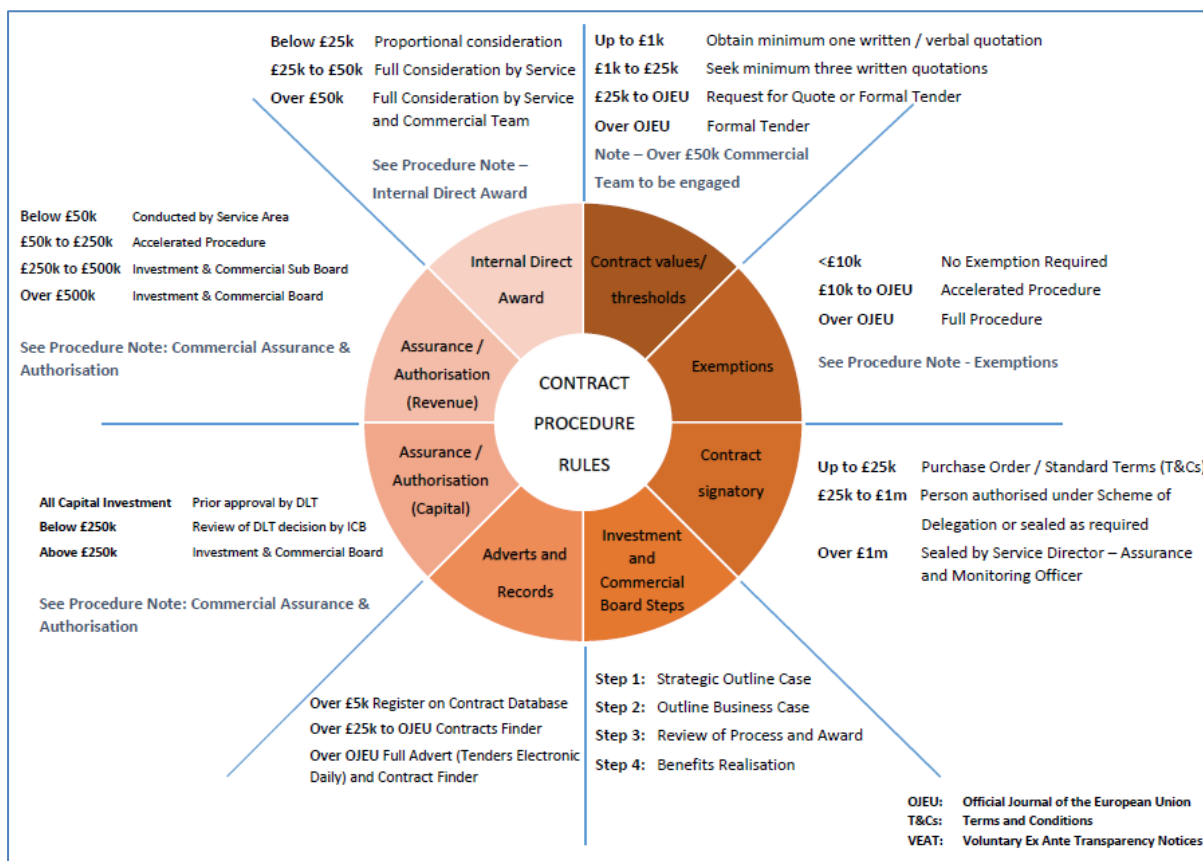
Public sector procurement is assessed against the MEAT principles; in the Most Economic Advantageous Tender process, where the total fleet life costing model, value for money, warranties and sharing of risk, certification and compliance are taken into account. A specification is developed outlining the Service's requirements and a range of evaluation criteria to be assessed are set out in the tender document. This takes into account operational suitability (i.e. repair costs, ability to maintain in house, cost, warranties, lead time until delivery, training etc). However, where a national framework CFRCS has accessed has a sole supplier awarded for the desired product/service further competition would not be required.

Delegated Authority

CFRCS have been given delegated authority from Cornwall Council's Investment & Commercial Board (ICB) to spend a capital budget of just over £26.5 million to support the replacement of vehicles, equipment, IT and facilities within CFRCS during the period 2016-2032. In addition to internal governance arrangements set in place by the implementation of the Operational Asset Review, the Capital Oversight Group regularly review the governance of all capital programmes and any significant change in spend from the original budget allocation has to be signed off through this group to ensure compliance with corporate governance arrangements.

Spend Thresholds

Cornwall Council has clearly defined levels of authorisation required for spend for both capital and revenue projects. The diagram below shows the types of procurement activity and the minimum requirements for external procurement.



In addition to these requirements, CFRCSS have developed a clear internal sign off process for all procurement made against the capital budget.

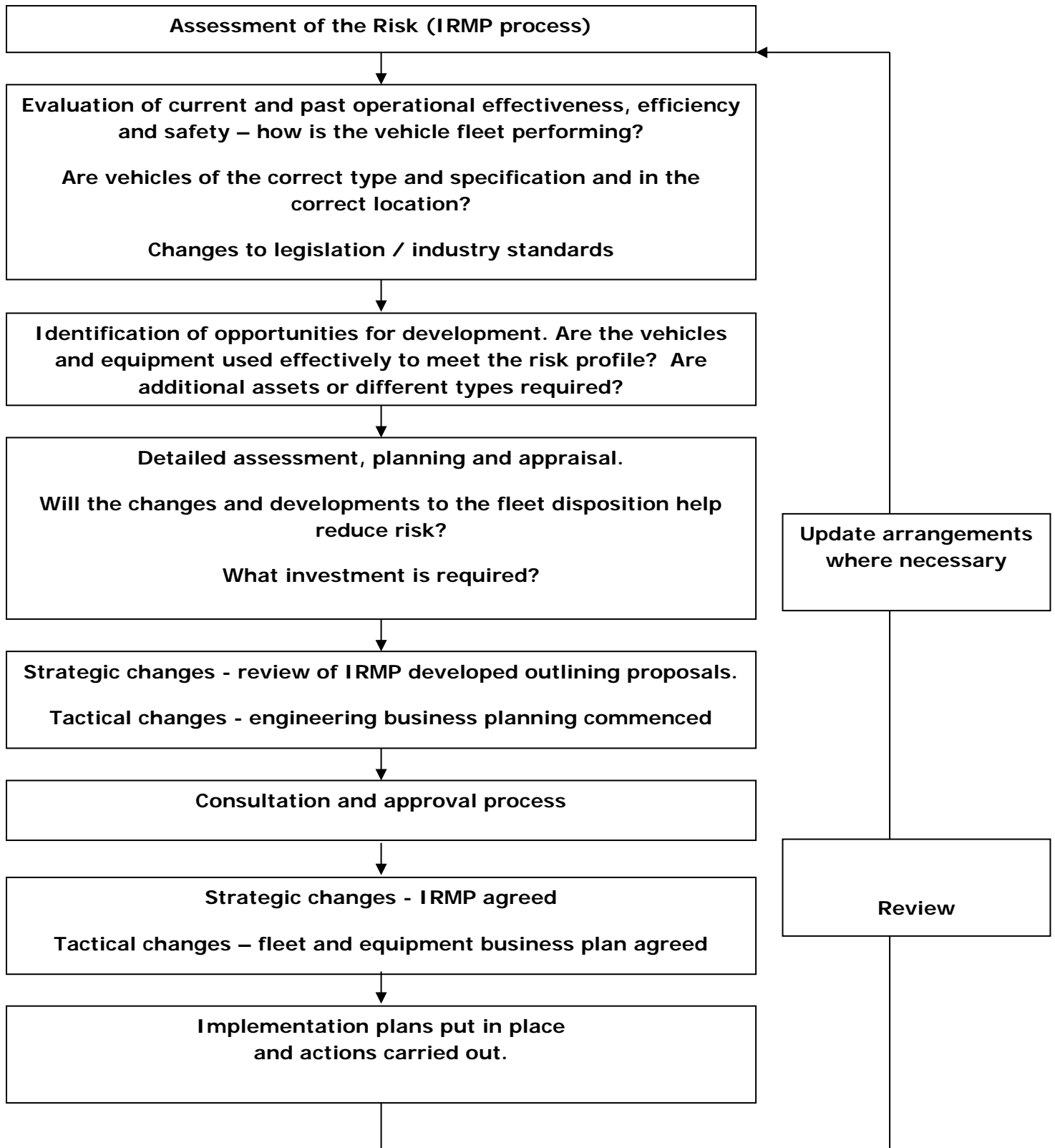
These internal sign off levels do not override the Council's requirements laid out by Commercial Services in relation to spend thresholds for procurement but merely provide an additional level of governance due to the high value of items being procured in relation to operational assets.

Spend Category	Sign off Process
Under £50k (unit cost)	Operational Asset Review Board Authorisation
£50k - £250k (unit cost)	Decision paper for SLT authorisation following OAR business case approval
Over £250k (unit cost or total spend)	Discussion paper for SLT agreement on proposed approach

Procurement Planning

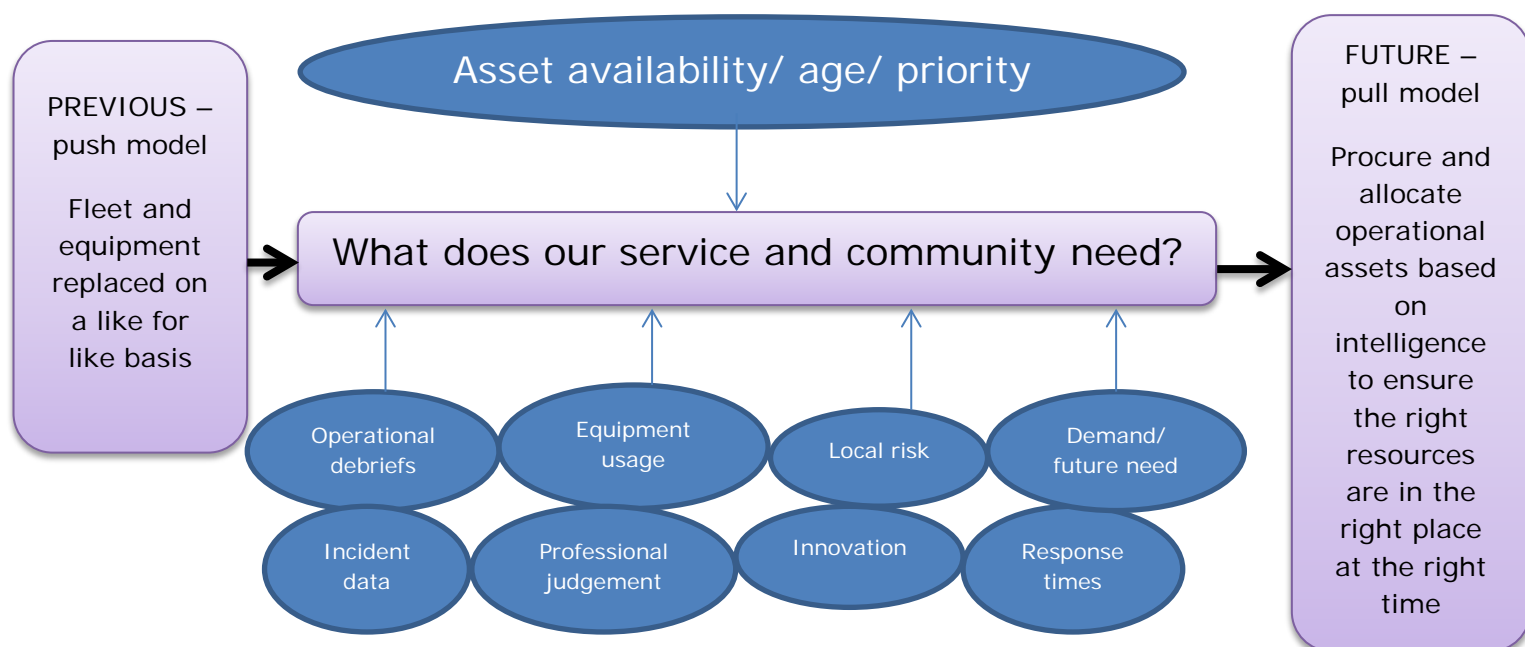
The Integrated Risk Management Plan (IRMP)

Within the IRMP process, fleet provision and vehicle distribution, its effectiveness and its efficiency in supporting risk reduction initiatives will be assessed and, where required, recommendations may then be made for change in fleet to support planning outcomes. The diagram on the following page outlines the suggested process adopted and recommended by the NFCC:



Model for procuring future operational assets:

All operational assets will be procured whilst considering a number of factors, as demonstrated in the below model.



Procurement timeline

Routes to market for all procurement will vary dependent on requirements, framework availability, procurement thresholds etc. Procurement will be undertaken in close liaison and/ or collaboration with Commercial Services to ensure all relevant procurement legislation is adhered to. Joint procurement with other emergency services will be explored and undertaken where possible.

Industry liaison

Liaison with both established framework suppliers to the FRS and the Fire and Rescue Service Suppliers Association (FIRESA) is well established and will be further developed over time through contact with the National Fire Chiefs Council (NFCC).

The Group Manager Assets, in conjunction with the Assets Team and Operational Asset Review Board has the responsibility for planning vehicle procurement and for liaison with suppliers, manufacturers and procurement agencies to support effective procurement.

Collaboration

CFRCS' have a commitment to collaboration with similar vehicle & equipment operators and partner agencies, ensuring we follow National Fire Chiefs Council (NFCC) best practice and meet our duty to collaborate as specified within the Policing & Crime Act 2017.

The benefits of this approach enables us to seek best value for money, return on investment and build good working relationships with other emergency services and partner agencies. We are able to share lessons learned and good practice for the procurement of assets.

Collaboration with specifications, procurement, contracts and compliance will reduce costs and improves safety and conformity through nationally and locally agreed specifications.

Research and develop regional procurement on one 'make' vehicles and equipment in order to improve interoperability, service, spare parts availability and a standard approach to maintenance thus improving downtime whilst increasing both regional and national operational resilience.

Categories for Procurement

Within the Operational Asset Review Programme there are four main areas of focus:

- Information Technology
- Buildings/facilities
- Equipment
- Fleet

Information Technology

In conjunction with the IT & Assurance Board, the Operational Asset Review programme will ensure the service has adequate capital investment over the next 15 years to support with IT system/database upgrades and replacement in line with procurement rules and technological advancements. Major software upgrades, new licenses, system improvements and hardware which supports the operations of the service will all need to be included within the duration of the IT capital replacement programme.

Where required, Cornwall Council's IS department will provide input as a part of the procurement activity to support with the tendering process as well as subsequent implementation.

Soft market testing of other FRSs is always explored if looking to procure new solutions or to understand better ways of work with existing systems.

Buildings/Facilities

Whilst the majority of CFRCS buildings are covered through a PFI contract, there will be some areas of work that will require additional financial support from the capital budget. This will have limited capacity requirements from Commercial Services as any procurement will be undertaken by our PFI partners. This programme also recognises the ongoing agenda of Cornwall Council's One Public Estate and the particular work stream of blue light interoperability.

Fleet & Equipment

Future operational assets will be appropriately matched to the various job roles, functions and future demands across the service.

Appliances and light vehicles across the fleet will be monitored to ensure a consistent use is being achieved with regards to mileage and maintenance costs etc. and where necessary will be reallocated accordingly. This is to ensure best value for money for whole life vehicle costs.

In the first instance, new appliances will be placed at the busiest stations in order to get maximum use during the warranty period. An evaluation of the appliance will be ongoing with a formal review undertaken after 1 year. This will inform future specifications. These appliances may then move to other locations where they meet operational need.

When procuring light fleet such as tactical officer response vehicles and utility vehicles, job roles and functions will inform the type of vehicle required and vehicle specifications will be tailored to suit the needs of the operational role.

A feasibility study will be undertaken to explore the viability of introducing electric vehicles and other low emission vehicles into the fleet for non-operational vehicles. We will also explore emerging new vehicle technology.

All operational equipment will be reviewed and procured based on the model above and allocated accordingly, whilst ensuring we do not compromise firefighter or public safety. Using risk based evidence and intelligence to allocate equipment has already proved to be successful and we will adopt this approach for all future equipment provisions.

Legislative Requirements

When procuring vehicles the following legislative requirements will be met:

- The Road Vehicle (Construction and Use) Regulations 1986
- The Lighting Regulations 1989
- The Driving Licences Regulations 1999
- The Road Traffic Act 1991
- The Road Assets (Registration & Licensing) Regulations 1971
- The Health and Safety at Work Act 1974

- Provision and Use of Work Equipment Regulations 1998
- Lifting Operation and Lifting Equipment Regulations 1998
- The Management of Health and Safety at Work Regulations 1999
- The Control of Pollution (oil storage) (England) Regulations 2001
- The Fire and Rescue Services Act 2004
- The European Procurement Regulations
- The CFOA Guidelines for Fleet Maintenance and best practice

The list of Acts and Regulations is not exhaustive, and by the very nature of the transport environment, various legislative requirements will cut across other sections of the FRS's requirements.

To adhere to vehicle operating legislation the FRS must employ a variety of procedures to ensure that the vehicle fleet complies with legal requirements. The following are some of the procedures that should be adopted to satisfy the legal requirements and also provide a good practice methodology:

- Safety Inspection System
- Defect Reporting System
- Preventative Maintenance Programme (The laid down service plan)

Service Life of vehicles and equipment

Establishing an effective service life is important to ensure that the whole life costing of asset provision is considered against the effective use of that asset. Clearly a lower price asset at initial purchase may result in a lower quality product which in turn may be more costly and less reliable in service, meaning it would need to be replaced sooner. This may in some cases meet the operational needs for less operationally critical assets for example a shovel or broom often used at road traffic collisions (RTC) for highway clearance which can be replaced as and when it is deemed no longer suitable or is defective.

At the other end of the scale a critical asset such as a vehicle or breathing apparatus set requires a high quality product that ensures the safety of end users and reliable service to the public. Defining the optimum life policy of all assets therefore requires consideration of the following criteria:

- Legislation
- Procurement practices
- Disposal methods
- User requirements and level of specification
- Good practice methodology
- Maintenance and upkeep requirements
- Requirements of user departments
- Cost of purchase and in life maintenance
- Environmental factors
- Availability suitable replacement or upgraded products
- Viability of technology
- Training and compliance impact

Consideration of these factors allows the planned life cycle to be set prior to the commencement of the procurement process for the Asset. It is the Service policy to maximise the use of each asset whilst at the same time reducing to a minimum its whole life cost and maintaining its residual value at the optimum level achievable. The Service currently replaces vehicles and equipment in accordance with an agreed and planned life cycle

The Service will strive to replace vehicles where possible, at the following frequencies:

- Pumping Appliances 15 years (with up to a further 2-3 years as a spare vehicle or in a youth engagement scheme)
- Specialist Appliances 20 years
- Support vehicles Up to 15 years
- Cars and Vans 5 to 7 years (dependent on warranty and mileage)

Note: Vehicle condition and maintenance costs, risk profile changes, mileage and technical ability will also influence vehicle life and therefore vehicles may be replaced outside of these parameters if operationally efficient and effective to do so.

Pumping Appliances

All pumping appliances are now built to the standard BSEN 1846; Part 11, and EN1777 for aerials. These standards have replaced all other build specifications including JCDD.

BSEN 1846 Build Standard

The standard covers the following areas:

Chassis and Cab

- Gross weight capacity of chassis in Tonnes and by axle loadings.
- Gearbox type axle type and drive configuration, 4 x 4 or 4 x 2 etc.
- Cab construction, single or double cab options and cab tilting methods.
- Crew seating capacity, 5 or 6 seats, officer in charge, driver and number of firefighters.

Cab Stowage Provision

Total number of Breathing Apparatus sets and spare air cylinders, Radios and data displays, welfare equipment and individual crew member stowage, helmets, tunics etc.

Body and Stowage

Number and size of lockers, locker roller shutters or doors, number of shelves and design type, (slide and tilt) and specialist heavy equipment stowage and shelving.

Pump and Fire Engineering

Main pump design and capacity, fitted hose reel quantities and locker location, foam making systems, water storage requirements, type and number of firefighting branches etc.

Vehicle Provision – Future Developments

Most FRS's current operational fleet of pumping appliances is based on a common specification and vehicle type (Type B). In the past this has helped to minimise maintenance workload, and support a common approach to operation and use, related to that common vehicle type and operating systems provided. In addition, interoperability and resilience have been and remains central to vehicle provision.

Operational activities and consultation with end users and the public via the IRMP process, indicates that vehicles procured in future will be designed and specified to reflect the changing needs of that process. A National procurement agreement for vehicles and equipment has resulted in a wide range and types being made available through several frameworks.

In light of the research undertaken and when taking into account the current risk profile, range of operational incidents attended and feedback, the future basis for pumping appliance provision is likely to be based around three vehicle types and specifications:

- **Major Pumping Appliance** – a vehicle used in the larger towns and/or located on stations to meet the likely needs arising from special risk premises in the locality. Vehicles usually based on a 14-18 tonne chassis.
- **Compact Line Pumping Appliance-** a vehicle which is better suited to the needs of smaller towns and rural environments, where the bulk of fire-fighting operations are not likely to be in the larger towns or at special risk premises. These vehicles will be provided around a lighter chassis with better capability to access rural incidents. Vehicles usually based on a 7.5 - 12 tonne chassis.
- **Light Rescue Pumping Appliance** – a vehicle which is better suited to the needs of smaller towns and rural environments, where the bulk of fire-fighting operations are not likely to be in the larger towns or at special risk premises. These vehicles will be provided around a lighter chassis with better capability to access rural incidents. Vehicles usually based on a 5 - 7.5 tonne chassis.

Vehicle & Equipment Replacement

When replacing vehicles (with regard to the replacement of current vehicles), ensure the stakeholder requirements are evaluated to ensure that there is still

an operational or business need and the risk profile remains unchanged. With this information, the user requirement and technical specification are determined and prospective vehicle types evaluated.

Vehicle & Equipment Evaluation and Approval

In conjunction with the Vehicle Operational Users, any new or replacement vehicles/equipment should be evaluated, where possible, using loan vehicles/equipment of a similar design or specification, if obtainable. In the case of more specialist vehicles/equipment, if appropriate visits to view similar operational vehicles/equipment should be arranged. All evaluation notes must be compared and should be used to prepare a User Requirement Specification (URS). This allows users to test the relative strengths and weaknesses of vehicles/equipment for the designated roles. This will be matched with the financial case to provide objective data for the comparison of options available and ensure that the FRS will have the best value and fit-for-purpose vehicles/Equipment.

Additional or Replacement Vehicles and Equipment should follow a process similar to the diagram which ensures that a formal justification is evidenced and placed in context of the FRS Fleet Strategy ensuring all interested parties are involved in the process, Health & Safety requirements are met and that the vehicle is fit for the purpose of the designated operational role.

Selecting effective vehicles for the wide variety of roles is a complex process that takes into consideration a number of factors such as:

- Existing fleet profile
- Technical expertise of the Authority's Transport and Engineering Department
- Manufacturers long term support and extended warranty packages
- Parts availability for the life of the product
- Just in time parts ordering processes
- Fuel type
- Output based performance (BSEN1846/JCDD36)
- Specialist tool requirements
- Load capacity (GVW)
- Suitability for role
- Health & Safety requirements including manual handling (use of Firestore) to assist in this assessment)
- Environmental considerations
- Vehicle/equipment whole life cycle costs
- Vehicle evaluation by operational users (URS development)
- Financial viability of the supply chain by the services procurement department

The Fire Service 'modernisation' agenda requires a flexible approach to fleet procurement to ensure a dynamic application that responds to the wider remit of FRS's on a value for money basis. Introducing a modular or regional system of specialist vehicles that will assist the Fire Service to

'future proof' the requirements needed at local level in line with the changes to local emergency standards and the wider ongoing changes associated with the modernisation agenda.

Asset Allocation

In the case of vehicle assets these will be allocated to meet the needs of the various Service departments both operational and support by the Engineering/Fleet Manager after consulting and liaising with the Assistant Chief Fire Officer (ACFO) and Area Manager (AM) Service Delivery. Vehicles will normally be issued to stations where activity levels are higher, before being transferred to less active stations. This ensures vehicle use will be maximised in the early years after issue and during the warranty periods to maximise operational effectiveness and reduce whole life running costs maximise on resale value. This may mean that vehicles will be swapped between posts during their operational life in order to average out cumulative mileage.

Upon notification of the delivery of vehicles, their allocation will be made by the Engineering/Fleet Manager, in liaison with the AM (Service Delivery) taking into account the following factors:

- Operational needs of the service and risk profile.
- New engineering developments for appliances.
- Variance in maintenance requirements.
- Training needs including specific driver training.
- Attempt to keep 'like' appliances on the same stations.
- Consequential 'cascade' impact (to other stations/departments).
- Ability of the station to house the appliance, or modifications required.
- Training and familiarisation needs of stations.
- Projected fuel usage of all appliances concerned (aim to place heavy users in quieter locations).
- Engineering history of appliances, potential need to 'reserve' less reliable appliances.
- Appliances into reserve fleet.
- Reserve fleet to disposal.
- Operational resilience – maintaining fire cover arrangements.

Training Team will arrange for the necessary training and development for operational staff once allocation has been determined.

The Engineering Manager will arrange for the delivery and effective handover of the new appliances and equipment to fire stations, supported by any 'technical documentation' which is to include the Health and Safety risk assessment, technical specifications and instructions for the appliance, most of these will be available from the Services Information System (SIS) policy area on the intranet.

The Engineering Manager will also arrange for the 'knock on' appliances to be serviced and be refurbished, receive modifications if required before delivery to the receiving station.

For Pool cars and car derived Vans the Engineering Manager will: with regard to the renewal programme (and if applicable the end user department and or individual), replace end of life cars and car derived vans on a like for like basis, taking into account 'fit for purpose', environmental and whole life running cost issues.

Light vehicles allocated to flexible duty officer posts will be assessed annually. Vehicles may be reallocated as necessary in order to average out operational life so as to achieve the optimum resale value.

In the case of equipment assets allocation is on a direct replacement basis as cascading is not required. If however, a new technology is available or a new activity is adopted by the Service then allocation of the new asset will be determined in liaison with the AM Operations.

Environmental Performance

The majority of miles covered by a large goods vehicle are undertaken before the main power unit reaches normal operating temperature. Therefore, unlike a commercial fleet of large goods vehicles, special considerations are made with regarding to fire response vehicles, which make many short trips. We are increasingly seeking to reduce our CO² emissions through the introduction of Euro 6 engines on the HGV fleet as the fleet is replaced.

All future pumping appliances will be more fuel efficient, being provided with Euro 6 emission compliant power units to further reduce our vehicle exhaust emissions and all of our cars and as many vans as possible are at least Euro 5 compliant. All new vans and cars will be Euro 6 compliant as a minimum and the whole fleet should become totally compliant within the next few years.

Acquisition of New Appliances and Equipment

Departments will be able to make written proposals to the Research and Development (R & D) team for the acquisition of new equipment at any time, though most requests will be expected in accordance with the budget setting timetable. Equipment will be procured in line with the fleet/R & D department's replacement programme.

All new equipment assets will need to entered onto an equipment asset register and this will be forensically updated on a quarterly basis.

It is recommended that an equipment asset register is maintained for each appliance type, on a local inventory accessible by each station. This register is to be a controlled document, showing the stowage and maintenance regime, warranty and defect history of all "critical" equipment assets.

It is also recommended that a separate defect register is held for equipment which will assist in the replacement policy/decision making of each new set of equipment. In time this will enable a complete life cycle cost to be developed for each suite of equipment.

Achieving Value for Money

In all activities relating to asset management, it is essential that value for money is sought in line with this ethos. Value for money within fleet arrangements will be achieved through the following principles:

- Fleet planning and strategy will be devised around the principles of achieving value for money. All efforts will be made for securing vehicles, equipment and resources which represent the right balance between price, quality and effectiveness.
- Initial procurement planning will be carried out with consideration for achieving value for money.
- Bids from suppliers will be evaluated with consideration for the longer term costs. To achieve this capital cost, ongoing revenue requirement full life costs, ongoing maintenance costs, resale value, insurance and other general operating costs will be taken into account before purchase. This will ensure that maximum advantage is achieved in seeking value for money at the outset.
- Value for money will be the focus but not the main driver for the arrangements made around the operation of vehicles and equipment, general support and management.

Equality and Diversity

For all vehicles and equipment procured, a comprehensive impact assessment (CIA) will be carried out within the vehicle specification/build process. Also the potential use of national contracts, which embed this ethos, can ensure that the Service procures its vehicles and equipment with regard for the diverse needs of the workforce and the communities we serve.

During the initial design and procurement stage it is ensured that all new fire appliances take into account the anthropomorphic capabilities of the female fire fighter. This plan is based around an ergonomic manual handling programme, the application generally used to ensure this is called 'Firestore'. This program assists in reducing the manual handling risk to fire-fighters.

As this application model is based on the manual handling capabilities of the female fire-fighters it will ensure all of our new to service builds meet the relevant equality and diversity requirements.

Vehicle Replacement and Disposal

An efficient and effective vehicle fleet will be maintained by ensuring vehicles are replaced, by following optimum replacement cycles, in line with the Vehicle and Equipment Asset Strategy.

Vehicle acquisition, utilisation and disposal policies follow best practice encompassed within the Asset Management Strategy to ensure EWS provides value for money services.

The annual vehicle replacement programme is based on predicted vehicle usage over the forthcoming year. Vehicles that reach the vehicle replacement criteria based on mileage and age are listed for replacement. The criteria ensure that

the optimum combination of age and mileage is reached, taking account of the cost of repair and maintenance and level of commissioning to obtain best value.

Changes to specification are built into the replacement programme to ensure that latest technical and safety features are included where necessary (such as ABS, EBD, ESP, parking sensors, flow gauges and CAFS). Changes in operational requirements are programmed in to the next year's plans for acquisition via the Services approval of the Capital process.

Once they are removed from service the vehicles will be disposed of through the MOD disposal route. The MOD deal with the de-commissioning and disposal of the vehicles, this disposal method safeguards CFRCSS from consumer legislation. It also negates the need for us to remove any equipment or livery whilst in our care.

CFRCSS is committed to ensuring that its fleet offers high levels of flexibility in operation and performance while being sustainable and economical.

Sustainability

Sustainable development of the fleet is central to the planning of vehicle provision and in achieving an effective approach to operational response over time. Fleet plans and procurements will be exposed to sustainability appraisal to promote sustainable development through the integration of fleet plans, environmental targets and considerations and economic factors. Appraisals will be carried out prior to the procurement of any new vehicles.

Environmental Factors

CFRCSS will control and manage its fleet activities to ensure risks to the Health, Safety and Welfare (HSW) of its employees, customers and the general public are identified and action taken to minimise or eliminate their effects.

Vehicle evaluations for environmentally beneficial alternatives, measurement of CO₂, NO_x and other vehicle exhaust emissions, where available, plus the logging of fuel types and quantity used by the Service will be monitored and adopted where operationally compatible. This will enable the Fleet Manager and the R & D team to recommend more environmentally friendly vehicles for each role.

The environmental debate, climate change and carbon footprint are important issues for transport organisations operating large fleets covering many miles per year. The carbon footprint of CFRCSS is now being put clearly into focus, and will increasingly become more and more of a driving force in vehicle selection and the life of the vehicle. Appliances that are registered prior to 1992 do not comply with even the earliest Euro 1 emissions standard, with the majority of the fleet being still either Euro 3 or 4 compliant. The last Volvo trucks purchased were all Euro 5 with all future purchases being to the latest Euro 6 emissions standard, there are however further emission restrictions being planned by the government. Currently CFRCSS still has pumping appliances within the operational and spares fleet that don't comply with Euro 1.

If you would like this information in another format or language please contact:
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