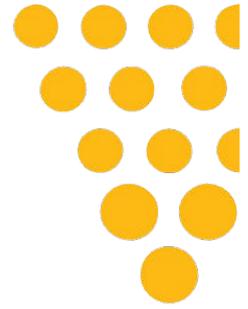




**CORNWALL**  
**FIRE & RESCUE SERVICE**  
A service of Cornwall Council



# Assets Strategy

## Part A: Fleet and Equipment 2022 - 2023



## Introduction

The Assets Strategy is part of a suite of strategies Part A Fleet and Equipment, Part B Information Technology (IT) and Part C Property. (see below diagram) which jointly demonstrate how we aim to respond to reduce and mitigate the risks identified for our service.

This strategy, Part A sets out how we will manage our fleet and equipment assets to support the activities detailed in the Cornwall Fire and Rescue Service Community Risk Management Plan (CRMP) 2022-2026. It outlines how we will reduce risk and aim to improve the safety of our firefighters and communities through fleet and equipment.

Our activities are focussed on how we will meet the current and future operational needs of the service, taking into consideration how we address emerging risk, provide a modern, fit for purpose fleet, and associated operational equipment, and ensuring our assets are specified, procured, positioned, maintained and disposed of appropriately.

The CRMP sets out key risk objectives we aim to achieve over the next four years, and we have indicated in our strategies how our activities are linked to those risk objectives.



**Our CRMP risk objectives are:**

- Reducing the impact on risk groups from fire and other incidents
- Reduction in fire deaths and injuries
- Reducing incidents where people are killed or seriously injured
- Mitigating the social, economic, and environmental impact of fires and other incidents through the services we deliver
- Increasing the diversity of our workforce to improve the accessibility of our services through our understanding of community vulnerability and social inequality

**Through our assets work we will:**

- Collaborate across the fire sector and other partner agencies, and follow best practice guidelines for procurement to meet current and operational need, user requirements and the needs of our communities
- Deliver the most appropriate personal protective equipment (PPE), fleet, equipment, and IT in line with the capital replacement programme and aligned to risk
- Utilise technology to improve efficiency and effectiveness, to support firefighter and public safety and reduce the impact on the environment

We will support firefighter safety by acquiring modern, highly effective, and interchangeable personal protective equipment (PPE) that protects our workforce across a range of incidents. Equality, Diversity, and Inclusion is embedded at every level forming a significant part in addressing our end user needs. This is achieved through engagement and consultation with our workforce across all functional areas.

Through a pro-active research and development focus, we will access innovation and improvements through ongoing engagement with suppliers and manufacturers. We will continue to network with other services across the sector and share organisational learning and experiences through effective peer support.

To support our 15-year capital replacement programme, we continue to seek ethical and transparent procurement routes whilst generating value for money. We will continue to use National Fire Chiefs Council (NFCC) procurement frameworks as our preferred route to market. However, we will take an alternative commercial direction if our user requirements and organisational needs cannot appropriately be addressed. We are engaging with the NFCC through the National Procurement Hub to explore and develop collaborative arrangements to realise greater buying power. When renewing or enhancing our assets, we aim to determine the extent to which our investment increases effectiveness, and efficiency.

This strategy provides an overview of our current provision and how we will deliver the objectives and projects from the CRMP 2022-26 aligned to our resources. Details of how specific groups of staff, teams and individuals will support these objectives will be captured in team plans.

As part of our CRMP development we have reviewed, considered, and captured the key influences and considerations which direct how we work. The full [operating context](#) document is available on our website, and we have outlined below the primary legislation and which supports and drives our assets activity:

- Fire and Rescue National Framework for England 2018
- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

This Fleet and Equipment Strategy has not developed in isolation but is interdependent with the activities of other functional teams and influenced by several internal and external factors, including:

- National Frameworks and guidance
- National and Joint Operational Learning (JOL)
- Fire standards
- Her Majesty's Inspectorate of Constabulary & Fire & Rescue Services (HMICFRS) reports and recommendations
- Other auditing bodies (e.g. BSI)
- Feedback and recommendations from the Quality Assurance Team following debriefs, audits, and safety events.

## Risks and activities

A review of our current risks, along with horizon scanning has identified the potential emerging risks, as captured in the [Community Risk Profile](#). We have also assessed the current fleet, equipment, and personal protective equipment (PPE) provision to ensure the appropriate resources are available across the service.

The areas of risk that impact on our decisions in relation to our assets have been identified and are outlined below. Alongside this are outlined the actions and considerations. We have identified some emerging risks which are identified in *italics*.

### Road Traffic Collisions

We will continue to upgrade our crash rescue equipment and PPE, on a risk needs-basis in order to address the current and emerging risks associated with:

- Seasonal population variation
- Diversity of Cornwall's road network
- Developments in vehicle technology
  - *Lithium batteries found in electric vehicles – these can be extremely volatile and difficult to extinguish*

## Resource intensive incidents

We will implement specialist rescue vehicles with dedicated functional pods to speed up the successful resolution of flooding and wildfire incidents. This includes versatile 4x4 medium rescue pumps at strategic locations, and continued investment into light 4x4 vehicles.

We will invest in improved firefighting equipment and firefighting media to improve how we tackle waste and refuse fires.

An upgrade of the technology in our Incident Command Units will support crews at resource intensive incidents. This will include investing in state-of-the-art IT and equipment, including tethered drone to enhance incident command and control capabilities.

## Trapped in a vehicle or at home

These incidents often require crews to gain rapid access to the vehicle or property. We will ensure we provide appropriate PPE and continue research into, and procurement of, inventive solutions.

## Dwelling Fires

Our Capital Replacement Programme ensures we replace vehicles, PPE, and equipment to embrace developments in the fire sector and maximise our operational capability. This includes:

- Providing 4x4 medium rescue pump vehicles to improve remote and/or rural access
- Procuring higher capacity pumps which will enable quick and efficient resolution of an incident with less resources
- Enhanced water carrying capacity on our pumping appliances, reducing the reliance on water carriers in remote rural areas.
  - *An increasing number of domestic premises are being fitted with solar panels, which carries an increased risk to firefighter safety, and implications to operational tactics in dealing with an incident.*
  - *We will invest in solar panel array risk-mitigation equipment, that will enable crews to safely isolate photovoltaic panels and reduce the risk of injury.*

## Serious Medical Incidents

- We will be replacing co-responder vehicles with light 4x4s to improve our ability to respond to remote and/or rural locations and when operating during spate conditions (such as dealing with storms, floods, snow etc.)
- We will improve the medical provision on all primary appliances to increase compatibility with other blue-light services

## Suicide

- We will provide appropriate PPE and respiratory protective equipment as well as continuing to monitor local incident data and national trends to identify any further needs.

We will capture the potential impacts of any new procurement activity or fleet and equipment use, through the impact assessment (decision wheel) process. It helps us identify the potential impacts (positive and negative) which then enables us to put in place appropriate measures to mitigate and manage any identified adverse effects on our organisation, workforce, or the wider community and environment. The process includes a focus on environmental considerations (including carbon emissions), health safety and wellbeing, and equality, diversity and Inclusion. We use these considerations to ensure we implement fit for purpose fleet, equipment and PPE.

The needs of our frontline services will change over time as new and emerging risks are identified. Therefore, our aim is to have a flexible capital programme that can address the risks identified within our CRMP and improve the fleet and equipment for service delivery operations.

We aim to support Cornwall Council's ambitions to reduce carbon emissions using a cleaner, greener, fleet. We are committed to ongoing investment and modernisation of our fleet and equipment through more environmentally conscious alternatives, which do not compromise on our operational capabilities.

When procuring our assets (for example a vehicle) we consider the costs across its whole lifetime and recognise that a higher initial cost can lead to lower revenue cost across the lifetime of the asset (for example paying more for a vehicle initially, may lead to reduced maintenance costs during its working life).

This is supported by a risk-based maintenance programme, with a focus on data analysis to inform decisions. We periodically move vehicles between higher and lower activity stations to maximise the lifespan of the vehicle. When vehicles and equipment are no longer a usable asset they are disposed of responsibly and ethically through approved disposal services.

As part of our ongoing business continuity arrangements, we have reacted to, and learnt from, the impact of the global pandemic, and its effects on supply chains and manufacturing processes. The result of this, and the shifting national and international landscape are influencing our forward planning activities, which are subject to continuous review.

## Resources

The Assets team (fleet and equipment) is made up of:

- Head of Assets
- Group Manager - Assets
- Watch Manager - Assets
- Stores and Logistics Controller

## Budget

In 2016 the service secured a £26.7m capital budget to support our 15-year capital replacement programme. As we approach the mid-way point of the programme, our capital budget position remains on track and in line with original expectations, albeit with some delays due to manufacturing backlogs because of the global Covid-19 pandemic. Our capital budget is subject to a detailed annual forecast and scrutiny at a corporate level, and our Operational Assets Review Programme Board commission quarterly financial reviews to ensure a high degree of financial accountability within the service.

## Outcomes

To successfully deliver the capital replacement programme over the next four years; to procure and allocate vehicles and equipment based upon the Community Risk Profile and other strategic, tactical, and operational intelligence; to provide the best possible services to our communities; and demonstrate value for money through asset maximisation. A timeline of planned procurement activity is detailed in Appendix 1 of this document.

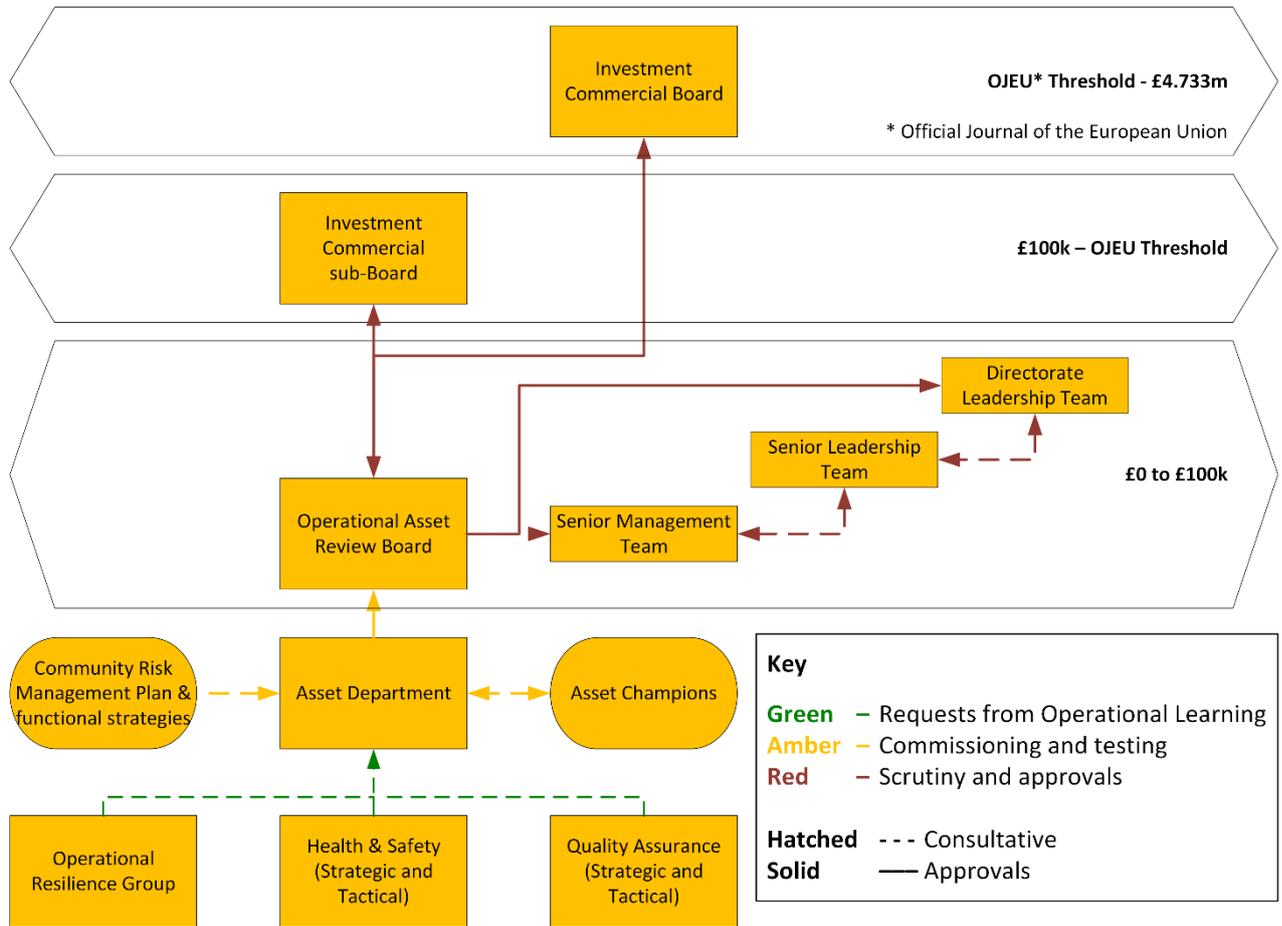
## Measures

We will quantify our progress through:

- Achieving successful budget/procurement approvals (from Investment Commercial Boards)
- Highlight reports completed and monitored by Operational Asset Review Board
- Successful delivery of our forward plans
- Vehicles and equipment replaced within their intended lifespan
- Positive end-user feedback

## Governance

The chart below shows the governance arrangements relating to asset decision making. Scrutiny of our planned spend is linked to incremental levels of procurement spend to ensure robust approval of capital expenditure.



The Assets team is responsible for the delivery of the strategy with support from other areas of the service. Within Service Delivery we have station-based Asset Champions who are commissioned as an extended resource on a case-by-case basis. Governance support for the programme is provided by the Project and Governance Team with risks, actions, issues and decisions logged through the Operational Asset Review Board.

## Appendix 1

The below table outlines the intended procurement activity over the lifetime of our 2022-2026 CRMP and the risks linked to each activity.

Four year Timeline	Estimated Useful Life (years)	22/23	23/24	24/25	25/26	CRMP High-Risk Incidents					
		Forecasted procurement				Road Traffic Collisions	Resource Intensive	Trapped in a Vehicle or Home	Dwelling Fires	Serious Medical Incidents	Suicide
		No.	No.	No.	No.						
1st Response Appliance	20		5		4	✓	✓	✓	✓	✓	✓
4 x 4 Pumping Appliances	20	3		3		✓	✓	✓	✓	✓	✓
4 x 4 Light Pumping Appliances	20			3			✓		✓	✓	
4 x 4 Special Appliance (Kawasaki Mule 4010)	20				1		✓	✓	✓		
Water Carriers	20		1	2			✓		✓		
Environmental Protection Unit	20			1			✓		✓		
Operational Support Vehicle	20	2					✓		✓		
Water Safety Boats	20			3			✓				
Water Safety Paths	20	2		2			✓				
Incident Command Units	20	1	1				✓				
Tactical Response Officer Vehicle	7	2			8	✓	✓	✓	✓	✓	✓
Personnel Carriers	20	3					✓				
Firefighting / Operational PPE (Fire Kit)	8	Rolling Procurement				✓	✓	✓	✓	✓	✓
Foam	10	Rolling Procurement				✓	✓		✓		
Breathing Apparatus	15	Rolling Procurement				✓	✓		✓		✓
Working At Height & Access Equipment	20	Rolling Procurement					✓				✓
Water Rescue Equipment	10	Rolling Procurement					✓	✓			
Water Delivery Equipment (Hoses, Branches & Dams)	15	Rolling Procurement				✓	✓		✓		
Operational Ancillary Items	N/A	Rolling Procurement				✓	✓	✓	✓	✓	✓
Hazmat Equipment	10	Rolling Procurement				✓	✓		✓		✓
Thermal Image Cameras	15	Rolling Procurement				✓	✓		✓		✓
PPV & LPPs	20	Rolling Procurement					✓		✓		
RTC & Vehicle Related Equipment	15	Rolling Procurement				✓		✓			
Hydrant Maintenance	N/A	Rolling Procurement					✓		✓		
Animal Rescue Equipment	N/A	Rolling Procurement					✓				
Medical Equipment	N/A	Rolling Procurement								✓	✓
Equipment for Rescue Tender	N/A	Rolling Procurement				✓		✓			
Offshore Firefighting Equipment	10	Rolling Procurement					✓				