

Cumbria Fire & Rescue Service

Fleet & Asset Strategy

2024 - 2028



Making Cumbria a safer place for all

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Executive Summary

Putting our communities first

Our vehicle and equipment specification, design and deployment will always be influenced by the safety of the community, specifically around the needs of housing, industry and transport infrastructure. The procurement, management and life cycle of all assets will seek to maximise productivity and efficiency making the best use of public finances.

Dignity and Respect

When researching, developing, and procuring vehicles, equipment and personal protection equipment (PPE) the service will communicate and engage responsibly with the workforce to achieve shared goals.

Equality, diversity and inclusion

Asset specification, design and deployment will always consider the health, safety, and welfare of the workforce. The Service will use the Equality Impact Assessment process to inform decision making and will have due regard for the Public Sector Equality Duty (as set out in the Equality Act 2010).

Integrity

CFRS will follow best practice in the asset procurement process, drawing input from other stakeholders to ensure that we acquire assets using recognised national procurement frameworks.

We will ensure that our fleet meets best practice for sustainability and the processes for 'end of life' disposal of vehicles and assets will adhere to the ethical requirements of the Asset Disposal Strategy.

Leadership

Individual leadership and accountability will be required at all levels to ensure that the fleet, equipment and PPE are used, tested and maintained in line with service policy.



Introduction

Cumbria is the second largest County in England and covers a staggering 48% of the land mass of the North West. The county has the fourth largest highway network in England, with over 7,900km of carriageway. This covers everything from major trunk roads such as the north to south M6 Motorway, and east to west A590 and A66 Transpennine route, to minor rural roads and unadopted highways

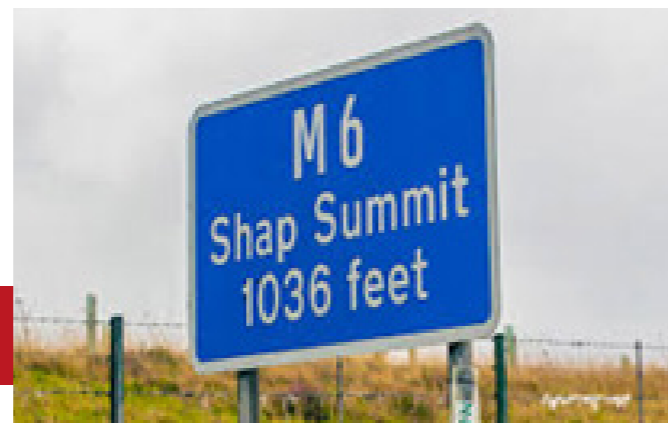
The topography of Cumbria is striking. The county is home to some of the highest mountain passes in England that are vital for the connection and accessibility between local communities. The county also has a long history of being exposed to extreme weather events such as high winds, snow and ice, flooding and heatwaves. These all have an affect on the Cumbrian transport network and the ability to keep communities connected.

Cumbria Fire and Rescue Service is committed to being a community-focussed, professional and trusted Fire and Rescue Service that makes Cumbria a safer place for all.

The aims and objectives of the Fleet and Asset Strategy have been carefully developed to meet the Service vision, therefore shaping the key priorities as part of core service delivery and business functions.

Fleet commissioning and procurement will be controlled through the mechanisms in place to evaluate and approve vehicles and equipment, in accordance with the Police, Fire and Crime Commissioner (PFCC) and CFRS Corporate Governance Framework including Scheme of Delegation, Capital Investment Strategy, and its policies of equality, diversity and sustainability.

The environment, budgetary funding, community risk, and emergency incidents will continue to drive operational requirements. The diverse nature of those operational requirements and the improvements to response, through working practices and use of technologies are in turn, key drivers to change and development of fleet assets and their ongoing management.



Aims & Objectives

The plan is underpinned by the following key principles:

1. Our approach will be aligned with CFRS's overarching Community Risk Management Plan (CRMP), Medium Term Financial Plan (MTFP) and our core strategies of Prevention, Protection, Response and People.
2. Our decisions relating to our physical assets will always have due regard to the views and needs of our staff and partners.
3. Safety of our staff and communities are at the heart of all that we do. As a consequence, good working relationships with local representatives, external partners and staff networks are essential in supporting health and safety. We will use feedback, accurate data and information to inform and support decision making.
4. We will try to deliver flexible solutions that are efficient, sustainable and support an increasingly diverse workforce delivering services to our communities, whilst being agile enough to adapt to future changes.
5. We will focus on organisational learning that seeks to embed the lessons learned and use that learning to appropriately challenge and improve future decisions in regard to physical assets.
6. We will take advantage of identified notable practise wherever practical and continually seek to provide the right assets for our workforce.
7. We will seek to ensure the service is current in maintaining and improving its assets to ensure compliance.
8. We will actively support working and sharing information with our partners, and will develop our relationships with partner organisations and actively collaborate in the procurement and maintenance of assets that will both add value to CFRS and provide cost efficiencies.
9. We will manage our assets to ensure they deliver cost effective and sustainable services, are value for public money, whilst reducing our carbon footprint and protecting the environment.

Responsibility

Responsibility for the delivery and monitoring of this Strategy rests with the following:

Area Manager Preparedness is accountable for the delivery and review of this Strategy.

The departmental Group Manager is responsible for the development and delivery of all policies and procedures to support this Strategy and for monitoring the achievement of the departmental plan on a page (POAP). They will be responsible for ensuring that end of life disposal of assets will meet the requirements of the Asset Disposal Strategy at all times.

The Technical Service Coordinator in conjunction with the Watch Manager are responsible for the delivery of the POAP.

Technical Services staff are responsible for supporting the development and delivery of all policies, procedures and protocols that support this Strategy.

All operational managers have a role to play in terms of supporting the implementation of this Strategy and they should work in collaboration with the Technical Services Team to assist in delivering improved outcomes for individuals and communities.



Current Fleet

The existing fleet is safe, road legal and in a well maintained condition, therefore most future procurement within the Fleet Strategy will usually form part of the vehicle replacement programme and would normally only be subject to relatively minor variations.

However, on occasions there may be a requirement for a significant deviation from parts of the existing Fleet Strategy for example:

- ▶ An urgent operational need is identified - that cannot be met by utilising existing vehicles or by adapting existing vehicles at an economical cost.
- ▶ Significant “invest to save” or collaborative benefits are identified where an opportunity arises that presents a viable operational and/or financial benefit.
- ▶ A significant incident such as a catastrophic vehicle failure, (or replacement parts issue), defect or omission presents a need, or opportunity, to procure or dispose of a vehicle that would not normally have been the case.
- ▶ The Service has a need to develop, introduce or trial new technology or concepts which may present different ways of working or a different model of delivery to the communities served

The fleet is one of the key categories of physical assets for the Service. The way in which a Fire and Rescue Service fulfils its duties in meeting the requirements of the Fire and Rescue Services Act (2004) is through the CRMP process and will to some extent, dictate the type of fleet the Service will maintain.



Fleet Asset Life Policy

Establishing an effective asset life is important to ensure that the whole life costing of an 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 is more costly and less reliable in service, meaning it would need to be replaced sooner. Considerations such as in life maintenance, upgrade products, disposal methods, product support and parts supply are all factors that require careful consideration when commencing a procurement process. It is 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 age of a vehicle has some potential to present increased maintenance and repair costs; however, this must be offset against the effect of low vehicle mileages, low operational usage, above average maintenance cycles and the quality of the product that is procured at the outset.

Conversely consideration should also be given to whether the lifespan of vehicles will limit the ability to respond to technological advances. Vehicle specifications and designs have allowed modifications and updates to occur where necessary, but older vehicles generally have lower levels of technology and cannot accommodate the retrofitting of technical advances.

It is important to regularly assess the current lifespans of the fleet to determine whether it is beneficial to reduce or extend these lifespans further. The areas taken into account by the Fleet Manager and service user should not be limited to a rigid age or mileage limit.

Where it is feasible, vehicles will be rotated between high and low activity locations during their operational use to minimise the total vehicle mileage. We will work towards an aspirational 100,000 miles upper limit over the fleet replacement age listed below.

In addition to our 100,000 miles advisory upper limit, the replacement of a vehicle may also be determined (increased or decreased) based upon a number of additional considerations such as the type of vehicle and any bespoke built elements, public perception and image, financing and any other cost related matters over the life of the vehicle.

Aspirational fleet replacement ages:

- Front line Fire Appliances – 15 years
- ▶ Operational support vehicles (van sized) – 10 years
- Operational support vehicles (large e.g. TTL) – 15 years
- ▶ Flexi-duty Managers' cars – 4 years (leased), up to 7 years (provided)
- Non-operational cars and vans – 7 years
- ▶ Non-operational ancillary vehicles (such as minibuses and trailers) – subject to ongoing assessment



Business Continuity and Resilience

Where possible, all vehicles that have an operational response or support element should incorporate, or be able to accommodate, a high degree of resilience for adverse weather conditions. This may include issues such as; the ability to mobilise promptly in sub-zero temperatures, wading depths, all-wheel drive or traction in snow and ice.

This will form part of the user specification and will be considered within any business case or review where a vehicle is being procured. Based upon experiential learning it is deemed essential that operational response and support vehicles can deliver the core functions of the service throughout the year and continue to operate in adverse weather conditions.

Environmental and Sustainability Considerations

The environment in which the Service operates is ever changing, requiring more diverse resource provision to meet the effects of severe weather conditions, increased populations and more congested infrastructure.

More stringent vehicle emission standards, clear air zones and whole life carbon footprint will affect not only the engine and its waste products but also the materials from which the fleet assets are manufactured.

The secure and safe disposal of assets in terms of reducing the environmental impacts at the point of end-of-life disposal will also affect the types of vehicles and equipment procured.

The service will need to take advantage of new technologies, materials and fuels if they are to reduce the carbon footprint, which in turn will require investment in the fleet.

There are five main areas of focus which could have a significant effect on CO2 emissions:

1. Reducing the number of vehicles
2. Reducing the number of vehicle movements
3. Improved driving techniques
4. Changing to more environmentally friendly fuels
5. Changing to more efficient vehicles



Alternatively Fuelled Vehicles

The potential to increase the number of vehicles in the fleet that are fuelled by an alternative fuel source such as electricity or LPG has a number of issues that need careful consideration:

- ▶ Alternative fuels can often incur larger costs in the initial procurement but could deliver efficiencies over the period of use with uncertain resale values at the end of the life. This makes the financial assessment of these vehicles hard to determine.
- ▶ The transfer to alternative fuel vehicles may present challenges over a large rural geographic area for obtaining sufficient resilience support for obtaining fuel and/or charging in comparison to the relatively widespread availability of current fuels.
- ▶ Vehicles with alternative fuels or hybrids may present challenges with existing fleet support for maintenance, training and parts and may require a greater reliance on using external maintenance providers at a higher cost than the current resilient provision.

These challenges and uncertainty in some areas with alternative fuel vehicles does not preclude them from being included into the fleet strategy. The service does endorse the continued exploration of options within this category and will consider how a reliable cost effective and resilient alternative fuel vehicle could be utilised within the CFRS fleet.

Key issues, approaches and assumptions

In line with the review of risk, the Fire and Rescue Plan and the CRMP, the fleet strategy will adapt to ensure that it continues to meet the strategic requirements as set out in these documents. This will involve reviewing capabilities and options before committing to replacing them on a like for like basis.

Red Fleet

Fire appliances – CFRS currently operates a varied fleet of appliances built on Volvo, Mercedes or Scania chassis, located on a risk-based approach. This standardisation provides for efficient fleet operation, maintenance and parts and reduces driver and crew familiarity training requirements for operational staff.

Special appliances – replacement of these vehicles will need to be intelligence led, informed by the CRMP development process, and will need to have considered all strategic options including a collaborative approach with neighbouring fire authorities. This analysis work will be undertaken within the life of this strategy as each specialist capability comes up for replacement.

CFRS also provides National Resilience assets, specifically a Mass Decontamination Unit and High Volume Pump, and these are also used as a local (countywide) capability. The future funding of replacement vehicles by central government will be a key consideration, if not a dependency, for the longer term provision. This strategy will be reviewed in the light of any emerging information in respect of these assets.

The table shows the current in-service provision for the Red fleet:

Vehicle Type	Number	Vehicle	Number
Aerial Ladder Platform (ALP)	2	Rapid Response Vehicle (RRV)	3
ArgoCat ATV	2	Turntable Ladder	2
Cobra/Land Rover	1	Type A Vario / Cafs	7
Double Hose Box Pod	1	Type B	27
Enhanced Rescue Unit	4	Type B / Cafs	14
High Volume Pump Pod	1	Type B Compact	4
Incident Command Unit	1	Water Bowser	2
Joint Incident Command Unit	2	Welfare Unit	3
Kawasaki Mule	2	Wildfire Unit/Land Rover	7
Land Rover/Carmichael	1	Wildfire Unit/Unimog (Shared with WCF)	1
Prime Mover (PM)	3	Total	90

Secondary and tertiary use of vehicles

Consideration can be given to determine whether vehicles in the fleet strategy can be used in more than one way during their lifespan or adapted at the end of their lifespan for alternative secondary or tertiary uses. However, it will normally be the policy to dispose of a vehicle at the end of its life. This does not preclude the extension of the use of a vehicle where appropriate beyond its aspirational replacement age.

CCTV

In the interests of safety, all front-line appliances in CFRS are increasingly being equipped with CCTV and telematics, this approach will continue throughout the life of this strategy, taking account of any new or emerging technological advances.

Contaminants

There have been issues identified regarding the contamination of fire kit and equipment during firefighting operations, therefore “clean space” principles will continue to be a key consideration in the specification and design of future fire appliances, building on the 2023 procurement of six ‘clean cab’ Scania fire appliances already serving the community. The clean space practice is not limited in scope to fire appliances, but extended to all vehicles that can transport contaminated PPE and equipment, including managers cars.

Managers Response Cars

CFRS operates, by exception, a 'provided car' approach for managers on the operational flexi-duty system and the continuous duty principal officers. Replacement proposals for these vehicles will always be informed by financial advice and kept under review but with the reality of needing to maximise vehicle life, ownership is the preferred model. The life cycle of a provided vehicle will therefore remain flexible and decided on a case-by-case basis. Where procurement of new manager response cars is required, this will be undertaken through established frameworks.

White Fleet

The white fleet comprises of pool cars and vans that are necessary to deliver or facilitate the delivery of front-line services. Many are 'blue light' equipped emergency response vehicles.

This part of the fleet is subject to ongoing review, and proposals for replacement of these vehicles will be intelligence and needs led.

Fleet Servicing, Repair and Maintenance

Currently this is hosted by Cumberland & Westmorland and Furness Councils, the arrangements of which are documented in a Service Level Agreement (SLA). During the life cycle of this Fleet Strategy, CFRS will continue to work with the hosting authorities to explore all available options to shape a long-term provision of fleet management, compliance and maintenance.

The table shows the current in-service provision for the White fleet:

Type	No.	Type	No.	Additional
Ford Fiesta 1.5 TDCi Econetic Van	3	Peugeot Partner C/VAN HDI 92	11	-
Ford Focus 1.5 Eco Blue Zetec Estate	6	Peugeot van	3	Lease vehicle
Ford Ranger Pick Up	4	Renault Master 14st Minibus	1	-
Ford Transit Custom 1.0 Electric	1	Skoda Karoq 2.0 4x4	6	-
Forklift Truck	1	Skoda Karoq 2.0TDI 4x4	2	-
Isuzu D-Max 1.9 Yukon 4x4 Double Cab	1	Skoda Karoq 2.0TDI 4x4	1	Lease vehicle
Land Rover 110	3	Skoda Kodiak 2.0TDI 4x4	2	-
Land Rover Discovery Sport 2.0	8	Skoda Octavia Scout Estate	6	-
Mitsubishi L200 4x4 Pickup Utility Vehicle	6	Volvo Car Officer Response	3	Driver Training
Mitsubishi Outlander 2.4	1	Volvo XC60 Black	7	-
Peugeot Expert Professional 115 1000KG	1	Young Fire Fighters Appliance	1	-
Peugeot Expert S 1.6 BHDI 115	1	Total	79	

Assets

Technical Services Team

The Technical Services Department is the organisational focus for advice and best practice for all equipment, research and development activity. They manage the evaluation and implementation of new equipment, PPE (personal protective equipment) and uniform required for the service. They support with the procurement and purchasing of all fleet, equipment and PPE in consultation with procurement specialists and the finance team.

Technical Services will continue to liaise with regional and national peers and agencies to enhance our knowledge and improve our effectiveness, through joint procurement, joint working and the sharing of best practice.

Research and Development

With the evolving role of the Fire Service and the continued pressure on the service to deliver value for money, it is increasingly vital that we keep abreast of technology advances that support us to improve performance and control costs in our delivery. We will increase engagement with suppliers and manufacturers to better understand their design and road maps.

We will work with our frontline colleagues to find opportunities to consider and, if appropriate, to showcase and trial technologies, giving them a greater sense of understanding and ownership of the fleet asset development. We will ensure risk and cost benefits are appropriated and form part of all consideration when approaching new technologies. We will continue to work regionally to share assets on the central asset register for use under 13/16 arrangements.

Stock Control

We will look for more efficient ways to manage our stock by using data more effectively from existing and future stock control systems. By implementing a robust stock control system it will enable us to understand our stock levels and usage, and better predict optimum stock holdings along with opportunities where 'just in time' stock provision may be appropriate, this will enable us to achieve an overall reduction in stock value. We will look to automate our core stock replenishment process, reducing administration and allowing us to manage by exception, using a continuous improvement approach.

Equipment - Critical Operational Items

This category of equipment covers assets such as working at height, extension ladders, Breathing Apparatus, hydraulic and e-draulic cutting equipment and items subject to regulations such as LOLER and PSSR. Our critical operational items will be managed by a dedicated team of Asset Management Technicians who will ensure that critical equipment remains compliant with all regulatory requirements.

Equipment – Non-critical Operational Items

This category of equipment relates to equipment that undergoes visual examination by operational employees and end users only and would include such items as shovels, beaters, brooms, salvage sheets, hearth kits and hand torches. There are many items which fall into this category and due to the nature of the item, replacement is normally triggered by poor condition through fair wear usage as there is no specified life cycle.

Equipment – PPE and RPE

This category covers incident response clothing and predominantly breathing apparatus. Firefighting clothing is currently provided to national standards through a regional collaboration of Fire and Rescue Services where efficiencies can be achieved. PPE also includes the provision of water rescue, wildfire and technical rescue clothing.

Breathing apparatus is maintained and tested to required standards by the provision of the Drager total care package. This will remain under review on an annual basis.

This table shows the critical operational items coordinated by the Asset Management Technicians:

Item	No.
Ladders	
10m	47
12m	48
Roof Ladder	48
Triple Extension	50

Breathing Apparatus	
BA Sets	286
BA Masks	286
Personal Issed BA Masks	59
BA Cylinders	550
BA Telemetry Boards	54

Mechanical driven appliances	
Light Portable Pumps	58
Positive Pressure Ventilation Fan	22
Outboard Motos	13

Item	No.
Inflatable boat trailer - mounted	4
Inflatable boat - rollup	5
Lifejacket	288
Rescue sleds	8
High pressure air bags and pressure systems	53
Clan edraulic	22
Holmatro cutting sets	36
Air Thermal Imaging cameras	55
Working-at-Height packs	16
Height safety packs	34
Bariatric rescue kit	49
RADOS Survey Meter	23
Animal Rescue Set	6
Carbon Monoxide - BW Clip	50
Micro5 Gas Monitor	8
Box Trailer	2
Vehicle Trailer (4 WHEEL)	4

Objectives

1

Objective one:

To deliver a reviewed Service Level Agreement (SLA) to ensure that the repair, maintenance and servicing arrangements for CFRS vehicles and assets remain efficient and effective and meet the needs of the Service.

2

Objective two:

To deliver a robust asset management system that will enable us to manage reserve stock levels, monitor and report on asset servicing, testing and compliance data, reduce administration and improve the forecasting of capital investment and revenue expenditure.

3

Objective three:

To increase the vehicle telemetry commitment across our fleet. Improved telemetry data will enable CFRS to support decision-making across a range of departments and delivering measurable improvements in the following areas:

- ▶ Vehicle utilisation
- ▶ Driver behaviours
- ▶ Vehicle location and asset security
- ▶ Accident data
- ▶ Driver training interventions
- ▶ Fuel usage and carbon footprint

4

Objective four:

To improve the organisational resilience and business continuity arrangements available to staff by ensuring that reserve appliances, equipment and PPE are readily available to maintain operational response provision when disruptive events occur.

5

Objective five:

To deliver cradle to grave management, in line with the Corporate Governance Framework and Scheme of Delegation, of fleet assets used by the Service, including the delivery of a robust and fully costed asset replacement programme aligned to the Medium-Term Financial Plan (MTFP).

Appendix A – Capital Investment Programme for Fleet, Equipment and PPE 2024 to 2038.

2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Fleet Replacement Programme						
£1,436,000	£1,348,000	£1,856,000	£1,411,000	£938,000	£1,080,000	£1,320,000
Equipment and PPE Replacement Programme						
£210,000	£175,000	£295,000	£295,000	£295,000	£200,000	£200,000
Total						
£1,646,000	£1,523,000	£2,151,000	£1,706,000	£1,233,000	£1,280,000	£1,520,000

2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
Fleet Replacement Programme						
£902,000	£1,027,000	£995,000	£926,000	£780,000	£1,140,000	£1,140,000
Equipment and PPE Replacement Programme						
£200,000	£200,000	£200,000	£200,000	£200,000	£200,000	£200,000
Total						
£1,102,000	£1,227,000	£1,195,000	£1,126,000	£980,000	£1,340,000	£1,340,000



Cumbria Fire & Rescue Service

Our Code of Ethics



Putting our communities first



Dignity and Respect



Equality, diversity and inclusion



Integrity



Leadership

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Making Cumbria a safer place for all

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