



HUMBERSIDE FIRE & RESCUE SERVICE

FLEET AND EQUIPMENT STRATEGY 2024-2027



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INTRODUCTION

Purpose

This Strategy document outlines how Fleet and Equipment will support the work of keeping the communities in the Humber area safe, keeping our firefighters safe, and contributing to the firefighting and rescue capabilities of the United Kingdom.

Strategic aim

Fleet and Equipment are directly responsible for a significant number of the Service's strategic assets. These provide a means for responding quickly and effectively to emergency incidents, contributing to the prevention of deaths and injuries, preserving property, and therefore reducing the adverse impact on communities. Fleet and Equipment is a key component in supporting a modern and effective Fire and Rescue Service.

This Strategy places its focus very firmly upon supporting frontline operations, ensuring that the right vehicles and equipment are readily available, at the right place and right time, in the most

cost-efficient way, with the least impact on the environment.

We have a track record of delivering a high-quality fleet service, managed through the collaborative venture with the Humberside Police (HP) known as Emergency Services Fleet Management (Humberside) (ESFM) Limited. This is a joint venture with HP for the provision and maintenance of both vehicles and equipment. This Strategy also focuses on continual improvement, cost savings and the delivery of high-quality valued services.

Implementation of this Strategy will be through a set of inter-related workstreams and projects over the next 3 years. This plan is underpinned by the Tactical Plan (delivery level) for Fleet and Equipment. It sets the direction for the next 3 years aligning with the Service's strategic plan and that of the Humberside Police, in a true collaborative approach.



FLEET AND EQUIPMENT THEMES

The Fleet and Equipment Plan identifies the following 6 themes that will tie into and help us deliver our Strategic Plan. Each theme sets out a summary of that area and identifies the key areas of focus, which become key priorities and actions.



1. **Procurement:** purchasing the right vehicles and equipment to support and assist operational crews.

2. **Maintenance and Servicing:** ensuring all vehicles and equipment is maintained and serviced ready for use in a timely manner.

3. **Environment:** proactively reducing adverse effects to the environment through the use of technology and education.

4. **Monitoring:** ensuring all vehicles and equipment are used efficiently and effectively, ensuring best value.

5. **Development:** working within the local, regional and national arena to develop existing and new technologies.

6. **Vehicles and Equipment:** ensuring that the right vehicles and equipment are readily available, at the right place, at the right time, in the most cost-efficient way.

D1

THEME 1 – PROCUREMENT:

purchasing the right vehicles and equipment to support and assist operational crews.

The service's existing fleet and equipment inventory has been borne out of both necessity and innovation as risk within the community changes. Our fleet and equipment procurement process is driven by our Community Risk Management Plan (CRMP) to ensure we have the correct resources to meet our risk profile.

As an example we have recently (2024) completed a joint procurement process with North Yorkshire for safety critical Breathing Apparatus sets.

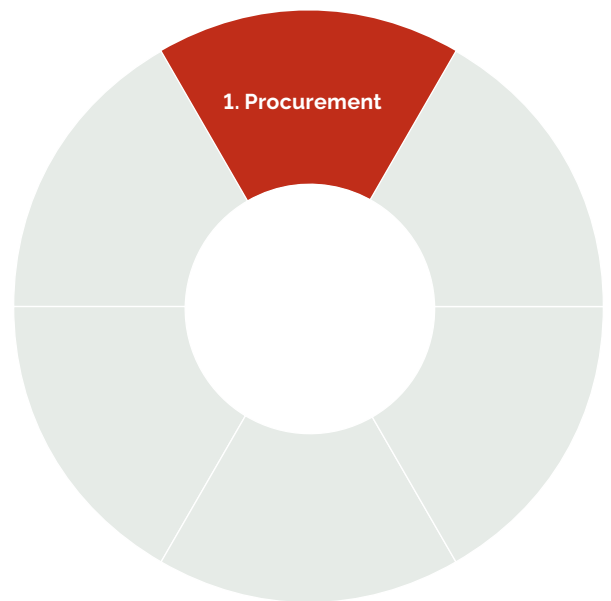
All vehicles and equipment are tested by user groups to ensure that all vehicles and equipment are fit for purpose. This also extends to developing best practice guides and quality circles ensuring that vehicles and equipment remain suitable for their role, and that personnel are confident in the correct operation.

Innovation and development are key drivers for procurement and future technologies are always considered as part of the process.

“Purchase what we need whilst ensuring best value.”

The public sector is expected to continually assure taxpayers are getting value for money not only over the short term, but as some of our assets last for decades, the long-term also. Procurement is led by Intelligence coupled with innovations in equipment design and vehicles allowing a wider choice to assist operational crews to save life and property.

The procurement of vehicles and equipment is not made in isolation. Whenever there is a need to make purchases regional and national partners are considered.



Key Areas of Focus:

- Continually reviewing the Service's need against ever changing demands and risk in the CRMP.
- Ensuring value for money by procuring the best quality vehicles and equipment whenever possible.
- Exploring all opportunities for collaboration and joint procurement.
- Improve and expand end user involvement.
- Continue to deliver fleet and equipment that is fit for a modern and diverse workforce.
- Continue to invest in quality vehicles and equipment thereby reducing future repair and replacement costs.

02

THEME 2 – MAINTENANCE AND SERVICING:

ensuring all vehicles and equipment is maintained and serviced ready for use in a timely manner.

In April 2015 HP and HFRS started an innovative joint venture company called Emergency Services Fleet Management (Humberside) Limited (EFSM) to maximise efficiencies within vehicle repair and servicing across both organisations.

The venture has seen a cost saving of £300kpa for staff and reduced the estates portfolio from 7 sites to 1. It is owned jointly by the HP and HFRS although it has an independent management team.

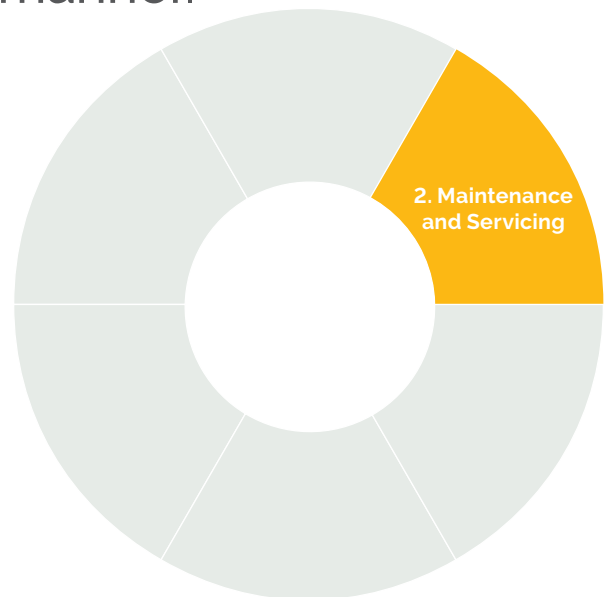
EFSM also took over the servicing and repair of all operational equipment which is linked to a cyclical preventative maintenance programme. This also covers emergency repairs and replacement. All staff are appropriately trained to the appropriate recognised standards.

EFSM is a state-of-the-art modern workshop based centrally within the

Humber area, however, for efficiency, a reactive maintenance solution has been introduced allowing both HP and HFRS to use select vehicle retail businesses for minor repairs/parts etc. in addition to developing a relationship with Local Authorities to undertake minor repairs and MOT's.

HP and HFRS make up the EFSM Board of Directors and both have a service lead that acts as single operational point of contact on a joint operational board. This provides both direction and quality assurance for both partner organisations. A robust performance management system has also been established which demonstrates the excellent performance across all areas, particularly appliance availability.

“Those at the centre of the Fleet and Equipment provision will ensure that our people are well supported, trained and equipped to fulfil their role.”



Key Areas of Focus:

- Continue to drive forward and support the development of EFSM within the public sector.
- Continue to embed the current EFSM model keeping operational disruption to a minimum and driving continual improvement.
- Develop the role of EFSM in supporting HFRS Fleet and Equipment section.
- Develop and embed a new innovative Asset Management System.
- Continue to review both the fleet and equipment within Service to ensure they remain fit for purpose and keep pace with new technologies.
- Develop EFSM equipment, processes and people in line with new vehicle technologies.
- Deliver ongoing financial efficiencies.

03

THEME 3 – ENVIRONMENT:

proactively reducing adverse effects to the environment by technology and education.

The majority of the Service’s fleet is currently diesel fuelled. However, it is the ambition of the Service to reduce it's reliance on unsustainable carbon fuels over the course of this plan. The Government intends to stop the sale of diesel cars by 2035, and by 2040 the sale of diesel HGV's. Therefore, there is a clear direction to invest in alternative technologies, not only within the Fire sector but also in the public sector in general.

Over the last 3 years we have reduced our grey fleet by 14% and replaced additional diesel grey fleet vehicles with pure electric vehicles (EV). It is our intention, over the course of the plan, to move our officer response vehicles away from diesel fuel and towards more sustainable options. We will also continue to evaluate the viability of alternative fuel systems for our HGV fleet.

Currently all appliances purchased by HFRS, since 2016, have 'Blue Technology' reducing the nitrogen oxide (NOx) levels in the exhaust fumes that are outputted by diesel engines. NOx is one of the most harmful pollutants emitted by engines, as it reacts with other gases in the atmosphere to form small particles and ozone, both of which can damage sensitive lung tissue in humans and animals.

HFRS has a heavy focus on the impact of contaminants on the environment and on the health of our crews. Every appliance we purchase will be designed with a clean cab ethos and our existing appliances are being retrofitted to meet this standard too. Fleet and Equipment will continue to work closely with Emergency Preparedness on research and development to identify innovations.

“Protect the Environment, they're not making it anymore!”



Key Areas of Focus:

- Invest in new technologies to improve or service delivery and reduce environmental impact.
- Explore alternative fuel sources to meet our duty and government's direction of 2035.
- Continue to represent the organisation on a national and regional basis to drive environmental improvements.
- Move the fleet over to alternative fuels to reduce the reliance of fossil fuels as a bridge to moving away from diesel altogether by 2040.
- Continue to take a clean cab approach with all of our appliances.
- Ensure staff are aware of the technologies available to them and how to use these effectively to reduce environmental impact.
- Continue to explore ways to reduce vehicle movements through technology.

04

THEME 4 - MONITORING:

ensuring all vehicles are used efficiently and effectively
ensuring best value.

Having an emergency fleet that operates safely and efficiently could mean the difference between life and death.

HFRS operate a large number and range of vehicles, whilst at the same time facing significant pressure to maintain core services with significantly reduced budgets. One way of achieving this, is by using technology. Telematics enable the Fleet and Equipment section to track vehicles and drivers. Detailed and automated reporting allows for the analysis of response times as well as recording mileage undertaken, and by using a Controller Area Network bus (CANbus) technology we can run a more secure, cost effective and fuel-efficient fleet, driving down our carbon footprint at the same time.

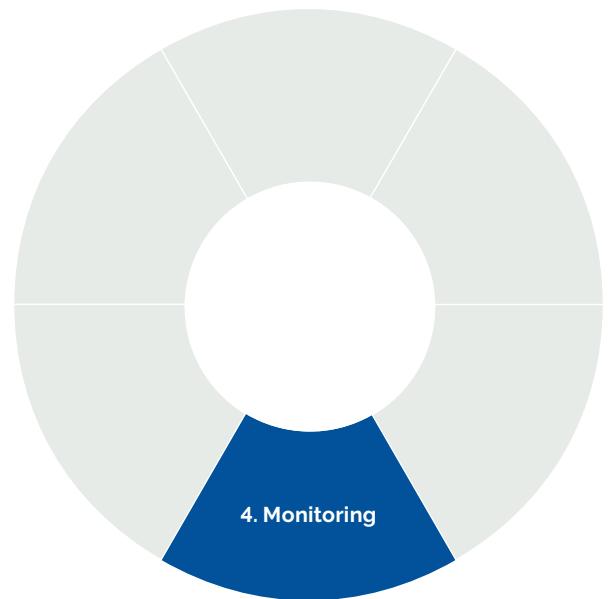
Our fleet are also monitored for infrequent use allowing resources to be moved and/or removed to where they are needed most.

Driver behaviour and driving methods can

also be monitored using the Telematic system, highlighting such things as speeding, harsh braking and cornering identifying individuals that may need further education in driving techniques.

HFRS continue to follow and learn from the nationally recognised 'Driving for Better Business' initiative, which is being run by Highways England. This initiative supports the service's management of road risks and efficient use of vehicles.

“Using technology to allow the Service to operate more efficiently, and effectively, and to maximise the investment made with our current Fleet and Equipment.”



Key Areas of Focus:

- Continue to explore/develop new monitoring technologies to assist in using fleet and equipment more efficiently.
- Invest in radio frequency identification, digital bar coding or other technologies to monitor all equipment testing and maintenance.
- Ensure safe and efficient driving behaviour in line with 'Driving for Better Business'.
- Continue to review the fleet, moving resources and deploying assets appropriately to meet changing needs.
- Continue to use usage monitoring and condition reports to extend vehicle/equipment life and reduce environmental impact.

05

THEME 5 - DEVELOPMENT:

working within the regional and national arena to develop existing and new technologies.

This theme recognises the importance of joined-up public services and acknowledges that every pound spent in the public arena must count. Only by working together on a national and regional basis can we pool limited resources to achieve the desired results.

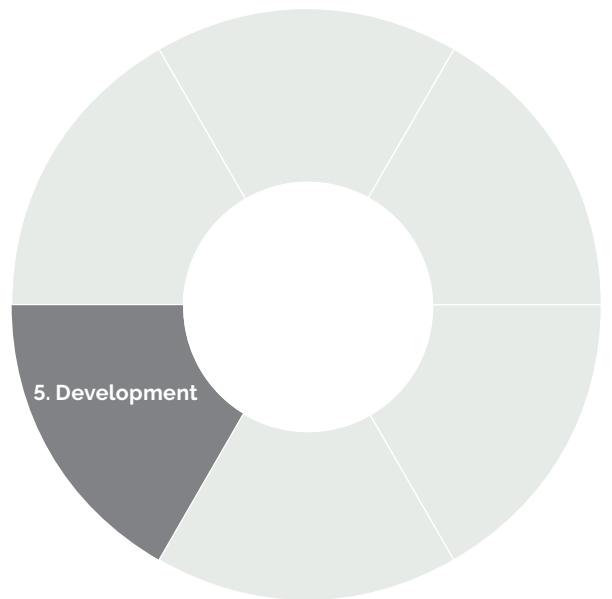
HFRS has committed to joining the new National Research and Development Information Sharing Group to manage overall national benefits and lessons learned. This group will hopefully cement a more collaborative approach to research and development (R&D).

HFRS proactively engages with industry to test and evaluate new equipment and vehicles technologies. An example being the recent purchase of a 45m aerial ladder platform and a 42m turntable ladder instead of a traditional 32m option. This is driven by our response to the Grenfell disaster and our CRMP.

We have changed our Road Traffic Collision (RTC) cutting equipment from diesel generator to battery operated equipment to allow more versatile working whilst reducing the environmental impact. All front-line appliances are now issued with a phone with infrared heat seeking capabilities to make informed dynamic assessments of an incident therefore reducing the risk to firefighters.

A joint procurement of new Breathing Apparatus sets in partnership with North Yorkshire Fire and Rescue Service, sees them coming with Telemetry technology as well as the ability for the sets to be machine cleaned.

Working with partner agencies brings us closer together, and it is important that our investment decisions around (R&D) enable this working to continue. The potential for joint investment around (R&D) will ultimately bring benefits to our communities.



Key Areas of Focus:

- Continue to explore/develop new technologies and developments.
- Continue to support the national Research and Development Information Sharing Group.
- Continue to look at ways to share expertise across partner agencies to improve service delivery.
- Continue to be proactive in our relationships with manufactures to assist with development of their products.

“We all want the same thing, so why don’t we do it together?”

06

THEME 6 – VEHICLES AND EQUIPMENT:

ensuring that the right vehicles and equipment are readily available, at the right place when required, in the most cost-efficient way.

At the heart of this Strategy is the need to ensure that the right vehicles and equipment are readily available at the right place when required, the demands on the service are never static and our desire to collaborate increases, more demand is being placed on our Fleet/ Equipment.

This means we must be more innovative, with vehicles that would normally be sold, due to their age, being used differently to ensure they fulfil their full potential until no longer financially viable. Each vehicle is subject to an individual condition report which allow us to make informed decisions as to their current and future use.

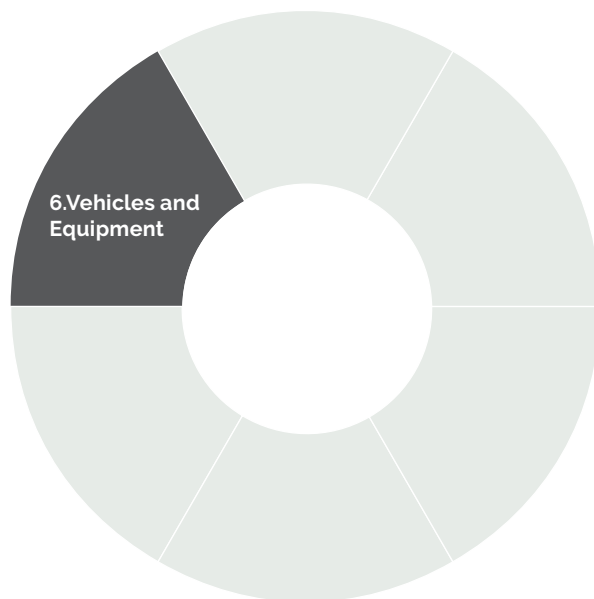
An example of this is our emergency response cars which were historically replaced and disposed of after 5 years' service, however they are now used further as Emergency

First Response vehicles, for our collaborative work with the Yorkshire and East Midlands Ambulance Services.

We have reduced our grey fleet by 14% over the last 3 years and will proactively look at options to further reduce where appropriate.

As a point of innovation, one of our non-policy fire appliances is also being used within the business community to support their needs, but still offers HFRS resilience for our fleet.

We continually review our operational equipment and its locations, to ensure we have the skilled and equipped people reflecting new developments in technology and being able to react where necessary to operational needs, a recent example was when we brought forward the purchase of an additional aerial appliances by being able to maximise the life cycle of water carrier vehicle and repurposing the funding that had been set aside.



Key Areas of Focus:

- Continue to review our fleet to ensure we have the right vehicles and equipment in the right place at the right time.
- Support collaborative arrangements that benefit the community, provide resilience and maximise use of our assets.
- Continue to use condition reports rather than age to determine replacement of vehicles and equipment.
- Predict and develop partner needs and thread resilience arrangements into vehicle and equipment movements and disposal.

“We must continually identify the changing risks to our communities and ensure we have the right vehicles and equipment to support them.”

LONGER TERM OUTLOOK

Although the Fleet and Equipment section has a five-year predictive vehicle procurement plan, it remains reactive to the needs of the Service.

Sections within the organisation work with partners and stakeholders to improve our joint service delivery to both our Staff and the wider community.

A good example of this, being a recent acquisition, a new Welfare Support Unit, this arriving after HFRS reviewed and re-assessed its current welfare provision which was found to be requiring updating and modernising.

Our vision for the future is to:

- Ensure our fleet and equipment meets the needs of changing risks to front line staff and the community.
- Reduce our Carbon footprint and explore sustainable fuel options for all our Fleet.

- Continue to develop the relationship with our partners to develop better ways of working and keep abreast of advances in technology.
- Continue to review opportunities to develop technological advancements in both fleet and equipment.
- Explore new opportunities to exploit new collaborations.

The Fleet and Equipment Section will continue to support the Service's core code of ethics, principles and behaviours by leading the way, continuing to be passionate about the role we play and driving innovation to ensure dependability.



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