

# ROYAL BERKSHIRE FIRE AUTHORITY



<b>COMMITTEE</b>	<b>MANAGEMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>8 OCTOBER 2024</b>
<b>SUBJECT</b>	<b>FLEET &amp; EQUIPMENT STRATEGY 2024 - 2029</b>
<b>LEAD OFFICER</b>	<b>PAUL BROOKS, HEAD OF ASSETS</b>
<b>LEAD MEMBER</b>	<b>CLLR RACHELLE SHEPHERD DUBEY</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>TO NOTE</b>

## 1. **EXECUTIVE SUMMARY**

- 1.1 This report is a covering document to apprise the Management Committee of the Royal Berkshire Fire and Rescue Service (RBFRS) Fleet and Equipment Strategy 2024-2029.
- 1.2 This new strategy sets out how we will provide resilient fleet and equipment that effectively meets organisational requirements, informed by risk, and achieved in a cost-effective way. The strategy will provide the framework for the necessary supporting infrastructure to provide the technical and operational capability to support and implement delivery plans arising from the Community Risk Management Plan (CRMP), Corporate Plan and Strategic Asset Investment Framework (SAIF).
- 1.3 The strategy is aligned with the corporate vision, and it supports the strategic aims and key objectives of the organisation: Fire stations at the heart of communities; capacity, capability and resilience; one team working collaboratively for the people we serve.
- 1.4 There are six key principles underpinning the strategic intent: cost effectiveness, reliability and resilience, quality, adaptability, sustainability, innovation. These principles are supported by critical enablers ranging from people (as stakeholders and for learning / development), through to prudent financial planning and data management.

## 2. **RECOMMENDATION**

That Management Committee:

- 2.1 **NOTE** the RBFRS Fleet and Equipment Strategy 2024-2029.

### 3. **REPORT**

- 3.1 A coherent and credible RBFRS Fleet and Equipment Strategy is essential to articulate how we will provide resilient assets that effectively meets organisational requirements, informed by risk, and achieved in a cost-effective way. It provides the framework to enable the infrastructure for the technical and operational capability to support and implement delivery plans arising from the CRMP, Corporate Plan and SAIF.
- 3.2 The strategy is aligned with the corporate vision, and it supports the strategic aims and key objectives of the organisation:
- Fire stations at the heart of communities
  - Capacity, capability and resilience
  - One team working collaboratively for the people we serve
- 3.3 There are six key principles underpinning the strategic intent, supported by critical enablers and pathways to ensure credibility and deliverability:
- 3.3.1 **Cost effectiveness.** Value for money will be prioritised without compromising safety or emergency response capabilities.
- 3.3.2 **Reliability and resilience.** Fleet and equipment assets will be maintained to the highest standards to guarantee reliability and longevity. Regular inspections, servicing, and repairs will be conducted in compliance with best practices and manufacturer recommendations.
- 3.3.3 **Quality.** We will engage with ‘customers’, other end users (FRS), and the wider market to ensure we deliver the quality of fleet and equipment required to meet their needs, avoiding repeating avoidable mistakes and benefit from the lessons identified by others and utilising market expertise
- 3.3.4 **Adaptability.** We will use flexible designs that can accommodate new technologies and equipment as service needs evolve. The use of modular loads and standard stowage patterns will enable the rapid provision of spare and replacement vehicles.
- 3.3.5 **Sustainability.** We will transition to alternative fuels and technologies with the associated infrastructure investments, balanced against cost and the need for reliability and our operational imperatives.
- 3.3.6 **Innovation.** We have a willingness to explore and adopt new products and technologies when they offer benefits but ensure that they are implemented for a defined user need and are supported by appropriate doctrine and training.
- 3.4 **Governance.** The strategy highlights that robust governance is critical, with the SAIF providing the overarching framework that sets the course of our work across all capital assets. The SAIF provides a greater narrative around asset investment and the decision-making process and is supported by the Medium-Term Financial Plan (MTFP). It recognises the importance of our

valuable fleet and equipment assets and the need to invest in them, so they remain fit for purpose, sustainable and affordable.

- 3.5 In line with seeking a more holistic, collaborative and informed approach to governance, a Fleet and Equipment Management Group will be introduced by March 2025, chaired by the Head of Assets and closely supported by the Fleet & Equipment Manager. This mirrors the approach with our property and the purpose of the group will be to foster a close working relationship between all fleet and equipment users, to oversee projects and to provide an essential opportunity for engagement and discussions on key fleet and equipment matters.
- 3.6 **Collaboration.** We recognise that can provide more efficient and effective Fleet Services through greater collaboration with our partners and stakeholders, including, but not limited to Thames Valley Fire and Rescue Services. We intend to optimise the existing fleet maintenance Joint Working Agreement (JWA) with Hampshire and Isle of Wight Fire and Rescue Service as a key collaborative partnership that has been running for 10 years, realising financial savings and other benefits for both parties whilst maintaining a high level of quality across fleet maintenance.
- 3.7 Opportunities to collaborate further will always be explored and are not limited to the Fire and Rescue Sector, especially in complex and emergent areas like sustainability and data. For the former, and so far as reasonably practicable, we will prioritise the procurement of low, and zero emissions vehicles and equipment. In the data arena, we will actively consider technology like telematics to improve driving culture and realise efficiencies where possible.

#### **4. CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 **Response.** We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
- 4.2 **Resilience.** We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.
- 4.3 **Sustainability.** We are committed to ensuring that we provide a financially sustainable Service and take meaningful action to help address the climate emergency.
- 4.4 **People.** We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no immediate financial implications associated with the strategy, although procuring sustainable technologies might increase costs in the

future. Where practicable, the aim is to manage inflationary risk within the financial headroom of the SAIF and revenue budgets.

## **6. LEGAL IMPLICATIONS**

6.1 There are no legal implications arising from this report.

## **7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 We are committed to promoting equality, diversity, and inclusion (EDI) for all our employees and the wider community. An equality impact assessment has been raised to cover the development and implementation of this strategy. Every fleet and equipment asset used by members of the organisation needs to reflect their unique and individual needs.

7.2 EDI has been and will continue to be, a core part of the development of every technical specification produced by the Fleet and Equipment Team. By listening closely to end users and the widest possible range of representative bodies, the team will maximise the opportunities to bring in the assets that are suitable for use by the widest range of people possible.

## **8. RISK IMPLICATIONS**

8.1 If RFBRS does have an appropriate strategy in place to manage critical assets, there is risk of increased failures, increased costs and technological fade.

## **9. CONSISTENCY WITH DUTY TO COLLABORATE**

9.1 As indicated earlier, opportunities using collaboration with partners and other FRS to improve efficiency and/or effectiveness of the fleet and equipment will always be explored and exploited if beneficial.

## **10. PRINCIPAL CONSULTATION**

10.1 The Chief Fire Officer, Deputy Chief Fire Officer and Head of Finance and Procurement were consulted during preparation of this report.

10.2 The RBFA Lead Member for Strategic Assets and Monitoring Officer were consulted during preparation of this report.

## **11. BACKGROUND PAPERS**

11.1 RFBRS Fleet and Equipment Strategy 2024-2029 – ISSUED SEPARATELY.

## **12. APPENDICES**

12.1 Included in the strategy.

## **13. CONTACT DETAILS**

13.1 Paul Brooks, Head of Assets (Estates, Fleet & Equipment),  
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