



**DORSET & WILTSHIRE
FIRE AND RESCUE**

Asset Management Strategy 2024-28



**PASSIONATE ABOUT
CHANGING & SAVING LIVES**

About this strategy:

To help make Dorset and Wiltshire a safer place to live, work or visit, we need to ensure that all our efforts and resources are focused on having the right people in the right place, at the right time, with the right skills and equipment to prevent, support and respond to emergencies when they happen.

To help guide our thinking, and to keep ahead of an everchanging world, we regularly review both our external operating environment, as well as carry out an internal analysis of where our Service needs to be. This is delivered through our Strategic Assessment of Risk (SAR). Our SAR supports the development and review of our strategic plan, which we call our Community Safety Plan, along with the delivery of our five organisational strategies, which includes this Asset Management Strategy.

This Asset Management Strategy sets out the areas of focus for the next four years, to further strengthen our approach to the management of our fleet, equipment and estate assets, which is fundamental to how the Service delivers its operational services.

This strategy is translated into an on-the-ground action at department, station and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework. This helps us to remain an efficient and effective Service, plan for the future, meet our changing need and ensuring the delivery of our key priorities.

Purpose:

The purpose of this strategy is to set out a long-term pathway to deliver against the ambition set out the Community Safety Plan and the policies agreed by the Authority. In developing this document, we have considered the:

- problems and critical issues we need to respond to
- policy objectives set out by the Authority
- Service priorities and our capacity to achieve them

This strategy is structured to provide a picture of where we are now, and the context for the journey we intend to go on. It outlines what we want to achieve and provides a picture of our intentions over the next four years.

All five Service strategies are interlinked across all of the Service's directorates; therefore, their delivery is overseen by the members of the Cross Directorate team. Each strategy is led by a key director and for this strategy the Assistant Chief Officer - Director of Service Support has responsibility. Delivery progress will be monitored through the Service's performance management arrangements, ultimately reported through to the Strategic Leadership Team and the Fire Authority.

These symbols highlight where we have a focus on Equality, Diversity and Inclusion



and Environmental Sustainability







Strategic issues and challenges

From looking at our Strategic Assessment of Risk we expect:

- there will be financial volatility and uncertainty for the foreseeable future
- a global and national focus for organisations to ensure environmental sustainability
- impacts across our communities and type of operational incidents from climate change and extreme weather

The strategic focus for Asset Management, for the Service, over the next four years will be to:

- continue to support the Medium-Term Financial Plan (MTFP) through planned and sustainable reductions in revenue and capital spending
-  focus on the wellbeing of our staff and our organisational culture
- sustain the focus on reviewing all revenue and capital expenditure, to ensure that value for money is maximised
- optimise the use of and, where possible, reduce the size of our estate
-  strengthen the estate to meet and sustain cultural and environmental requirements
- decrease the size of our fleet, whilst maximising its lifecycle
- continue to provide fleet and equipment provisions aligned to current and future needs of the Service
-  reduce and change our fleet and equipment to meet environmental legislation, and manufacturers' transition to alternative-fuel vehicles.
-  focus on the health, safety and wellbeing of our staff to ensure an open and positive organisational culture
- look for opportunities to reduce capital borrowing
- improve the Service's position for future financial sustainability by reducing the Service's budget by £2.5m over the next two years
- further strengthen our productivity, and value for money including better aligning resources to risk and demand
- deliver key strategic projects, including the training centre, command and control system and the productivity programme

Our Estate – optimising our Service locations

Where are we now:

- 🌱 collaborating with our partners to reduce the carbon footprint by sharing properties
- ensuring our properties are well-maintained, meet safety standards, and operate efficiently
- 🌱 delivering the best product at the best price that meets our environmental and social value commitments
- 🌱 championing environmental sustainability by supporting green projects like LED lighting and photovoltaic solar panels
- developing new training facilities on existing sites, enabling us to streamline our overall estate
- developing plans to rationalise our large estate for efficiencies, saving and to maximise the usage of sites
- integrating our asset management plans with our operational and strategic planning
- working with end users and stakeholders across the Service to design assets that meet their needs
- delivering a seven-year cyclical programme across all our sites
- maximising our opportunity for partnership working and joint procurement to reduce costs
- accredited to the International Organisation for Standardisation for Asset Management (ISO55001)
- providing appropriate revised office space, aligned to our well embedded smarter working practices
- considering the longer-term location of our Service Fire Control
- 🌈 health, safety and wellbeing are well embedded within our asset design and deployment
- continuing to maintain safe and legally compliant buildings and we embrace technological developments
- 🌱 monitoring our environmental responsibilities and reduce harmful impacts where possible
- continuing to seek best value for taxpayers' investment and look for opportunities to reduce capital borrowing
- working with other fire and rescue services within our region to identify best practice and realise efficiencies from joint working and purchasing

Where will we be in four years:

- upholding appropriate and fit for future facilities for all our staff
- maintaining robust asset management through continued accreditation to ISO55001
- a reduced and rationalised estate, meeting the needs of a modern fire and rescue service
- a longer-term location for our Service Fire Control
- two fit-for-purpose training centres, on our own estate, where our firefighters are able to train and maintain their specialised competencies
- continuing to engage with end users and Service stakeholders ensuring a sustainable and fit for purpose estate

- delivering against a programme to reduce the carbon footprint and strengthen environmental sustainability of our estate
- 🌱 collaborating with our partners to reduce our carbon footprint by sharing properties and support the wider community need
- continuing to sustain a well-maintained estate that meets safety standards, and operates efficiently

How will we get there:

- develop a blueprint of appropriate facilities for our sites, which is built into the capital replacement programme
- enhance facilities at Amesbury Fire Station
- 🌈 undertake a review of facilities for females on station, including provisions for those returning from maternity
- continue to consolidate and reduce our estate, maximising the potential of our existing sites and explore the relocation opportunities for our Service Fire Control and other support services
- enhance facilities at our fire stations where duty system changes have been implemented, as required
- 🌱 strategically planning and implementing greener technologies across our sites
- 🌱 implement improvements outlined in the heat decarbonisation plan, to reduce our carbon footprint
- conducting more pre-engagement days with businesses to expand awareness of tender opportunities for our estate
- continuing with a well-managed seven-year cyclical programme for our estate management
- receive six-monthly audits undertaken by the British Standards Institute to maintain compliance and accreditation to ISO55001
- 🌱 install photo voltaic systems at appropriately identified premises, to reduce our environmental footprint
- disposing of all unrequired estates assets
- continue to deliver the training provision project, providing a training centre in both the north and the south of the Service, within our own estate
- remain active with our partners to understand each other's estate needs, working together to capitalise on joint opportunities
- ensuring compliance with any fire standards that are published across this area
- undertaking regular reviews on workload against resources available to ensure that it remains appropriate

Our fleet management

Where are we now:

- maintaining robust asset management through continued accreditation to ISO55001
- 🌱 trialling electric and hybrid vehicles within our fleet, including for officers' response vehicles
- investing in technology to support further reduction of vehicle numbers in our non-operational fleet
- collaborating with other fire and rescue services for best practices and efficiencies
- enhancing the utilisation and cost efficiency of our specialised fire engines
- working with stakeholders and end users to plan and design operational vehicles, that meet current and future risk and demand

- 🌱 closely working with our procurement professionals to source best value vehicles through the right routes to market that meets our financial, environmental and social value commitments
- maintaining safe and legally compliant vehicles, with up-to-date technology
- we work with other fire and rescue services within our region to identify best practice and realise efficiencies from joint working and purchasing

Where will we be in four years:

- maintaining robust asset management through continued accreditation to ISO55001
- 🌱 continuing to maximise our opportunity for partnership working and joint procurement to reduce costs and meet financial, environmental and social value commitments
- 🌱 systematically implementing and embedding electric or other low carbon vehicles across all our fleet
- sourcing and maintaining a reduced and well-designed fleet to meet user requirements and operational risk and demand

How will we get there:

- receive six-monthly audits undertaken by the British Standards Institute to maintain compliance and accreditation to ISO55001
- use the Fire Cover Review and telematics data installed in our vehicles to inform future fleet decisions
- use the Fire Cover Review to inform decision making on matching resources to risk whilst maintaining financial sustainability'
- 🌱 research alternative fuel systems for emergency response vehicles
- plan infrastructure upgrades for new vehicle technology
- 🌱 ensure vehicle replacements align with our environmental commitment and legislation
- 🌱 continuously promote fuel consumption reduction, through best practices
- implement and embed a new fleet management system, meeting the modern fleet management needs
- undertake a review of the lifetime of our operational fleet
- undertake a further review of the type, number and locations of special appliances, aligned to current and future risk and demand
- continue to strengthen our succession and talent management arrangements, within our business planning arrangements
- 🌱 undertake a further review of the number of non-operational cars and vans, following the outcomes identified through telematics data, and exploit the life of the white fleet assets to reduce capital borrowing and environmental impact
- 🌱 monitor and take action to reduce our impact on the environment and improve sustainability
- ensuring compliance with any fire standards that are published across this area
- undertaking regular reviews on workload against resources available to ensure appropriate



Our equipment management, protective personal equipment and uniform

Where are we now:

- maintaining robust asset management through continued accreditation to ISO55001
- collaborating with other fire and rescue services for best practices and efficiencies
- working with end users and stakeholders to design assets that meet their needs through working groups which analyse developments, business cases and health & safety trends
- 🌱 closely working with our procurement professionals to source best value equipment through the right routes to market that meets our financial, environmental and social value commitments, looking for opportunities to reduce capital borrowing
- maintaining safe and legally compliant equipment, embracing technological developments
- working with other fire and rescue services to identify best practice and realise efficiencies from joint working and purchasing
- 🌱 monitoring our environmental responsibilities to reduce harmful impacts where possible
- delivering equipment reviews in conjunction with Fleet to a standard that matches the needs of the response function, and our health and safety obligations
- strengthening and embedding our Asset Management System (AMS) ensuring continued compliance and the health and safety of our staff and communities
- providing modern operational equipment on our fleet that matches risk and demand as well as health and safety obligations
- 🌈 providing staff with fit for purpose personal protective equipment to support their health, safety and welfare at operational incidents
- 🌈 providing workwear that is of high quality and in wearing it staff feel they can represent the Service in a positive and professional manner

Where will we be in four years:

- maintaining robust asset management through continued accreditation to ISO55001
- 🌱 continuing to maximise our opportunity for partnership working and joint procurement to reduce costs and meet financial, environmental and social value commitments
- maximising opportunities for partnership working, particularly through the National Fire Service Partnership (NFSP), to reduce costs and improve cross border operational effectiveness
- maximising our efficiency and effectiveness of our AMS, maintaining appropriate compliance safeguarding the health, safety and welfare of our staff and the communities
- continuing to have a modern fleet which is equipped to a standard for current and future risk and demand, and our health and safety obligations

- providing specialist equipment, across our special appliances, aligned to current and future risk and demand
-  delivering new personal protective equipment which meets current and future needs
-  providing workwear that is inclusive, high quality and fit for purpose; meeting both current and future needs of the various groups and levels of staff who wear it

How will we get there:

- receive six-monthly audits undertaken by the British Standards Institute to maintain compliance and accreditation to ISO55001
-  research alternative-fuelled equipment to support future emergency response vehicles
-  ensure equipment replacement align with our environmental strategy and legislation
- continuing to embed and strengthen the AMS, leading the sector stakeholder group, to maximise its effectiveness and efficiency
- review the equipment required on operational vehicles in line with the Fleet and equipment team, to ensure it meets end user needs, takes advantage of new technologies, increases efficiency, and reduces the revenue and capital burden
- undertaking a further review of the equipment requirements to meet the future specialised appliances needs, aligned to current and upcoming risk and demand
- further strengthen our succession and talent management arrangements within our business planning arrangements
- delivering ongoing reviews of new technologies and methods of firefighting and rescues to ensure that public and firefighter safety is maximised as far as reasonably practicable
-  continue to develop opportunities to reduce the environmental impact of foam firefighting, training and operational use of foam products
- continuing to work with other fire and rescue services and partners, including those across the NFSP, to strengthen relations and engagement to ensure ongoing learning, enhancement and alignment of equipment opportunities and strengthen our AMS
-  deliver a project for new personal protective equipment ensuring wide internal and external stakeholder engagement
- carry out a breathing apparatus replacement project and deliver a new approach appropriate to the current and future requirements of the Service, working with other fire and rescue services as well as internal and external stakeholders to ensure fit for purpose
-  undertake a consultation on workwear in collaboration with key stakeholders to identify and implement further improvements
- ensuring compliance with any fire standards that are published across this area
- undertaking regular reviews on workload against resources available to ensure appropriate