



DORSET & WILTSHIRE
FIRE AND RESCUE



Asset Management Strategy

2021-24

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 and to 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.

Our Strategic Assessment of Risk supports the development and review of our Community Safety Plan and organisational strategies. This is then translated into on-the-ground action at department, station and team level through our Service Delivery Plan, which is underpinned by a comprehensive performance framework.

This strategy therefore sets out how our Service will improve over the next three to five years to further strengthen our approach to the management of fleet, equipment and estates assets.

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.
- the policy objectives set out by the Authority, and,
- the priorities and our capacity to achieve them.

This plan 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 three to five years. This Asset Management Strategy will be dynamic and will be overseen by the strategic leadership team and Members through our performance management arrangements.

STRATEGIC FOCUS

The strategic focus of the Service in the next five years will be to:

- support the Medium-Term Financial Plan (MTFP) through planned and sustainable reductions in revenue and capital spending.
- maximise the use of, and where possible, reducing the size of our estate.
- reduce and change our fleet to meet environmental legislation, and manufacturers' transition to alternative-fuel vehicles.

HMICFRS

This strategy aligns to and informs the following Key Lines of Enquiry:

- KLOE 6: How well do we use resources to manage risk?
- KLOE 6.9: To what extent do we understand what assets we are responsible for across the estate and how do we demonstrate effective management of these assets?

Strategic position

Strengths:

- Business led approach to asset management and development.
- Meeting principles of ISO 55001.
- Fit for purpose departmental structures.
- Skilled and committed staff.
- Structured specification process involving end users.
- Operational debriefing process and Operational Effectiveness Database to capture learning and strengthen current and future needs.
- Structured procurement process achieving value for money.
- Compliant health and safety practices accredited to ISO 45001.
- Strong planning and performance management arrangements.

Weaknesses:

- Succession planning not sufficiently embedded.

Opportunities:

- Rationalisation of premises with a focus on training centre options.
- Relocation of Service Control Centre.
- Further sharing of our estate with partners in a One Public Estate environment.
- Changing our fleet and estates to meet carbon reduction targets.
- Smarter working.
- New asset management systems and ways of working beginning to be embedded.

Threats:


- An ageing workforce within the department.
- Limitations of available Service finances to undertake or develop capital programmes and to support a more flexible approach to revenue requirements.
- Lack of wider infrastructure to support electric vehicles.

Strategic challenges

- Reducing the impact of revenue and capital expenditure on the MTFP.
- Working with partners in the One Public Estate to identify and exploit opportunities for joint collaborative working.
- Seizing opportunities to reduce the size of our estate through effective strategic planning including maximising the use of Poundbury and Weymouth sites.
- Reducing the size of our white fleet.
- Ensuring any vehicle replacement programme is in line with the Environmental and Sustainability Strategy, Government environmental legislation, and manufacturers' future positioning with alternative fuel vehicles.
- Continuing to support the wellbeing of our staff.
- Mitigating the effects arising from an ageing workforce.

Fleet Management




With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability


Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • We work with end users and stakeholders to design assets that meet their needs through the various user groups which analyses developments, business cases and health and safety trends. • We fully integrate asset management plans with our operational and strategic planning. • We work with end users and stakeholders to design assets that meet their needs, for example through the Operational Effectiveness Database (OED), the Equipment Review Group, the Health & Safety Committee, and the Equality, Diversity & Inclusion Working Group. • We work closely with our Procurement Team to ensure we deliver the best product at the best price that meets our environmental and social value commitments. • We embed health, safety and wellbeing in our asset design and deployment. • We continue to maintain safe and legally compliant vehicles and we 	<ul style="list-style-type: none"> • Achieved accreditation against ISO 55001. • Have a smaller white fleet that accurately reflects organisational needs in light of smarter working practices. • Have a modern fleet of operational vehicles that match the needs of the response function. • Maximised our opportunity for partnership working and joint procurement to reduce costs. • Have embedded and developed the outcomes from a single equipment asset management system. 	<ul style="list-style-type: none">  Further strengthen our succession and talent management arrangements within our business planning arrangements. • Review the type, number and locations of special appliances and general vehicles to ensure efficiencies and reduce capital borrowing costs.  Undertake a review of the use of water and foam in firefighting and, where needed, invest in new vehicles and equipment to make us more effective and efficient. • Continue to review the need for fire engines that have low operational availability or address low community risk. • Review the number of non-operational cars and vans to reflect our requirements under our smarter working programme.  Fully exploit the life of the white fleet assets to reduce capital borrowing and our impact on environmental sustainability.  Actively monitor and take action to reduce our impact on the environment and improve sustainability.
	Where we will be in five years	

<p>embrace technological developments.</p> <ul style="list-style-type: none">• We monitor our environmental responsibilities and reduce harmful impacts where possible.• We seek best value for taxpayers' investment and look for opportunities to reduce capital borrowing.• We work to the principles of ISO 55001.• We work with other fire and rescue services within our region to identify best practice and realise efficiencies from joint working and purchasing.		
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Equipment Management






With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • We work with end users and stakeholders to design assets that meet their needs through the Equipment Review Group which analyses developments, business cases and health & safety trends. • We fully integrate asset management plans with our operational and strategic planning. • We work with users and communities to design assets that meet their needs for example through the OED, the Equipment Review Group, the Health & Safety committee, and the Equality, Diversity & Inclusion working group. • We work closely with our Procurement Team to ensure we deliver the best product at the best price that meets our environmental and social value commitments. • We embed health, safety and wellbeing in our asset design and deployment. • We continue to maintain safe and legally compliant equipment and we embrace technological developments. 	<ul style="list-style-type: none"> • Achieved accreditation against ISO 55001. • Delivered the equipment review in conjunction with Fleet to a standard that matches the needs of the response function, and our health and safety obligations. • Maximised our opportunity for partnership working, particularly through the National Fire Service Partnership (NFSP), and joint procurement to reduce costs and improve cross border operational effectiveness. • Have embedded and developed the outcomes from a single equipment asset management system to maximise our effectiveness and efficiency. 	<ul style="list-style-type: none">  Further strengthen our succession and talent management arrangements within our business planning arrangements.  Review the equipment required on operational vehicles in line with the Fleet review to ensure it meets end user needs, takes advantage of new technologies, increases efficiency, and reduces the revenue and capital burden.  In line with the review of the use of water and foam in firefighting, we will consider opportunities to reduce the environmental impact of training and operational use of foam products. • Continue to review new technologies and methods of firefighting and rescue to ensure that public and firefighter safety is maximised as far as reasonably practicable. • Roll out, embed, and develop the new asset management system to help ensure that all 75,000 pieces of operational equipment are maintained within an effective and efficient aligned system.
	<h3 data-bbox="797 1059 1420 1104">Where we will be in five years</h3> <ul style="list-style-type: none"> • Continued adherence to ISO 55001. • Maximised our opportunity for partnership working and joint procurement to reduce costs. • Have a modern fleet of operational vehicles equipped to a standard that matches the needs of the response 	

<ul style="list-style-type: none"> • We monitor our environmental responsibilities and reduce harmful impacts where possible. • We seek best value for taxpayers' investment and look for opportunities to reduce capital borrowing. • We work to the principles of ISO 55001. • We work with other fire and rescue services, within our region, to identify best practice and realise efficiencies from joint working and purchasing. 	<p>function, and our health and safety obligations.</p>	<p> Actively monitor and take action to reduce our impact on the environment and improve sustainability.</p>
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Estates Management

With a focus on  Equality, Diversity & Inclusion and  Environmental Sustainability

Where we are now	Where we will be in three years	What we will do
<ul style="list-style-type: none"> • We work with end users and stakeholders to design assets that meet their needs through structured engagement such as the Service Delivery Team and the Estates Management System which analyses developments, business cases and health and safety trends. • We fully integrate asset management plans with our operational and strategic planning. • We work with end users and stakeholders to design assets that meet their needs for example through the OED, the Health & Safety committee, and the Equality, Diversity & Inclusion working group. • We ensure that we deliver the best product at the best price that meets our environmental and social value commitments. • We have relocated our fire safety team from dedicated offices in Poole to reduce revenue costs. • We have relocated the Prevention team (South) to Ferndown to maximise the use of the estate. 	<ul style="list-style-type: none"> • Achieved accreditation against ISO 55001. • Reduced the amount of office space in light of embedded smarter working practices to lessen costs and reduce our environmental impact. • Maximised our opportunity for partnership working and joint procurement to reduce costs. • Installed photo voltaic systems at all strategic premises to mitigate the impact of power loss and reduce our environmental footprint. 	<ul style="list-style-type: none">  Further strengthen our succession and talent management arrangements within our business planning arrangements.  Review the capital value of elements of our estate to allow us to potentially invest better training facilities to improve the facilities for our staff and to save costs.  We will actively monitor and take action, for example by the Service wide installation of LED lighting, to reduce our costs and impact on the environment and improve sustainability.  Develop our use of Solar Panel at key locations to support a positive Black Start business continuity response. • Review the opportunities afforded by excess space at Weymouth fire station and dispose of any unrequired assets.  Relocate the Service Control Centre nearer to our Headquarters as part of the NFSP future Control system project.
	<h3 data-bbox="734 826 1460 884">Where we will be in five years</h3> <ul style="list-style-type: none"> • Relocated our Service Control Centre nearer to our headquarters to improve the operational efficiency and effectiveness of incident command, increase the talent pool of prospective employees, and improve the resilience of technical infrastructure. • Maximising opportunities to reduce our estates footprint and costs arising. • Disposed of all unrequired estates assets. • Installed photo voltaic systems at all key premises to mitigate the impact of power loss and reduce our environmental footprint. 	

<ul style="list-style-type: none"> • We have relocated our occupational health functions to Poundbury to improve current facilities and increase the use of our buildings. • We embed health, safety and wellbeing in our asset design and deployment. • We continue to maintain safe and legally compliant buildings and we embrace technological developments. • We monitor our environmental responsibilities and reduce harmful impacts where possible. • We seek best value for taxpayers' investment and look for opportunities to reduce capital borrowing. • We work to the principles of ISO 55001. • We work with other fire and rescue services within our region to identify best practice and realise efficiencies from joint working and purchasing. • We actively engage with our emergency services and local authority partners through One Public Estate forums. 		
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Appendices

- [Asset Management Framework 2021](#) (This framework must be retained to meet the principles of 55001 and is integral to gaining future accreditation)
- [Integrated Fleet Asset Management Plan 2019 - 24](#)
- [Integrated Equipment Asset Management Plan 2020 - 25](#)
- [Integrated Property Asset Management Plan 2021 - 28](#) (These three plans are required to be integrated plans rather than investment plans to meet the requirements of 55001 and prevent issues that were raised in previous audits from being repeated)

Glossary

CSP	Community Safety Plan. Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance, and resource allocation to address it. Together our Strategic Assessment of Risk, the Community Safety Plan and our Service Delivery Plan and associated strategies, set out our approach to integrated risk management.
Equipment Review Group	Six-weekly meeting prior to the Training Response Co-ordination Group that develops, monitors and delivers standardised changes to operational equipment, including improvements identified from operational feedback, staff suggestions, quality assurance, operational audits and accident investigations.
Health & Safety Committee	Reviews the health and safety compliance and commitment of the Service.
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services. Independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.
ISO 45001	Helps the Service demonstrate compliance with health and safety law.
ISO 55001	An asset management system standard, the main objective of which is to help organizations manage the lifecycle of assets more effectively. By implementing ISO 55001 organizations will have better control over daily activities, achieve higher return with their assets, and reduce the total cost of risk.
KLOE	Key Lines of Enquiry. Identifies where we are, where we need to go and the things we need to deliver.
MTFP	Medium Term Financial Plan. Puts in place a strategy to guide the Service's financial planning over a five year period to address national and local challenges and deliver the Service's strategic aims as well as meeting community priorities.

NFSP	Networked Fire Services Partnership. A partnership between ourselves and Hampshire & Isle of Wight and Devon & Somerset fire and rescue services. This partnership works to achieve a more joined up approach to our emergency response and to save money across the three Services.
OED	Operational Effectiveness Database. The system where staff who have identified learning points, notable practice and risk information can centrally report this in order to facilitate improvements in the working environment, operational practices and service delivery.
Strategic Assessment of Risk	To ensure the CSP remains current and reflective of the landscape within which the Service operates, a Strategic Assessment of Risk (SAR) is undertaken. The SAR directs the focus of the Service and is the starting point of the corporate planning cycle. It draws on a broad range of information, data, intelligence, risks, and threats to set out the high-level factors that will impact on the Service's operating environment. The SAR is then used to ensure that the priorities within the CSP remain focussed, maximising the impact the organisation has on improving public safety and health and wellbeing.