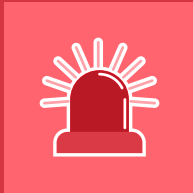


Asset Management Strategy

2017-2020

Providing all our staff with the right vehicles, buildings and tools to make a difference every day



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

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2 Foreword

The Asset Management Strategy is one of a suite of strategies to ensure we enable our staff to best serve the communities of Herefordshire and Worcestershire. This strategy aims to support every member of our workforce by ensuring they have the right buildings, vehicles and tools to do their job to the best of their ability every day. It is a key pillar of the Saving More Lives vision, which is about improving the lives of everyone in the community, building on our success and securing our future as a Service that makes even more of a difference every day.

I am keen to ensure that actions arising from this Strategy are well communicated across the Service and I will be encouraging staff feedback and review throughout. I will also keep everyone abreast of developments from time to time through the Service Bulletin.



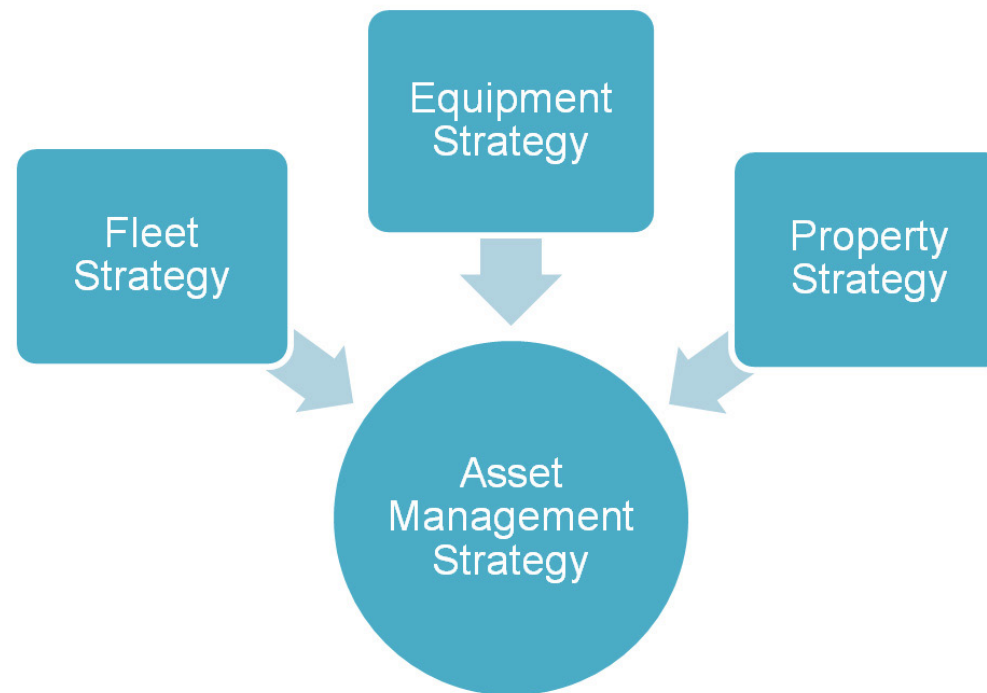
Nathan Travis

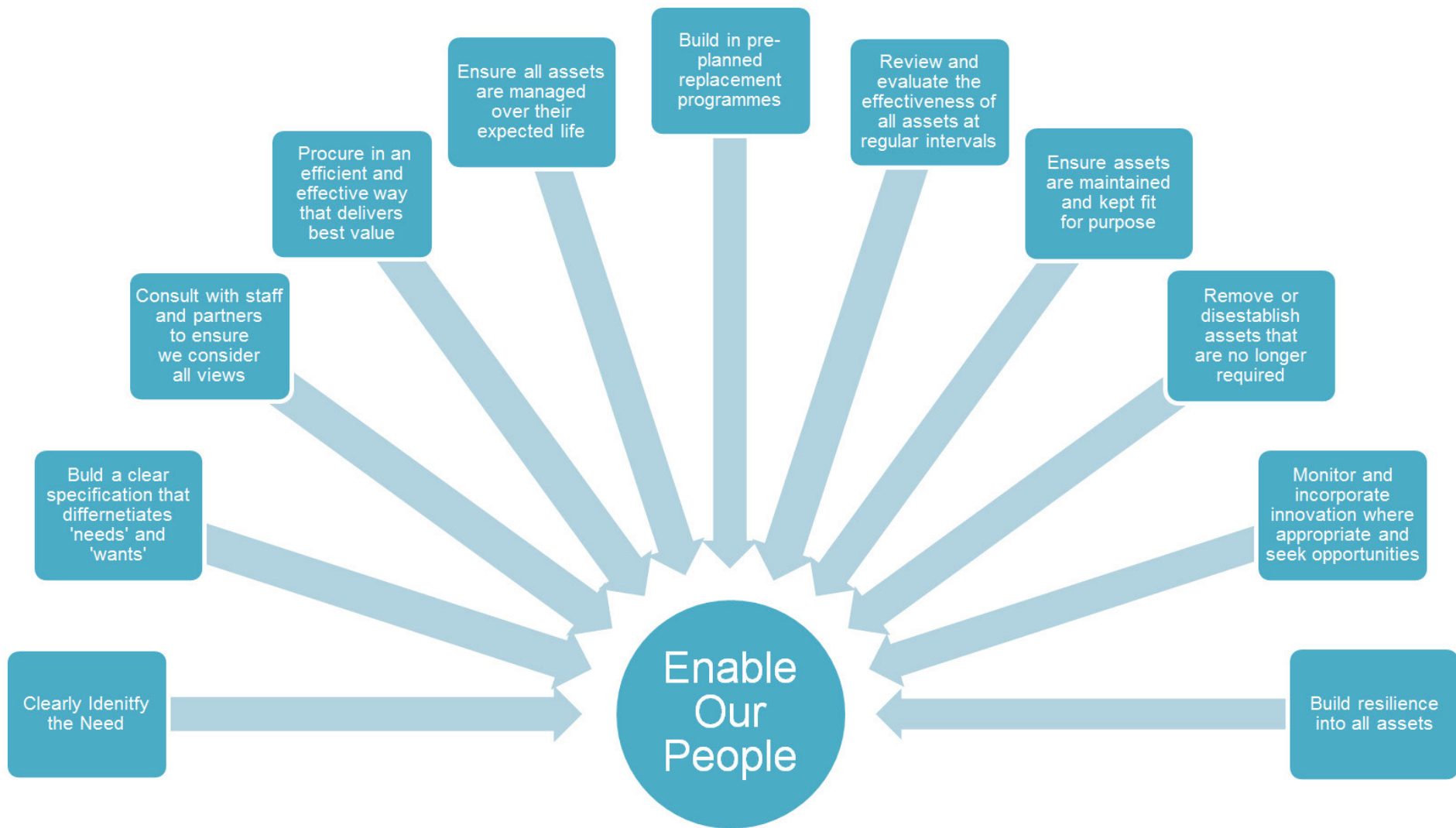
Chief Fire Officer/ Chief Executive

3 Introduction

3.1 PURPOSE

This strategy sets out how we will manage, maintain and develop our assets. Hereford & Worcester Fire and Rescue Service (HWFRS) recognises that having the right tools to do the job is a crucial element to achieving our Core Purpose of **providing our communities with sustainable, high quality firefighting, rescue and preventative services** and our overall Vision: **Saving More Lives** and making a difference every day.





3.2 STRATEGIC AIM

HWFRS recognises the role of the fire and rescue service is changing, having achieved substantial reductions in the number and impact of fires through our high quality firefighting and prevention services. We also recognise our increasing involvement in supporting partners in their health and wellbeing activities. To help us move forward, we want to ensure we have the right people with the right equipment and vehicles operating from a range of fit for purpose buildings, at the right time.

Our strategic aim is to ensure we develop and maintain a well-skilled and equipped workforce that is able to deliver sustainable, high quality firefighting, rescue, prevention and support services, both as a Service and with our partners in the community. Ultimately, we want to enable our workforce to make even more of a difference every day and save even more lives.

3.3 APPROACH

Our approach to the overall Asset Management Strategy is guided by three underpinning strategies; Fleet, Equipment and Property. These strategies support this approach with clear principles and objectives as a framework for the continuous maintenance and development of our physical assets across the Service.



Right tools, vehicles and buildings for the task

4 Principles

The approach HWFRS takes in regards of its physical assets will be governed and guided by the three supporting asset strategies (above on page 4) as a set of guiding principles. These principles will permeate all aspects of decision making, helping to

add focus and direction to our strategic aim of developing and maintaining efficient and effective physical assets that support the delivery of sustainable, high quality firefighting, rescue, prevention and support services.

1	Alignment to business strategy	The strategy will be aligned with HWFRS's overarching business and core strategies.
2	Focused on our people	Our decisions relating to our physical assets will always have due regard for the views and needs of our staff and partners.
3	Health & safety	Safety of our staff is at the heart of all that we do. As a consequence, good working relationships with local representatives of our recognised trade unions are essential in supporting Health and Safety. We will use feedback, accurate data and information to inform and support decision making.
4	Ways of working	We will try to deliver flexible solutions that are efficient, sustainable and support our increasingly diverse workforce in delivering services to our communities, whilst being agile enough to adapt to future changes.
5	Learning organisation	We will focus on organisational learning that seeks to embed the lessons learnt and use that learning to appropriately challenge and improve future decisions in regards to physical assets.
6	Notable practice	We will take advantage of identified notable practice wherever practical and continually seek to provide the right assets for our workforce.
7	Equality and diversity	In regards to our physical assets we will actively support the needs of our diverse workforce and communities, and invest where necessary, now and in the future.
8	Working to industry standards	We will seek to ensure the Service is current in maintaining and improving its assets to ensure compliance, and where appropriate, adopt and exceed industry standards in relation to physical assets.
9	Collaboration	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 HWFRS and provide cost efficiencies.
10	Sustainability	The strategy will be managed and reviewed to ensure it continues to deliver a cost-effective and sustainable service.

5 Our Commitments

The Asset Management Strategy creates a framework to capture how the Service will maintain and deliver new vehicles, equipment and buildings. It is a living document that will change and adapt as we move forward and each one of three strategies that underpin the overarching Asset Management Strategy clearly detail how each element may need to be flexible in its delivery. Six key commitments have been identified to

help ensure the Strategy delivers its aim of supporting the delivery of sustainable, high quality firefighting, rescue, prevention and support services.

The six commitments are shown in the following diagram.



5.1 Commitment 1

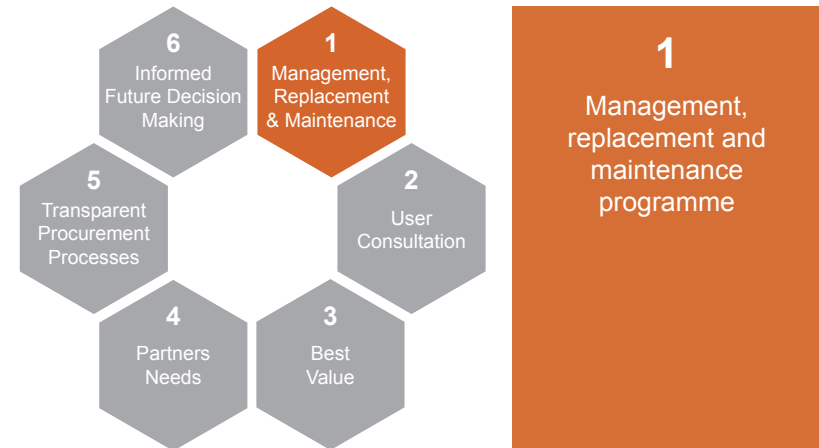
MANAGEMENT, REPLACEMENT & MAINTENANCE

We will provide a planned and transparent management and replacement and maintenance programme for programme for our assets. The processes for this will be clearly defined through the three underpinning strategies, Fleet, Equipment, and Property.

It not only makes good business sense to ensure assets are well maintained and a replacement/management programme is clearly established, it also ensures that our workforce and the public can clearly see the planning process, and can see the importance the organisation places on the provision of suitable vehicles, tools and buildings that our workforce rely on every day to do their job.

We will:

- Ensure our plans are open and transparent



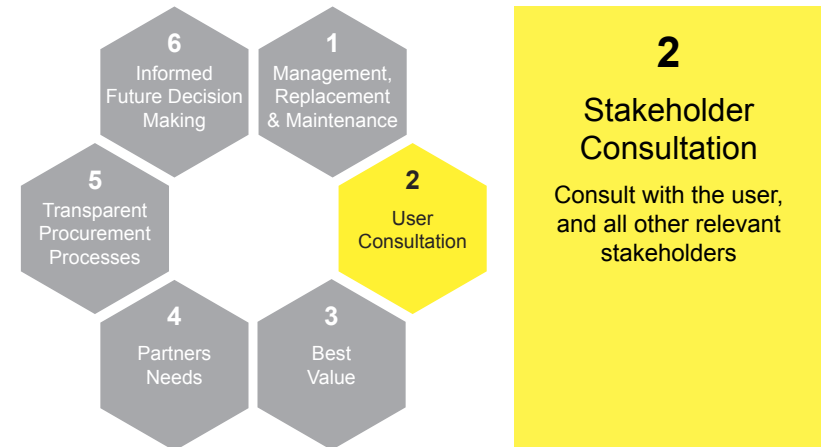
5.2 Commitment 2

STAKEHOLDER CONSULTATION

We will maintain and develop an open and transparent process that ensures proportionate consultation is undertaken with staff and managers which will underpin and inform the User Specification. Whilst it is not possible to consult with everyone on every occasion and, due to the variety of views, often it is extremely difficult to satisfy everyone, we will endeavour to try to consult in a proportionate manner across a broad cross-section of users and, at the same time, look to establish what is essential to users and what is desirable in order to form a clear and transparent User Specification.

We will:

- Ensure that procurement processes do not proceed until the organisation has established a clear specification informed by stakeholder requirements
- Recognise that there will be different needs and views which may have to be rationalised in some cases.
- Encourage feedback, challenge, and innovation across all levels of the organisation



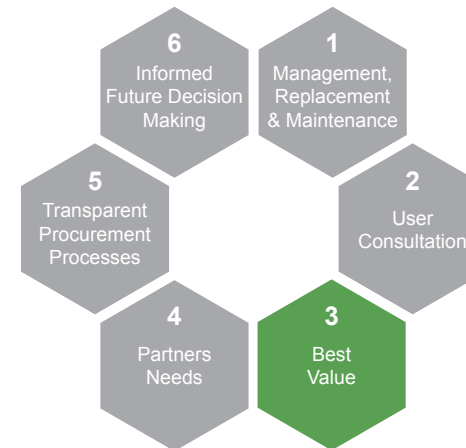
5.3 Commitment 3

BEST VALUE

'Best Value' is a well-known concept in the public sector that has been embedded for several decades. The principles of this concept remain as true to today as they ever were. HWFRS will always seek to obtain the most cost-efficient solutions that meet the needs of the Service and will demonstrate a keen desire to drive costs savings in every aspects of asset management. This however does not mean always seeking the cheapest option.

On some occasions, the most financially competitive option may well represent best value in terms of overall 'whole-life' costs of an asset and thus meet both aims, however in other cases the cheapest financial option may not represent best value in the long run.

We will always try to plan the investment in an asset over its entire life, taking into account many factors, including its disposal. This may be measured against factors such as reliability, quality and overall cost – both in terms of money and the resources required to keep that asset maintained, not to mention whether the asset has the ability to be future proofed, developed or upgraded in the future.



3

Best Value

We will always seek to obtain the best value possible for the life of the asset.

We will:

- Ensure every asset undergoes a Best Value review before investment takes place
- We will consider new ways of working
- Ensure that we seek the most cost-effective 'whole-life' solutions in terms of best value and not solely on initial cost
- We will consider how much investment is required to future proof any investment and make appropriate decisions in this regard

5.4 Commitment 4

PARTNERS NEEDS

With a wide range of partners, many of whom are not stakeholders in many assets, it is challenging to ensure that the decisions made today in regards to all our assets do not hinder or prevent effective collaboration in the future.

Collaboration and consultation with other partners can also take considerable time and impact upon planned asset programmes if not undertaken at an early enough stage. Despite this it is important that we effectively and proportionally consult, as appropriate, and engage with partners in regards to key asset decisions. This will ensure that we take their views and needs into account at an early stage which may influence future asset strategies, and that we can where possible identify more efficient and effective procurement routes with partners.

We will:

- Endeavour to consult and engage with key partners as appropriate before making important asset related decisions.



5.5 Commitment 5

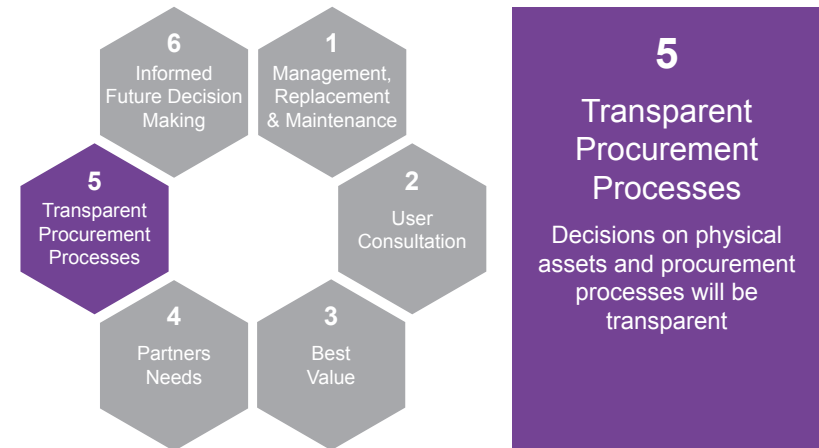
TRANSPARENT PROCUREMENT PROCESSES

HWFRS has an effective and well established history of staff engagement in all areas of asset management which can be clearly evidenced and demonstrated. We aim to improve this through the greater use of a published and clearly defined rationale that will be available to all staff and the public.

We will strive to continue to improve in this area and ensure that we make available as much information as is reasonably possible to support the asset management programme.

We will:

- Primarily using electronic media, we will endeavour to publish, both internally and externally, the specification and rationale for decisions made in regards to the asset management programme.
- We will actively try to increase the use of online media to inform people of our plans and decisions in regard to asset management.
- As part of any audit process we will be able to provide an adequate and proportional audit trail and rationale for decisions made in regard to asset management



5.6 Commitment 6

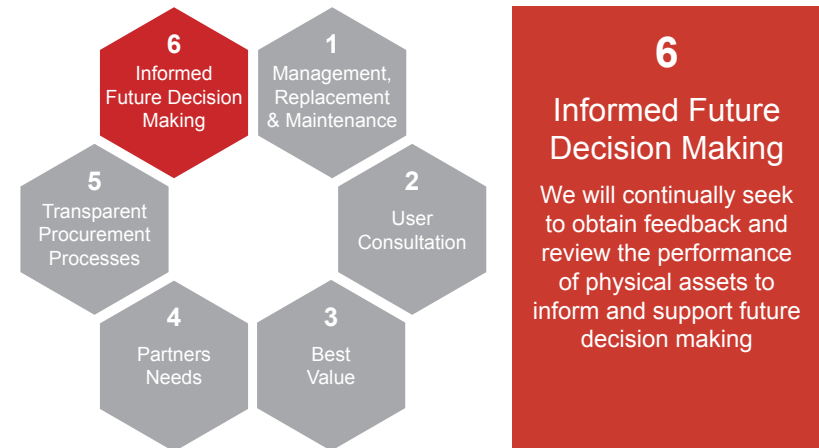
INFORMED FUTURE DECISION MAKING

HWFRS realises the importance of an asset's day-to-day performance. This element of an asset's life-cycle should not only be considered during both the research and specification phases of any procurement process but should also be regularly monitored throughout an asset's lifespan.

Feedback and performance reviews will not only influence future critical investment decisions but may also inform the timing of any replacement / maintenance programmes and lead to a reprioritisation, in some cases, where decisions may need to be made earlier than planned or deferred.

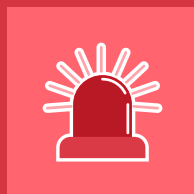
We will:

- Encourage and promote greater use of feedback systems and staff engagement groups to better support decision making in relation to some assets.
- Encourage and develop pathways for staff and users to provide feedback on the performance of assets.
- Ensure appropriate managers promote candid and constructive feedback throughout the life of an asset to better inform future decision making.



Hereford & Worcester Fire and Rescue Service
Headquarters
2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR
0345 122 4454

info@hwfire.org.uk



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www.hwfire.org.uk