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Fleet Strategy 2025-2028



PREVENTING PROTECTING RESPONDING



Introduction

In the dynamic landscape of emergency response, effective fleet management lies at the core of ensuring the readiness and efficiency of vehicles and equipment. A robust fleet strategy not only encompasses the acquisition, maintenance and disposal of vehicles but also integrates technological advancements, operational protocols and resource allocation to optimise response times and enhance community safety. This Strategy outlines the critical components of fleet strategy within Avon Fire & Rescue Service (AF&RS), exploring key considerations, challenges, and innovative approaches to maintaining a fleet that is agile, reliable, and aligned with the evolving needs of modern emergency response.

<u>Overview</u>

- 1. Assessment of Current Fleet: Conduct a thorough assessment of the current fleet, including the age, condition, and performance of each vehicle. Identify any inefficiencies and areas for improvement.
- 2. Establish Key Performance Indicators (KPIs): Define clear KPIs to measure the effectiveness and efficiency of fleet operations. This will include response time, vehicle downtime, maintenance costs, fuel consumption and overall fleet utilisation.
- **3.** Improved Preventive Maintenance Program: Develop and implement an improved proactive planned preventive maintenance scheduling procedure (PPM) to ensure that all vehicles and equipment are regularly serviced and maintained to maximise their lifespan and reliability. This program should include scheduled maintenance, inspections, and repairs based on manufacturer and AF&RS recommendations and historical data.
- 4. Invest in Training, Development and Succession Planning: Provide ongoing training and development opportunities for the fleet department team to ensure they have the skills and knowledge required to effectively maintain and repair vehicles. This should include technical training on innovative technologies, safety procedures and best practices in fleet management.
- 5. Utilise Telematics and Fleet Management Software: Evaluate and develop telematics systems and fleet management software where necessary to track pool car and service van usage, monitor performance, and optimize routing and dispatching. This technology can provide valuable data insights to help identify areas for improvement and make data driven decisions.
- 6. Fleet Standardisation, Right-sizing and Implementation: Standardise the fleet where possible to streamline maintenance processes and reduce costs associated with spare parts and training. Evaluate the fleet size and composition regularly to ensure it meets operational needs without being over or underutilised.

- 7. Explore Alternative Fuel Options: Investigate alternative fuel options such as electric, hybrid and hydrogen powered vehicles to reduce fuel costs, emissions, and dependency on fossil fuels. Conduct a cost-benefit analysis to determine the feasibility of transitioning to alternative fuels.
- 8. Establish Strategic Partnerships: Develop partnerships with vehicle manufacturers, suppliers, and service providers to negotiate favourable pricing, access to parts, and support services. Collaborate with other fire services and/or emergency services agencies to share resources and leverage economies of scale.
- **9. Continuous Improvement and Innovation:** Foster a culture of continuous improvement and innovation within the fleet department by encouraging team members to identify and implement innovative ideas and technologies that can enhance efficiency, reduce costs, and improve service delivery.
- **10.** Performance Reviews and Benchmarking: Conduct regular performance reviews and benchmarking against industry standards and best practices to identify areas where the fleet department can further improve and innovate. Set challenging yet achievable goals to strive for excellence in fleet management. By following these steps and continuously striving for improvement, the AF&RS fleet department can transition from a basic level to exceptional, ensuring that they are equipped to effectively support emergency response efforts and serve the community.

Assessment of current fleet

Assessing the current fleet involves a comprehensive evaluation of a range of factors to determine their overall condition, performance, and suitability for fulfilling the services' mission. The information below details how this will be achieved.

- 1. **Compile Vehicle Inventory**: Compile and maintain a detailed inventory of all vehicles owned and operated by the service. This should include, but is not limited to, information such as make, model, year of manufacture, mileage, maintenance history and any specific features or modifications.
- 2. Physical Inspection: Conduct a thorough physical inspection of each vehicle to assess its overall condition, including the body, chassis, engine, transmission, tyres, brakes, lights, sirens, and firefighting equipment. Pay close attention to signs of wear and tear, corrosion, leaks, and structural integrity.
- **3. Review Maintenance Records:** Review the maintenance records for each vehicle to assess the frequency and quality of maintenance and repairs performed. Look for patterns of recurring issues, downtime, and associated costs. Evaluate whether the vehicles have been serviced according to manufacturer recommendations and industry standards.
- 4. Evaluate Performance Metrics: Analyse key performance metrics such as response times, fuel consumption, operational efficiency, and reliability. Compare these metrics against established benchmarks and industry standards to identify areas where improvements can be made.



- 5. Assess Compliance with Regulations: Ensure that all vehicles comply with relevant regulations, standards, and certifications, such as NFCC (National Fire Chief Council) standards, DfT (Department for Transport) regulations, emissions standards, and safety requirements. Verify that required inspections, certifications, and licences are up to date.
- 6. Consider Technological Advancements: Evaluate the technological features and capabilities of the vehicles, including communication systems, onboard computers, GPS navigation, telemetry, and firefighting equipment. Determine whether the vehicles are equipped with the latest technology to support efficient and effective emergency response operations.
- **7. Review Budgetary Constraints:** Consider the department's budgetary constraints and financial resources available for fleet maintenance, repair, and replacement. Assess whether the current fleet is cost effective to operate and maintain in the long term or if investment in new vehicles or upgrading is required.
- 8. Gather Feedback from Personnel: Seek input from frontline personnel, including firefighters, drivers, and maintenance staff, regarding their experiences with the current fleet. Solicit feedback on vehicle performance, reliability, safety, and any operational challenges or shortcomings they may have encountered.
- **9. Conduct Risk Assessment:** Identify any potential risks or vulnerabilities associated with the current fleet, such as ageing vehicles, equipment deficiencies or reliability issues. Evaluate the impact of these risks on emergency response capabilities and develop mitigation strategies accordingly.
- **10. Document Findings and Recommendations**: Document the findings of the fleet assessment including strengths, weaknesses, opportunities, and threats (SWOT). Based on the assessment results, develop recommendations for fleet maintenance, repair, replacement and optimization to enhance overall performance and readiness.

Establish Key Performance Indicators (KPI's)

Establishing Key Performance Indicators (KPIs) for the Service fleet is essential for effectively measuring and managing fleet performance. The fleet department should establish meaningful KPIs to enable measurement, monitoring and improvement in fleet performance in alignment with organisational goals and priorities.

- 1. Identify Organisational Objectives: Start by identifying the overarching objectives of the fire service fleet department. These objectives should align with the broader goals of the fire service and may include improving response times, enhancing operational efficiency, ensuring vehicle reliability, minimizing costs and promoting safety.
- 2. Define Specific KPIs: Based on the organisational objectives, define specific KPIs that will help measure progress and performance in key areas. Examples of KPIs for the fire service fleet may include:

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- Response Time: Measure the average time it takes for fire vehicles to respond to emergency calls.
- Vehicle Utilisation: Track the percentage of time that vehicles are in use.
- Maintenance Costs: Monitor the total cost of Planned Preventative Maintenance (PPM), additional vehicle maintenance, repairs and servicing per individual vehicle, vehicle type, manufacturer and vehicle damage.
- Fuel Efficiency: Measure the average fuel consumption per vehicle.
- Vehicle Downtime: Track the amount of time vehicles are out of service for maintenance, repairs or other reasons.
- Safety Incidents: Monitor the number of accidents, injuries, or safety violations involving fleet vehicles.
- Compliance with Regulations: Ensure that vehicles meet all regulatory requirements, certifications and standards.
- **3.** Set Targets and Benchmarks: Establish targets and benchmarks for each KPI based on fire service standards, best practice and organisational priorities. These targets should be realistic, achievable and measurable must provide clear goals for fleet performance improvement.
- 4. Determine Data Collection Methods: Identify the data sources and collection methods needed to track and measure each KPI effectively. This may involve utilising telematics systems, fleet management software, maintenance records, fuel logs, incident reports and other sources of information.
- 5. Implement Monitoring and Reporting Systems: Implement systems for monitoring and reporting KPIs on an ongoing basis. This may involve developing dashboards, reports, or other tools to track KPI performance in real-time or on a regular basis. Ensure that relevant stakeholders have access to this information for informed decision making.
- 6. Regularly Review and Adjust KPIs: Periodically review KPIs to ensure they remain relevant, aligned with organisational objectives, and reflective of changing priorities or circumstances. Adjust KPIs as needed to address emerging challenges, opportunities or improvements in fleet management practices.
- 7. Communicate and Cascade KPIs: Communicate KPIs and performance targets to all relevant stakeholders within the fire Service, including fleet managers, drivers, maintenance staff, and department leadership. Ensure that everyone understands their role in achieving KPIs and the importance of fleet performance to the overall success of the fire Service.



Improved Preventative Maintenance Program

Improving planned preventative maintenance (PPM) is essential for ensuring the reliability, safety, and longevity of fleet vehicles. By implementing an effective strategy fleet departments can improve their planned preventative maintenance practices, enhance vehicle reliability, reduce downtime, and optimise fleet performance and operational efficiency.

- 1. Review Current PPM Procedures: Start by reviewing existing PPM procedures to identify areas for improvement. Assess the frequency, scope, and effectiveness of maintenance tasks currently performed and evaluate whether they align with manufacturer recommendations, industry best practice, and regulatory requirements.
- 2. Enhanced Maintenance Scheduling: Develop a more proactive and systematic approach to maintenance scheduling. Utilise telematics systems, fleet management software, or maintenance management systems to automate scheduling and reminders for routine maintenance tasks based on vehicle usage, mileage, hours of operation, or time intervals.
- **3.** Implement Condition-Based Maintenance: Incorporate condition-based maintenance strategies to supplement scheduled maintenance activities. Utilize diagnostic tools, sensors, and predictive analytics to monitor vehicle health in real-time and identify potential issues before they escalate into costly repairs or downtime.
- **4. Standardize Maintenance Procedures:** Standardize PPM procedures across the fleet to ensure consistency and quality of maintenance tasks performed. Develop comprehensive maintenance checklists or standard operating procedures (SOPs) for each type of vehicle or equipment, detailing step-by-step instructions for technicians to follow.
- 5. Provide Training and Certification: Invest in training and certification programs for maintenance technicians to ensure they have the knowledge, skills, and qualifications required to perform PPM tasks effectively. Offer specialised training on innovative technologies, equipment, and safety protocols to keep technicians up to date.
- 6. Optimise Parts and Inventory Management: Streamline parts and inventory management processes to ensure timely availability of spare parts and consumables for PPM activities and repairs. Implement inventory management systems, establish reorder points, and prioritize critical spare parts to minimize downtime and maximize efficiency.
- 7. Utilise Predictive Maintenance Technologies: Leverage predictive maintenance technologies such as vibration analysis, oil analysis, thermography, and ultrasonic testing, to identify early warning signs of potential equipment failures and proactively address maintenance needs before they lead to unplanned downtime or safety hazards.
- 8. Track and Analyse Maintenance Data: Collect and analyse data on PPM activities, including maintenance schedules, work orders, labour hours, parts usage, and equipment downtime. Use this

data to identify trends, patterns, and opportunities for optimisation, such as adjusting maintenance intervals or revising procedures based on performance metrics.

- **9.** Foster Collaboration and Communication: Encourage collaboration and communication between fleet managers, maintenance technicians, drivers, and other stakeholders to identify PPM challenges, share best practices, and implement continuous improvements. Establish feedback mechanisms and regular meetings to review PPM performance and address issues promptly.
- **10. Monitor and Evaluate Performance:** Continuously monitor and evaluate the effectiveness of PPM efforts against predefined performance indicators and targets. Conduct regular audits, inspections, and reviews to ensure compliance with maintenance standards and identify areas for further enhancement.

Invest in Training, Development and Succession Planning

By implementing a comprehensive training, development and succession planning strategy, the fleet department can cultivate a skilled and adaptable workforce capable of effectively managing the organisation's fleet assets while also preparing for future leadership transitions.

1. Assessment of Current Skill Sets: Begin by conducting a comprehensive assessment of the existing skill sets within the fleet department. Identify areas of expertise, gaps in knowledge, and potential future leadership roles.

2. Training Needs Analysis: Based on the assessment, develop a training needs analysis to determine the specific areas where additional training and development are required. This analysis should consider technical skills, safety protocols, leadership competencies and emerging technologies relevant to fleet management.

3. Customized Training Programs: Design customized training programs tailored to the identified needs of individuals and teams within the fleet department. Utilise a combination of in-house training sessions, external workshops, online courses and hands on experiences to ensure a well-rounded learning experience.

4. Leadership Development: Implement a structured leadership development program aimed at nurturing future leaders within the fleet department. This program should provide opportunities for mentorship, cross-functional exposure and leadership training to prepare individuals for higher-level roles.

5. Succession Planning: Establish a succession planning framework to identify and groom potential successors for key positions within the fleet department. This includes identifying high-potential employees, providing them with targeted development opportunities and creating clear pathways for career progression.

6. Knowledge Transfer: Facilitate knowledge transfer initiatives to ensure that critical institutional knowledge is effectively passed down from experienced employees to their successors. Encourage



mentorship relationships, documentation of best practices and regular knowledge sharing sessions to preserve organisational expertise.

7. Continuous Improvement: Foster a culture of continuous improvement within the fleet department by encouraging feedback, evaluating training effectiveness, and adapting programs to address evolving needs and challenges. Regularly review and update training curricula to incorporate innovative technologies regulations and industry best practices.

8. Performance Monitoring and Evaluation: Establish metrics to measure the effectiveness of training initiatives and track the progress of employees in their development journey. Monitor key performance indicators related to skill acquisition, job performance and succession readiness to ensure that training efforts are yielding tangible results.

Utilise Telematics and Fleet Management Software

The need to improve the Fleet departments data gathering systems is pivotal in ensuring accurate and efficient decision making regarding the future procurement of vehicles and equipment. The Fleet department will be upgrading its Fleet management system and its vehicle telematics system as a priority.

- 1. Vehicle telematic data is pivotal in ensuring the optimisation of the Vehicle usage optimisation using reports and real time tracking, driver behaviour monitoring, fuel efficiency, accident prevention, digital record keeping, performance metrics and forecasting.
- 2. The data gathered relating to the above will be used alongside an upgraded and updated fleet management system to ensure a holistic view of the performance of the department and the fleet.
- **3.** The upgraded and updated fleet management system will provide a more digital approach to fleet management with repair and maintenance details be captured at a workshop level and fed directly into the system to provide meaningful reports.
- **4.** The overarching need for these improvements is to ensure better control and insights into vehicle usage and management.

Fleet Standardisation, Right-sizing and Implementation

In the realm of fleet management, standardisation and right-sizing play pivotal roles in optimising resources, enhancing operational efficiency, and achieving organisational goals. Fleet standardisation and right-sizing are essential components of effective fleet management, offering benefits such as cost savings, operational efficiency and improved service delivery. By implementing these strategies thoughtfully and proactively, organisations can build a lean, agile and sustainable fleet that meets current and future operational requirements while maximising resource utilisation and minimising unnecessary costs.

1. Understanding Fleet Standardisation:

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Fleet standardisation involves streamlining the composition of vehicles, equipment, and processes across the fleet where practicable to achieve uniformity and consistency. This approach offers several benefits:

- **Simplified Maintenance:** Standardising vehicle types and models simplifies maintenance procedures, reduces spare parts inventory, and facilitates technician training.
- **Enhanced Interoperability:** Standardised vehicles and equipment promote interoperability between departments or locations, facilitating resource sharing and collaboration.
- **Cost Reduction:** By leveraging economies of scale and negotiating bulk purchases, standardisation can lead to cost savings in procurement, maintenance and operations.

2. Right-sizing the Fleet: Right-sizing refers to optimising the size and composition of the fleet to align with operational needs, usage patterns and budget constraints. This involves:

- Assessing Demand: Analysing historical usage data, response times and service requirements to determine the optimal number and types of vehicles needed.
- **Eliminating Redundancies:** Identifying and retiring underutilised or obsolete vehicles to reduce maintenance costs, minimise downtime and free up resources for more critical needs.
- **Flexibility and Scalability:** Designing a fleet that can adapt to fluctuations in demand, seasonal variations and emerging operational requirements without overcommitting resources.
- **Comprehensive Fleet Analysis:** Conduct a thorough assessment of current fleet composition, usage patterns, maintenance records, and performance metrics to identify areas for standardization and right-sizing.
- **Standardisation Framework:** Develop a standardised framework for vehicle selection, specification, procurement, and maintenance based on industry best practices, regulatory requirements, and organisational priorities.
- **Collaborative Decision Making:** Involve key stakeholders, including fleet managers, department heads, drivers and maintenance technicians, in the decision-making process to ensure buy in and alignment with organisational objectives.
- Lifecycle Management: Implement a structured approach to fleet lifecycle management including regular vehicle inspections, replacement planning and disposal strategies to maintain fleet efficiency and reliability over time.

Continuous Monitoring and Improvement: Continuously monitor fleet performance, usage trends and operational needs to identify opportunities for refinement and optimisation.

• Regularly review and adjust fleet standards and rightsizing strategies as circumstances evolve.



Explore Alternative Fuel Options

Exploring alternative fuels for the fire service fleet presents an opportunity to enhance sustainability, resilience and cost effectiveness while contributing to broader environmental and sustainability targets. By carefully evaluating the environmental, economic and operational considerations associated with different alternative fuels and technologies, fire departments can make informed decisions to transition towards cleaner, more sustainable fleet solutions without compromising emergency response capabilities or operational readiness. In recent years, the imperative to reduce emissions, mitigate climate change and enhance energy security has driven increased interest in exploring alternative fuels for fleets including those used by fire services. Embracing alternative fuels not only aligns with environmental sustainability goals but also offers potential benefits in terms of cost savings, energy independence and operational resilience as detailed below.

1. Environmental Benefits:

- **Reduced Emissions:** Alternative fuels such as electricity, hydrogen and biofuels offer lower or zero emissions compared to traditional fossil fuels, thereby helping to mitigate air pollution and combat climate change.
- Improved Air Quality: By transitioning to cleaner fuels, AF&RS can contribute to improving local air quality and public health, particularly in urban areas where air pollution is a significant concern.

2. Economic Considerations:

- **Cost Savings:** While the initial investment in alternative fuel vehicles and infrastructure may be higher the long-term operational costs can be lower due to the lower cost of alternative fuels, reduced maintenance requirements and potential incentives or grants available for adopting clean fleet technologies.
- **Price Stability:** Alternative fuels often offer greater price stability and less volatility compared to conventional petroleum-based fuels, providing greater predictability in fleet operating costs over time.
- **Fuel Diversification, Energy Security and Resilience:** By diversifying the fuel sources used in the fleet, AF&RS can reduce their reliance on imported oil and enhance energy security therefore mitigating the risks associated with supply disruptions or price fluctuations.
- Local Production: Some alternative fuels such as biofuels can be produced locally from renewable resources, further enhancing energy resilience and supporting local economies.

3. Technological Advancements:

- **Rapid Innovation:** Advances in alternative fuel technologies including improvements in battery storage, fuel cell efficiency and renewable fuel production methods are driving down costs and expanding the range of viable options for fleet applications.
- **Compatibility with Existing Infrastructure:** Many alternative fuels, such as biodiesel and ethanol blends can be used with minimal modifications to existing vehicle engines and infrastructure, facilitating easier adoption and integration into existing fleets.

4. Considerations for Emergency Response:

- Range and Refuelling Infrastructure: Evaluate the range and refuelling infrastructure requirements of alternative fuel vehicles to ensure they meet the operational needs of emergency response vehicles, particularly for greater distance deployments or extended incidents.
- **Training and Preparedness:** Provide training for firefighters and emergency responders on the safe handling, refuelling, and maintenance procedures associated with alternative fuel vehicles to ensure their readiness to operate and respond effectively in emergency situations.

Establish Strategic Partnerships

Establishing strategic fleet partnerships involves forging mutually beneficial relationships with other companies or organisations to optimise fleet operations, improve efficiency, reduce costs and enhance service delivery. By establishing strategic fleet partnerships companies can leverage shared resources, expertise and capabilities to achieve common goals, drive innovation, and gain a competitive edge. The below information details areas of focus to optimise any synergistic alliances.

1. Identifying Potential Partners: Determine which companies or organisations could complement our fleet operations or benefit from our services. This might include logistics companies, vehicle manufacturers, technology providers or industry associations.

2. Assessing Compatibility: Evaluate potential partners based on their expertise, resources, reputation, and alignment with our strategic objectives. We should identify partners whose strengths complement our weaknesses and vice versa.

3. Defining Objectives: Clearly define the goals and objectives of the partnership, such as reducing fuel costs, expanding geographic coverage, adopting innovative technologies, or improving customer satisfaction.

4. Implementing Technology Integration: Integrate compatible technologies and systems to streamline communication, data sharing, fleet management, and performance tracking between partners. This



might involve deploying fleet management software, telematics solutions, or electronic data interchange (EDI) systems.

5. Training and Collaboration: Provide training and support to ensure our team and our partners' teams are equipped to collaborate effectively. Foster open communication channels and encourage knowledge sharing to drive continuous improvement.

6. Monitoring and Evaluation: Regularly monitor key performance indicators (KPIs) and evaluate the partnership's effectiveness against predefined metrics. Identify areas for improvement and adjust as required to optimise outcomes.

7. Maintaining Relationships: Cultivate strong, long-term relationships with our fleet partners through ongoing communication, collaboration, and problem-solving. Address any issues or conflicts promptly and transparently to preserve trust and goodwill.

Continuous improvement and innovation

In the dynamic and ever evolving landscape of fire service fleet management, embracing a culture of continuous improvement and innovation is essential to staying ahead of the curve, enhancing operational effectiveness, and ensuring readiness to respond to emergencies. By fostering an environment that encourages creativity, collaboration, and adaptation, we can unlock new opportunities, optimise fleet performance and deliver superior service to local communities. Continuous improvement and innovation are not just aspirational goals but essential principles for driving excellence and resilience in fire service fleet management. By fostering a culture that values learning, creativity, and collaboration, we can harness the collective ingenuity of our teams to identify opportunities, overcome challenges and pioneer new solutions that enhance operational efficiency, maximize resource utilisation, and ultimately improve the safety and well-being of our firefighters and our communities.

1. Embracing a Culture of Continuous Improvement:

- **Continuous Learning**: Encourage a mindset of continuous learning and development among fleet managers, technicians and frontline personnel. Promote feedback loops, post incident debriefings and lessons learned sessions to identify areas for improvement and implement corrective actions.
- **Process Optimisation:** Regularly review and streamline fleet management processes, procedures, and workflows to eliminate inefficiencies, reduce waste, and enhance productivity. Utilise tools such as Lean Six Sigma methodologies or Kaizen events to identify and address bottlenecks and pain points systematically.

2. Fostering Innovation and Creativity:

• Encouraging Idea Generation: Create channels for employees to share ideas, suggestions and innovative solutions for improving fleet operations. Establish innovation forums, brainstorming

sessions or suggestion boxes to solicit input from diverse perspectives and foster a culture of innovation.

• **Piloting New Technologies:** Explore emerging technologies and trends in fleet management, such as telematics, predictive analytics and vehicle electrification. Pilot test innovative solutions on a small scale to evaluate their feasibility, effectiveness and potential impact before scaling up implementation.

3. Leveraging Data Driven Insights:

- Harnessing Telematics and Analytics: Leverage data from telematics systems, fleet management software, and IoT (Internet of Things) devices to gain actionable insights into vehicle performance, driver behaviour, fuel consumption and maintenance needs. Use predictive analytics to anticipate issues, optimise routes, and make data driven decisions for fleet optimisation.
- **Benchmarking and Performance Metrics:** Establish key performance indicators (KPIs) and benchmarks to measure fleet performance, track progress over time, and identify areas for improvement. Regularly analyse performance data to benchmark against industry standards and best practices, driving continuous improvement efforts.

4. Collaboration and Knowledge Sharing:

- **Cross-Departmental Collaboration:** Foster collaboration and knowledge sharing between fleet management, operations and other departments within the organisation. Break down silos and facilitate interdisciplinary teamwork to leverage collective expertise, resources and insights for innovation and improvement.
- External Partnerships: Form strategic partnerships with industry associations, technology providers, research institutions and peer organizations to stay informed about emerging trends, exchange best practices and collaborate on joint initiatives for driving innovation in fleet management.

5. Empowering Leadership and Accountability:

- Leadership Support: Ensure that leadership champions and supports a culture of continuous improvement and innovation within the organisation. Provide resources, incentives and recognition to empower employees at all levels to contribute to innovation efforts.
- Accountability and Results: Hold individuals and teams accountable for achieving results and driving meaningful improvements in fleet performance. Celebrate successes, acknowledge contributions and provide opportunities for professional development to sustain momentum and engagement.



Performance reviews and benchmarking

In the realm of fire service fleet management, regular performance reviews and benchmarking are indispensable tools for assessing operational effectiveness, identifying areas for improvement, and driving continuous enhancement of fleet performance. By establishing clear performance metrics, conducting systematic reviews and benchmarking against industry standards and best practices, AF&RS can optimise fleet operations, enhance efficiency and ensure readiness to respond to emergencies. Regular performance reviews and benchmarking serve as essential mechanisms for evaluating fleet performance, driving continuous improvement and fostering excellence in fire service fleet management.

1. Setting Clear Performance Metrics:

- Key Performance Indicators (KPIs): Define specific, measurable KPIs that align with organisational objectives and priorities, such as response times, vehicle uptime, maintenance costs, fuel efficiency and safety compliance.
- **SMART Goals:** Ensure that performance metrics are SMART (Specific, Measurable, Achievable, Relevant, Timebound) to provide clear direction and accountability for fleet management teams.

2. Conducting Systematic Performance Reviews:

- Scheduled Reviews: Establish regular performance reviews, whether quarterly, biannually, or annually, to track progress, evaluate performance against KPIs, and identify trends or patterns.
- **Multifaceted Evaluation:** Evaluate various aspects of fleet performance, including vehicle utilisation, maintenance records, fuel consumption, safety incidents and compliance with regulations, to gain a comprehensive understanding of operational effectiveness.

3. Benchmarking Against Industry Standards:

- External Benchmarking: Compare fleet performance metrics against industry benchmarks, standards, and best practices established by organisations such as the National Fire Chiefs Council (NFCC) and other fire services with similar characteristics.
- **Peer Comparisons:** Collaborate with peer organisations or participate in industry networks to exchange performance data, share insights and benchmark against comparable fleets to identify opportunities for improvement and innovation.

4. Analysing Performance Data:

• **Data-driven Insights:** Utilise data analytics tools and dashboards to analyse performance data, identify trends, patterns and gain actionable insights into fleet operations

• **Root Cause Analysis:** Conduct root cause analysis to identify underlying factors contributing to performance issues or deviations from benchmarks, enabling targeted interventions and corrective actions.

5. Continuous Improvement Strategies:

- Action Planning: Develop action plans based on performance review findings and benchmarking results to address areas of improvement, implement corrective actions, and capitalize on opportunities for optimization.
- **Iterative Learning:** Foster a culture of continuous learning and improvement within the fleet management team by incorporating lessons learned from performance reviews and benchmarking exercises into future planning and decision-making processes.

6. Stakeholder Engagement and Communication:

- **Transparency and Accountability:** Communicate performance review findings, benchmarking results and action plans transparently to stakeholders within the organisation including fleet managers, operations staff, and senior management to foster accountability and alignment with organisational goals.
- Feedback and Collaboration: Solicit feedback from frontline personnel, drivers and maintenance technicians on performance review outcomes and involve them in collaborative problem solving and improvement initiatives to harness collective expertise and insights. Regular performance reviews and benchmarking serve as essential mechanisms for evaluating fleet performance, driving continuous improvement and fostering excellence in fire service fleet management. By establishing clear performance metrics, conducting systematic reviews, benchmarking against industry standards and leveraging data driven insights, AF&RS can optimise its fleet operations, enhance efficiency and ultimately, improve emergency response capabilities to better serve and protect local communities.

Summary

The AF&RS fleet department is considerably behind private sector counterparts in relation to data collection, reporting, process and operations management, accountability, process optimisation and value extraction.

By implementing the elements detailed in this fleet strategy the AF&RS fleet department aims to achieve operational excellence, cost savings, environmental sustainability and customer and employee satisfaction while maintaining compliance with regulatory requirements and industry best practices.