



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Fleet Strategy

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Executive Summary

ABOUT THIS DOCUMENT

This document forms part of a range of key strategies which encompass Fleet, Equipment, Supplies and Water. The document illustrates how HWFRS will procure, maintain and replace vehicle assets in order to meet current and future operational needs.

HWFRS aims to maintain the standard of the fleet through continual improvement and evaluation. The fleet strategy has been developed following the previous fleet strategy 2008 – 2015. This fleet strategy covers a five year period from 2016 to 2021.

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Fleet Strategy 2016 - 2021

1. Introduction

1. The purpose of this fleet strategy is to provide a 5 year structured approach to vehicle management that ensures that HWFRS continues to provide and maintain an effective fleet of vehicles to ensure that our staff can undertake their jobs effectively, and is in line with the overarching Service strategy for “Fleet and Equipment”.

1.1. Control of the Fleet Strategy

2. The fleet strategy will be reviewed annually by the Senior Management Board (SMB) and an annual report will be made to the Policy & Resources Committee (P&R) aligned with the budget setting processes. The report will outline the significant vehicle procurements planned for the following fiscal year, as well as an indicative plan of those in the year thereafter.
3. **Note:** This is due to the lead times required on some complex vehicle procurements which often cannot be delivered within one fiscal year.
4. The Fire Authority established a Member Task & Finish Group (P&R) that reviewed the fleet strategy in January 2016 of which the findings were:
 - The fleet strategy 2007-2015 provided a long-term strategy for the replacement of vehicles, which had served the Authority well, but the detail was now out of date.
 - An updated strategy is therefore required.
 - The strategy had been applied flexibly so as to respond to the changing needs of the Service and it was appropriate that this continue.
 - Any updated strategy should reflect the distinction between operational decisions over the specification and choice of vehicles/equipment, which were matters for officers, and broader strategic issues affecting the Authority’s finances or the service to the public, which ought to be subject to Member involvement.
 - The fleet strategy should in future be reviewed at least every five years and in the interim, a yearly update on the strategy should be provided to Members as part of the budget setting process.

1.2. Condition of the Fleet 2016

5. The existing fleet is generally deemed fit for purpose and in good condition, therefore most future procurement within the fleet strategy will usually form part of the vehicle replacement programme and would normally only be subject to relatively minor variations.
6. However, on occasions there may be a requirement for a significant deviation of parts of the existing fleet strategy whereby for example:
 - An urgent operational need is identified - that cannot be met by utilising existing vehicles or by adapting existing vehicles at an economical cost.
 - Significant “invest to save” or collaborative benefits are identified where an opportunity arises that presents a viable operational and/or financial benefit.

- A significant incident such as a catastrophic vehicle failure, (or replacement parts issue), defect or omission presents a need, or opportunity, to procure or dispose of a vehicle that would not normally have been the case.
 - The Service has a need to develop, introduce or trial new technology or concepts which may present different ways of working or a different model of delivery to the communities served.
7. The fleet is one of the key categories of physical assets for the Service. The way in which a Fire and Rescue Service fulfils its duties in meeting the requirements of the Fire and Rescue Services Act (2004) is through the Integrated Risk Management Planning (IRMP) process and will to some extent, dictate the type of fleet the Service will maintain. As a key stakeholder within this the Service Delivery Directorate will in most cases be the end user, therefore the user requirement and business case will normally originate through the appropriate Service Delivery SMB member.
8. The fleet strategy comprises of three main categories (see Appendix 1):
- Red Fleet – all fire engines and similar specialist operational vehicles utilised for an emergency response role and/or to meet a specific capability.
- Within this category there are three sub-headings:
- Fire engines - vehicles regardless of size or type that offer a first response front line capability to most incident types.
 - Special appliances - vehicles that regardless of size are designed or built to meet a specific identified local or strategic need(s). This may also include trailers used to support operational assets.
 - National Resilience Assets.
- Responding Officers' cars – all officer cars, spare response cars and Principal Officer cars that have an emergency response role.
 - White Fleet – all cars, vans and other type of vehicles (including trailers) not used for operational response as their primary role.
9. The fleet consists of the following (see Appendix 1):
- 41 operational fire engines,
 - 11 fire engines for operational reserve, training & Young Firefighters Association
 - 19 specialist red fleet vehicles plus 14 trailers
 - 8 National Resilience assets (not in HWFRS replacement programme)
 - 35 responding officer & principal officer cars
 - 52 white fleet vehicles, vans (small and large) and cars
10. **Note:** Vehicles that are in the process of being procured and disposed of will result in the numbers of vehicles actually owned to vary.

Current position

11. The performance of the red fleet (fire engines and specialist vehicles) is considered suitable and to a high standard. Responding officers' cars are also deemed fit for purpose and were reviewed in 2015/16, the results of which have been published.
12. The performance of the white fleet is largely suitable but identifies certain vehicles that require review. The age of this fleet has grown significantly in the last decade and should be reduced to within the aspirational age (of normally less than six years) by 2019. The cost vs. benefit of alternative fuels for the car and van fleet is still an uncertain area but will be considered.
13. The existing fleet has undergone a significant amount of user engagement in the last decade and this will continue to form a large part of any future procurement. Future planned reviews will always be led by the end user, however this must be balanced against the need to achieve efficiencies and work within budgetary restraints, whilst endeavouring to maintain a high standard of vehicle and user satisfaction.
14. There is also some scope to investigate other vehicle types and explore new technological solutions within this strategy over the next five years.
15. Overall, the entire fleet appears to be in a good state with no category of vehicle being considered 'Unsuitable', however, where some vehicles are considered 'Not Entirely Suitable' (for example certain older white fleet vehicles), this will be addressed through the revised replacement programme within this strategy.

2. Assessing the performance and suitability of the HWFRS fleet

16. It is the role of the Fleet Manager to carry out a continuous and detailed appraisal of the fleet, in conjunction with the user requirements. The user requirements will be defined by the end user and their management team alongside, where appropriate, the IRMP and/or business case, which will identify the purpose for which the organisation requires the vehicle to deliver against.
17. Any assessment should identify:
 - Those vehicles which are in the current fleet yet are not meeting the required need and therefore changes may be required.
 - Those vehicles which require improvements to make the vehicle more suitable.
 - Vehicles which are performing well and which can be used to provide guidance for future vehicle choice.

Business Continuity and Resilience of the fleet

18. Where possible all vehicles that have an operational response or support element should incorporate, or be able to accommodate, a high degree of resilience for adverse weather conditions. This may include such issues as; the ability to mobilise promptly in sub-zero temperatures, wading depths, all-wheel drive or traction in snow and ice. This will form part of the user specification and will be considered within any business case or review where a vehicle is being procured. Based upon experiential learning it is deemed essential that operational response and support vehicles can deliver the core functions of the Service throughout the year and continue to operate in adverse weather conditions.

2.1. Lifespan of vehicles

19. Fleet replacement programmes vary across the UK FRS and there is no appropriate industry benchmark to equate this to. Informal benchmarking with some partner FRSs suggests that the lifespan of HWFRS vehicles is greater than that of some other Services, particularly metropolitan FRSs in relation to the red fleet.
20. The age of a vehicle has some potential to present increased maintenance and repair costs; however, this must be offset against the effect of low vehicle mileages, low operational usage, above average maintenance cycles and the quality of the product that is procured at the outset.
21. Conversely consideration should also be given to whether the lifespan of vehicles will limit the ability to respond to technological advances. Vehicle specifications and designs have allowed modifications and updates to occur where necessary, but older vehicles generally have lower levels of technology and cannot accommodate the retrofitting of technical advances.
22. It is important to regularly assess the current lifespans of the fleet to determine whether it is beneficial to reduce or extend these lifespans further. The areas taken into account in these assessments by the Fleet Manager and user should not be limited to age or mileage.
23. The replacement of a vehicle may be determined (increased or decreased) based upon a number of considerations. As well as the factors detailed above, other areas such as the type of vehicle and any bespoke built elements, costs of maintenance, residual value, public perception and image, financing and any other cost related matters over the life of the vehicle.

Aspirational fleet replacement ages; (subject to full assessment):

- Fire engines – 15 years
- Operational support vehicles - Van sized – minimum of 10 years
- Operational support vehicles - large (e.g. ALP) – 15 years
- Responding officers' cars – 4 years
- Non-operational cars and vans – 6 years
- Non-operational ancillary vehicles (such as minibuses) – subject to assessment

Vehicle Rotation

24. Where fleet assets are subject to low mileage, (not necessarily low usage) these vehicles may be rotated and swapped with other similar vehicles of higher mileage during their lifespan. Where a vehicle consistently demonstrates low mileage and low usage the management responsible for that vehicle will be expected to consider whether the vehicle can be removed from the fleet and other options for a more efficient use of transport explored.

2.2. Fleet Replacement Programme

25. Based upon the current fleet assumptions (See Appendix 1) and aspirational fleet replacement ages the following 5 year plan outlines the predicted replacements, subject to user needs and requirements and a fleet assessment of the vehicle:

	2017/18	2018/19	2019/2020	2020/2021	2021/2022
Red Fleet (fire engine)	7	5		8	
Red Fleet (other)	CSU 2 x RAV –	WRC x 3	1 LR	5 Vans & 5 Trailers	2 ALP
Responding Officer car	5	21	10	2	7
White Fleet (vans and cars)	30	12	2 Minibus	0	7
<u>Estimated</u> cost total	£2.275m	£2.060m	£0.496m	£2.110m	£1.774m

26. Costs estimates will vary and are based on assumptions from previous procurements, market inflation, and existing user requirements, all of which are subject to change.

CSU – command support unit
 LR – land rover off road firefighting vehicle
 RAV – restricted access vehicle
 WRC – water carrier (large vehicle)
 ALP – ariel ladder platform

Vehicle Procurement

27. Vehicles will be procured in accordance with all relevant guidelines, standing orders and legislative requirements and may be either procured directly through the appropriate tender process or off an existing framework or other means. The procurement process will seek to determine the method of obtaining the best value for money over the life of the vehicle, whilst providing the user with the appropriate and best quality vehicle.
28. The Treasurer will determine the most effective method of financing the fleet to minimise overall costs. This may involve outright purchase, leasing, revenue financing or a combination of these.
29. In reaching procurement decisions in this matter there will be regard to (not definitive):
- Whole life costs including resale values and/or disposal costs
 - Manufacturer and product support
 - Maintenance requirements
 - User requirements and specification
 - Product testing and user feedback
 - Feedback from other users
 - Reliability ratings
 - Estimated lifespan of the vehicle
 - Environmental impact
 - Fleet consistency (see below)

2.3. Consistency of the Fleet

30. Alongside the need for transparent and regularly reviewed procurement when replacing vehicles there is also a balance with the needs of the organisation. It is beneficial to avoid having too many different technical characteristics which would result in incompatibility, or a disproportionate level of technical difficulty in operation and maintenance. This should not be a barrier to new types of vehicles entering the fleet but is a legitimate consideration which may be taken into account at review periods.
31. Where appropriate, and in the interests of efficiency, vehicles may be procured for consistency over an extended period (such as a call-off contract or framework), which should not normally exceed four years, after which a full review of the specification and procurement route should be undertaken.
32. Such matters that may need consideration in regard to differing vehicle manufacturers could be the costs associated with:
 - Varying makes of vehicles requiring extensive technician training for maintenance.
 - Provision of replacement parts, stock held on site, product support and tools required.
 - Driver familiarisation and interoperability of the fleet by the user.
 - Wide variances in stowage solutions, as appropriate.

2.4. Secondary and Tertiary use of vehicles

33. Consideration can be given to determine whether vehicles in the fleet strategy can be used in more than one way during their lifespan or adapted at the end of their lifespan for alternate secondary or tertiary uses. However, it will normally be the policy to dispose of a vehicle at the end of its life (see 2.6 below). This does not preclude the extension of the use of a vehicle where appropriate beyond its aspirational replacement age.
34. The legacy costs of aged vehicles and the adoption of old vehicles into roles they may not be entirely suited to should be avoided and especially where they are not specified within the fleet strategy.
35. Where ad hoc vehicles are required or short term use is identified for fixed periods, existing vehicles may be adapted or utilised. However, other means should be explored, such as the user providing their own vehicle and claiming appropriate recompense, or the hiring or loan of a suitable vehicle.

2.5. Collaboration

36. HWFRS will ensure that where appropriate, collaboration discussions are considered for all fleet procurements (between appropriate partners) and will include the potential for loan, hire and support arrangements.

2.6. Disposal of vehicles

37. It is the policy of this strategy that at the end of a vehicle's life it is disposed of and in such a way as to realise the best value for the asset and through the most appropriate route.

38. Regard to the following areas should be given when disposing of a vehicle:
39. **Maximising re-sale value** - the primary objective upon disposal of a vehicle is to ensure best value is obtained therefore the Service will normally explore the most efficient route for disposal to achieve this. In some cases this does not always equate to financial amount realised following disposal. Where public value is best served there may also be alternative routes for disposal within the public sector.
40. **Security** - to ensure vehicles are not acquired by purchasers who could potentially use an ex-HWFRS vehicle for purposes that are detrimental to the national interests of the country e.g. crime or terrorism.
41. **Charitable organisations** - there may be requests to supply end of life vehicles to charitable organisations to help developing countries. The ability to do so will be considered against the residual value of any vehicle, which often can be significant, thus the donation of a public asset worth several thousands of pounds to a charity may not be appropriate.
42. **Assisting other UK Fire Services and partners** - vehicles may still have a useful function for other organisations, however, as noted above the value of any asset owned by the Fire Authority would need to be considered before any such agreements are made.
43. **Spare parts** - some vehicles may be utilised for spare parts before disposal, where this represents better value for money or provides parts that cannot be obtained through other cost effective methods.

2.7. Environmental considerations

44. There are five main areas which could have a significant effect on CO₂ emissions:
1. Reducing the number of vehicles
 2. Reducing the number of vehicle movements
 3. Improved driving techniques
 4. Changing to more environmentally friendly fuels
 5. Changing to more fuel efficient vehicles.
45. The Service, primarily through the IRMP (referred to as the Community Risk Management Plan in HWFRS; CRMP) has identified the requirements for the red fleet, which cannot easily be reduced further unless the CRMP determines as such. During the previous fleet strategy (2007-2015), the number of all vehicles was reduced significantly over the period, thus making further reductions more challenging within the next five years.

Alternative fuelled vehicles

46. The potential to switch one or more categories of vehicles to an alternative fuel such as electricity or LPG has a number of issues that need careful consideration:
- Alternative fuels can often incur larger costs in the initial procurement but could deliver efficiencies over the period of use, with uncertain resale values at the end of life. This makes the financial assessment of these vehicles hard to determine.
 - A transfer to alternate fuelled vehicles may present challenges over a large rural geographic area for obtaining sufficient resilient support for obtaining fuel and/or

charging across both counties in comparison to the relatively widespread availability of current fuels.

- Vehicles with alternate fuels or hybrids may present challenges with existing fleet support for maintenance, training and parts and may require a greater reliance on using external maintenance providers at a higher costs than the current resilient internal provision.
47. These challenges and uncertainty in some areas with alternative fuelled vehicles does not preclude them from being introduced into the fleet strategy. The Service does endorse the continued exploration of options within this category and will consider how a reliable, cost effective and resilient alternative fuelled vehicle could be utilised within the HWFRS fleet. This could particularly be considered within the white fleet replacement programme.

Appendix 1 (04/08/2016)

Red Fleet

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
BOBCAT	National Resilience	DROITWICH USAR	10/10/2006	
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	01/09/2004	01/09/2019
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	01/11/2004	01/11/2019
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	23/12/2004	23/12/2019
MAN 26-363FDLRC	National Resilience	KIDDERMINSTER STN 24	01/09/2004	01/09/2019
MAN 26-363FDLRC	National Resilience	KIDDERMINSTER STN 24	18/01/2005	18/01/2020
MERCEDES TECH/ROPE	National Resilience	DROITWICH USAR	01/03/2013	01/03/2023
VAUXHALL VIVARO K9	National Resilience	DROITWICH USAR K9	10/06/2015	10/06/2025
MERCEDES ATEGO	Pump - front line	BEWDLEY STN 23	01/02/2002	01/02/2017
SCANIA P SERIES	Pump - front line	BROADWAY STN 30	01/02/2011	01/02/2026
SCANIA 4SERIES	Pump - front line	BROMSGROVE STN 25	01/11/2005	01/11/2020
SCANIA P SERIES	Pump - front line	BROMSGROVE STN 25	01/05/2012	01/05/2027
DENNIS SABRE	Pump - front line	BROMYARD STN 54	01/02/2002	01/02/2017
SCANIA P SERIES	Pump - front line	BROMYARD STN 54	01/02/2011	01/02/2026
DENNIS SABRE	Pump - front line	DROITWICH STN 26	06/02/2003	06/02/2018
SCANIA P SERIES	Pump - front line	DROITWICH STN 26	30/11/2012	30/11/2027
DENNIS SABRE	Pump - front line	EARDISLEY STN 48	01/12/2003	01/12/2018
DENNIS SABRE	Pump - front line	EVESHAM STN 28	01/09/2000	01/09/2015
SCANIA P SERIES	Pump - front line	EVESHAM STN 28	04/05/2012	04/05/2027
DENNIS SABRE	Pump - front line	EWYAS HAROLD STN 47	01/12/2003	01/12/2018
DENNIS SABRE	Pump - front line	FOWNHOPE STN 43	01/11/1999	01/11/2014
MAN	Pump - front line	HEREFORD STN 46	01/06/2008	01/06/2023
MAN	Pump - front line	HEREFORD STN 46	01/06/2008	01/06/2023
SCANIA P SERIES	Pump - front line	HEREFORD STN 46	30/11/2012	30/11/2027
SCANIA 4SERIES	Pump - front line	KIDDERMINSTER STN 24	01/11/2005	01/11/2020
SCANIA P SERIES	Pump - front line	KIDDERMINSTER STN 24	01/05/2012	01/05/2027
DENNIS SABRE	Pump - front line	KINGSLAND STN 51	01/12/2003	01/12/2018
SCANIA 4SERIES	Pump - front line	KINGTON STN 49	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	LEDBURY STN 42	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	LEINTWARDINE STN 50	01/11/2005	01/11/2020
MAN	Pump - front line	LEOMINSTER STN 52	01/07/2008	01/07/2023
DENNIS SABRE	Pump - front line	MALVERN STN 41	01/11/1999	01/11/2014
SCANIA P SERIES	Pump - front line	MALVERN STN 41	01/09/2010	01/09/2025
DENNIS SABRE	Pump - front line	PEBworth STN 29	01/02/2002	01/02/2017
SCANIA 4SERIES	Pump - front line	PERSHORE STN 31	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	PETERCHURCH STN 55	01/11/2005	01/11/2020
MAN REGULAR	Pump - front line	REDDITCH STN 27	01/06/2008	01/06/2023
SCANIA P SERIES	Pump - front line	REDDITCH STN 27	01/05/2012	01/05/2027
SCANIA P SERIES CAFS	Pump - front line	REDDITCH STN 27	30/11/2012	30/11/2027
MAN RESCUE CAFS	Pump - front line	ROSS ON WYE STN 44	01/07/2008	01/07/2023
MERCEDES ATEGO	Pump - front line	ROSS ON WYE STN 44	01/02/2002	01/02/2017
DENNIS SABRE	Pump - front line	STOURPORT STN 22	01/09/2000	01/09/2015
SCANIA P SERIES	Pump - front line	TENBURY STN 53	01/02/2011	01/02/2026
MAN RESCUE CAFS	Pump - front line	UPTON STN 32	01/07/2008	01/07/2023
SCANIA 4SERIES	Pump - front line	WHITCHURCH STN 45	01/11/2005	01/11/2020
DENNIS SABRE	Pump - front line	WORCESTER STN 21	06/02/2003	06/02/2018
SCANIA P SERIES	Pump - front line	WORCESTER STN 21	01/09/2010	01/09/2025
SCANIA P SERIES	Pump - front line	WORCESTER STN 21	01/09/2010	01/09/2025
DENNIS SABRE	Pump - front line	LEOMINSTER STN 52	01/09/2000	01/09/2015
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/01/1998	01/01/2013
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/09/2000	01/09/2015
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/12/2003	01/12/2018

DENNIS SS	Pump - YFA	YFF DROITWICH	01/08/1992	01/08/2007
DENNIS SS	Pump - YFA	YFF REDDITCH	01/08/1992	01/08/2007
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	16/01/1997	16/01/2012
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	16/01/1997	16/01/2012
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/01/1998	01/01/2013
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/01/1998	01/01/2013
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/11/1999	01/11/2014
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/11/1999	01/11/2014
SCANIA P SERIES ALP	Special	HEREFORD STN 46	01/01/2007	01/01/2022
SCANIA P SERIES ALP	Special	WORCESTER STN 21	01/01/2007	01/01/2022
DENNIS DART CSU	Special	MALVERN STN 41	01/11/2000	01/11/2015
Land Rover 130	Special	BEWDLEY STN 23	23/05/2013	23/05/2023
Land Rover 130	Special	HEREFORD STN 46	11/11/2009	11/11/2019
ARGOCAT 8X8	Special	MALVERN STATION	01/10/2012	01/10/2022
IVECO 7.2T ISV2	Special	DROITWICH STN 26	22/03/2016	22/03/2026
MERCEDES EPU	Special	STOURPORT STN 22	03/12/2010	03/12/2020
Land Rover 130	Special	MALVERN STN 41	01/10/2012	01/10/2022
MERCEDES RAV	Special	PETERCHURCH STN 55	04/12/2006	04/12/2016
MERCEDES RAV	Special	WHITCHURCH STN 45	04/12/2006	04/12/2016
MERCEDES LINE RESCUE	Special	MALVERN STN 41	28/08/2010	28/08/2020
MERCEDES SRT	Special	DROITWICH USAR	26/02/2010	26/02/2020
MERCEDES SRT	Special	EVESHAM STN 28	28/05/2010	28/05/2020
MERCEDES SRT	Special	HEREFORD STN 46	01/06/2010	01/06/2020
MERCEDES SRT	Special	WORCESTER STN 21	01/05/2010	01/05/2020
SCANIA 4 SERIES WC	Special	EVESHAM STN 28	01/12/2003	01/12/2018
SCANIA 4 SERIES WC	Special	LEDBURY STN 42	01/03/2003	01/03/2018
SCANIA P SERIES WC	Special	LEOMINSTER STN 52	01/09/2010	01/09/2025

Responding Officer Cars

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
LAND ROVER FREELAND	AC	SHQ COM,RISK TRAINING	01/08/2014	01/08/2018
LAND ROVER FREELAND	AC	SHQ OPERATIONS	01/08/2014	01/08/2018
LAND ROVER FREELAND	AC	SHQ SERVICE SUPPORT	01/08/2014	01/08/2018
LAND ROVER DIS SPORT	FD	WORCESTER STN 21	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	WEST DIST. OFF. OPS.	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	MALVERN STN 41	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	OPS.LOGISTIC MALVERN	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	NATIONAL RESILIENCE	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	WEST DIST. OFF. OPS.	29/03/2016	29/03/2020
LAND ROVER FREELAND	FD	SHQ COMM RISK RISK	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	WEST DIST. OFF. OPS.	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	KIDDERMINSTER	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	SHQ, OPS POLICY	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	HEREFORD	01/03/2014	01/03/2018
LAND ROVER FREELAND	FD	SHQ COMMITY RISK	01/03/2014	01/03/2018
LAND ROVER FREELAND	FD	HINDLIP / POLICE	21/05/2014	21/05/2018
LAND ROVER FREELAND	FD	SOUTH DIST. OFF. OPS	21/05/2014	21/05/2018
LAND ROVER FREELAND	FD	NORTH DIST.OFF.OPS.	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	SHQ, OPS POLICY	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	TECH FS WEST	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	ROSS ON WYE STN 44	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	DROITWICH T&DC	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	DROITWICH T&DC	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	SHQ, PPP	02/01/2011	02/01/2015
LAND ROVER FREELAND	FD	SHQ COMM FIRE SAFETY	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	FIRE CONTROL PROJECT	01/03/2014	01/03/2018

LAND ROVER DIS SPORT	FD	SHQ OPERATIONS WILLS	29/03/2016	29/03/2020
LAND ROVER DISC.	PO	SHQ PRIN. OFFICE	09/12/2015	09/12/2018
LAND ROVER DIS SPORT	PO	SHQ PRIN. OFFICE	29/03/2016	29/03/2020
LAND ROVER DISC.	PO	SHQ PRIN. OFFICE	01/03/2013	01/03/2016
LAND ROVER DIS SPORT	PO	SHQ PRIN. OFFICE	06/01/2016	06/01/2019
LAND ROVER FREELAND	RESILIENCE	SHQ, COMM RISK	01/03/2011	01/03/2018
LAND ROVER FREELAND	RESILIENCE	DROITWICH STN 26	01/01/2012	01/01/2018
LAND ROVER FREELAND	RESILIENCE	DROITWICH T&DC	01/01/2012	01/01/2018
LAND ROVER FREELAND	RESILIENCE	SHQ OPERATIONS	01/01/2012	01/01/2018

White Fleet

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
MERCEDES SPRINTER		Ops Logs Mechanics	18/04/2011	2017
MERCEDES SPRINTER		Ops Logs Mechanics	18/04/2011	2017
MERCEDES SPRINTER		TDC BA Van	01/03/2014	2020
CITROEN BERLINGO		SHQ ICT	04/08/2015	2021
CITROEN DESPATCH		OPS.LOGISTIC MALVERN	04/08/2015	2021
CITROEN RELAYMIN BUS		DROITWICH T&DC	13/09/2006	N/A
FORD FIESTA		SHQ, TECH FIRE SAFE	25/07/2015	2021
FORD FOCUS ESTATE		SHQ, TECH FIRE SAFE	01/07/2015	2021
FORD FOCUS ESTATE		SHQ, OPS POLICY	01/07/2015	2021
FORD FOCUS ESTATE		EVESHAM STN 28	13/03/2013	2019
FORD FOCUS ESTATE		REDDITCH STN 27	13/03/2013	2019
FORD FOCUS ESTATE		HEREFORD STN 46	13/03/2013	2019
FORD FOCUS ESTATE		MALVERN STATION	25/03/2013	2019
FORD FOCUS ESTATE		WORCESTER STN 21	13/03/2013	2019
FORD FOCUS ESTATE		BROMSGROVE STN 25	13/03/2013	2019
FORD FOCUS ESTATE		DROITWICH STN 26	08/10/2014	2020
FORD FOCUS ESTATE		D.O.COMM.FIRE SAFETY	15/07/2002	2017
FORD FOCUS ESTATE		CFS KIDDERMINSTER	01/05/2003	2017
FORD FOCUS ESTATE		SHQ COMM FIRE SAFETY	01/08/2005	2017
FORD FOCUS ESTATE		SHQ COMM FIRE SAFETY	01/08/2005	2017
LDV MAXUS		REDDITCH STN 27 14 seats YFF	02/09/2007	N/A
PEUGEOT BIPPER		SHQ COMM FIRE SAFETY	23/03/2009	2017
PEUGEOT BIPPER		CFS UPTON	23/03/2009	2017
PEUGEOT BIPPER		SHQ COMM FIRE SAFETY	23/03/2009	2017
PEUGEOT EXPERT		OPS.LOGISTIC MALVERN Hydrants	31/10/2012	2018
PEUGEOT EXPERT		OPS.LOGISTIC MALVERN Hydrants	24/10/2012	2018
PEUGEOT PARTNER		DROITWICH T&DC	22/10/2012	2018
TOYOTA HI LUX		KIDDERMINSTER STN 24	01/03/2010	2017
TOYOTA HI LUX		NORTH DIST.OFF.OPS.	01/05/2008	2017
TOYOTA HI LUX		SOUTH DIST.OFF.OPS.	01/05/2008	2017
TOYOTA HI LUX		WEST DIST. OFF. OPS.	02/05/2008	2017
TOYOTA HI LUX		WEST DIST. OFF. OPS.	01/05/2008	2017
TOYOTA HI LUX		OPS.LOGISTIC MALVERN SERVICE VA	01/09/2011	2017
VAUXHALL COMBO		SHQ ICT	01/11/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/11/2011	2017
VAUXHALL COMBO		Chris Giles Shropshire	01/11/2011	2017
VAUXHALL COMBO		DROITWICH T&DC	27/10/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/11/2011	2017

VAUXHALL COMBO		SHQ OPERATIONS	01/11/2011	2017
VAUXHALL COMBO		TECH FS NORTH	01/03/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/03/2011	2017
VAUXHALL COMBO		SHQ COMM FIRE SAFETY	01/03/2011	2017
VAUXHALL COMBO		TECH FS WEST	01/03/2011	2017
VAUXHALL COMBO		SOUTH DIST.OFF.OPS.	01/03/2011	2017
VAUXHALL COMBO		SOUTH DIST.OFF.OPS.	01/03/2011	2017
VAUXHALL COMBO		OPS.LOGISTIC MALVERN	01/03/2011	2017
VAUXHALL CORSA CAR		SOUTH D.O.FIRE SAFET	11/09/2012	2018
VAUXHALL CORSA CAR		WEST D.O.FIRE SAFETY	11/09/2012	2018
VAUXHALL CORSA CAR		NORTH D.O.FIRE SAFET	11/09/2012	2018
VAUXHALL MOVANO		OPS.LOGISTIC MALVERN	13/05/2011	2017
VAUXHALL MOVANO		OPS.LOGISTIC MALVERN	13/05/2011	2017