



Fleet Strategy

Folder Name		Folder Number	
Section Name		Section Number	
Part Name		Part Number	

Status	Approved
Document Version	Version 8.1
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Department	Operational Logistics/ Fleet
Date Approved	August 2016
Review frequency	Annually
Next Review	November 2022

Version History

Version	Date	Description
1.0	23/02/2015	Fleet strategy
2.0	July 2016	Feedback from BB / RD
3.0	July 2016	JP review
4.0	July 2016	Consult
5.0	Aug 2016	SMB version
6.0	Sep 2016	Final Version
7.0	Nov 2018	Review and update JD
8.0	Jan 2021	Review and update JD
8.1	Nov 2021	Para 2.2 and Appendix 1 updated JD/LW

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 a high standard of Fleet provision through continual improvement, evaluation and investment. The current Fleet Strategy was developed to cover periods 2016 – 2021, however this strategy has now been updated to provide an overview of the current position of the fleet and 5-year replacement plan from 2021 to 2026.

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Fleet Strategy

1. Introduction

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 the right vehicles in order that our staff can undertake their jobs effectively, and is in line with the Service strategy.

1.1. Control of the Fleet Strategy

The Fleet Strategy will be reviewed annually by the Senior Management Board 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.

Note: This is due to the lead times required on some complex vehicle procurements which often cannot be delivered within one fiscal year.

The Fire Authority established a Member Task & Finish Group 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a long-term Strategy for the replacement of vehicles, which had served the Authority well, but the detail was now out of date.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 was 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 2018

The existing Service fleet was generally fit for purpose, however there were a number of vehicles that fell within the planned replacement age that were to be purchased between 2018 and 2025. Future procurement will conform to the fleet strategy and will usually form part of the vehicle replacement programme with only relatively minor variations as deemed necessary.

However, 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 such as electric powered vehicles to reduce the service carbon footprint.

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 process and will to some extent, dictate the type of fleet the Service will maintain.

The fleet strategy comprises of three main categories (see Appendix 1):

- Red Fleet – all fire appliances 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 appliances - 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.

The fleet consists of the following (see appendix 1):

- 41 operational fire engines,
- 9 fire engines for operational reserve, training & Young Firefighters Association
- 22 specialist red fleet vehicles plus eight trailers
- 36 responding officer & principal officer cars
- 53 white fleet vehicles, vans (small and large) and cars

Note: additional functions and as vehicles are procured and disposed of will result in the numbers of vehicles actually owned to vary.

Current position

The performance of the red fleet (fire appliances and specialist vehicles) is considered suitable and to a high standard. Responding officers cars were reviewed in 2015/16 with the results being published widely and replacement taking place in 2018-19 and due again in 2022-23.

The performance of the white fleet is largely suitable, but this strategy had identified certain vehicles that required review. The age of this fleet had increased significantly in the last decade, but significant investment brought the age profile back on line in 2018. The cost vs. benefit of alternative fuels for the car and van fleet is still an uncertain area but will always be considered, however a

change to small clean running petrol engines from diesel was carried out on the car fleet with 15 purchased in 2018 with a further 5 in 2019.

Consideration to procurement of fully electric and hybrid vehicles will be considered for all future white fleet and response car replacement from 2021 and once charging infrastructure has been put in place.

In creating the existing fleet there has been significant user engagement which will form part of any future procurement. Future planned reviews will endeavour to achieve efficiencies whilst maintaining a high standard of vehicle and user satisfaction.

There is also some scope to investigate other vehicle types and explore new technological solutions within this strategy over the next five years.

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 in this strategy.

Adverse Weather

Where possible vehicles that have an operational response element should incorporate or be able to accommodate a high degree of resilience for adverse weather conditions, such as the ability to mobilise promptly in sub-zero temperatures, wading depths, all-wheel drive or traction in snow and ice.

2. Assessing the performance and suitability of the HWFRS Fleet

It is the role of the Fleet Engineer to carry out a continuous and detailed appraisal of the fleet, in conjunction with the user requirements.

Any assessment should identify:

- Those vehicles which are in the current fleet yet are not meeting staff or Service needs and therefore suggest change is 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.

2.1. Lifespan of vehicles

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 has been greater than that of some other Services, particularly metropolitan FRSs in relation to the red fleet.

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.

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 may not be able to accommodate the retrofitting of technical advances.

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 Engineer and user should not be limited to age or mileage.

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:

- Fire engines – 15 years
- Operational support vehicles - Van sized up to 3.5 tonne & 4x4 – 10 years
- Operational support vehicles - large over 3.5 tonne (e.g. ALP) – 15 years to 20 years
- Responding officers cars – 4 years
- Non-operational cars and small vans – 6 years
- Non-operational larger ancillary vehicles – 10 – 12 years

Vehicle Rotation

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

Based upon the current fleet assumptions (See Appendix 1) and aspirational fleet replacement ages the following 5 year plan outlines the predicted replacements:

	2021/22	2022/2023	2023/2024	2024/2025	2025/2026
Red Fleet (fire appliance)	4 Fire engines "2005 Scania"		6 Fire Engines "2008 MAN"		6 Fire Engines "2010 Scania's"
Red Fleet (other)	2 x RAV'S "carried fwd"	1x Argo Cat		USAR crew bus 2 x Water Carriers Pending review	
Responding Officer car		30 (may increase to 36)	6 (may be procured in 2022/23)		1 USAR K9 van
White Fleet (vans and cars)	3 x cars 2 x small vans 2 x cars carried fwd	7 x 4x4 Pick up trucks	1 x Large van B.A		5 x Cars
Estimated cost Total	£1,833,148	£1,295,000	£2,047,400	£572,500	£1,952,543

Notes relating to table above;

The two large vans are workshop vans that have very high mileage and are becoming unreliable and costly to operate, so replacement was brought forward by one year.

2021/22

Five fire engines would have been purchased, but the purchase of the three CAFS appliances in 2020/21 used more budget than a basic fire engine and did not leave enough to buy five, other work within the fleet will compensate for this.

The five cars and three vans are a combination of three years requirements held back to allow installation of charging points and replacement with electric vehicles, the budget will need to be reviewed as electric vehicles are more expensive than oil powered cars.

The two RAV replacements are overdue from 2017 and are late as a suitable vehicle has been difficult to find and only became available in 2020, budget has been adjusted to suit annual cost increases and different style of vehicle.

2022/23

No update required

2023/24

Six fire engines are required these may be different to our standard vehicles depending on the results of a review of service vehicle types and water carrying capacities in 2022.

2024/25

The service currently has three water tankers and two were due replacement in 2018, their lives have been extended due to low mileage and condition and until a water strategy review takes place in 2022

2025/26

Six fire engines are required these may be different to our standard vehicles depending on the results of a review of service vehicle types and water carrying capacities in 2022.

Due to international supply chain difficulties lead time on vehicles may be extended affecting project build times. This should be taken into consideration when planning projects as it may affect Capital budget planning, this should be monitored annually.

Note

Cost estimates may vary and are based on assumptions from previous procurements with a 3% year on year increase, existing user specification and supplier advice, which are all subject to change and updating.

Vehicle Procurement

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 most appropriate and best quality vehicle.

The Treasurer will determine the best method of funding these vehicles which may involve outright purchase, lease, capital or revenue financing or any combination of these.

In reaching procurement decisions in this matter there will be regard to (not definitive):

- Whole life costs including resale values
- 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

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.

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.

Such matters that may need consideration in regard to differing vehicles 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

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.

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.

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

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

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.

Regard to the following areas should be given when disposing of a vehicle:

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 the financial amount realised following disposal. Where public value is best served there may also be alternative routes for disposal within the public sector.

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.

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.

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.

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

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 cleaner and more fuel efficient vehicles.

The Service, primarily through the 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.

The potential to switch one or more categories of vehicles to an alternative fuel such as electricity or LPG provides a number of challenges at this time:

- Alternative fuels can often incur higher 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.

3. Appendix 1

HWFRS Fleet
Updated 11/11/2021

Red Fleet

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
MERCEDES ATEGO	Pump - Training	DROITWICH TRAINING	01/02/2002	REPLACED 2018
SCANIA APPLIANCE	Pump - Front Line	BROADWAY STN	01/02/2011	2026/27
SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN	01/05/2012	2027/28
SCANIA APPLIANCE	Pump - Front Line	EWYAS HAROLD STN	22/07/2016	2031/32
SCANIA APPLIANCE	Pump - Front Line	BROMYARD STN	01/02/2011	2026/27
SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN	30/11/2012	2027/28
DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2020
SCANIA APPLIANCE	Pump - Front Line	EVESHAM STN	04/05/2012	2027/28
DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2020
MAN APPLIANCE	Pump - Front Line	FOWNHOPE STN	01/06/2008	2023/24
MAN APPLIANCE	Pump - Front Line	HEREFORD STN	01/06/2008	2023/24
SCANIA APPLIANCE	Pump - Front Line	HEREFORD STN	30/11/2012	2027/28
SCANIA APPLIANCE	Pump - Front Line	EARDISLY STN	21/07/2016	2031/32
SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN	01/11/2005	2020/21
SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN	22/07/2016	2031/32
DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2018
SCANIA APPLIANCE	Pump - Front Line	KINGTON STN	01/11/2005	2020/21
SCANIA APPLIANCE	Pump - Spare	OPS LOGISTICS	01/11/2005	REPLACED 2018
SCANIA APPLIANCE	Pump - Front Line	TRAINING DROITWICH	01/11/2005	REPLACED 2018
MAN APPLIANCE	Pump - Front Line	PEBworth STN	01/06/2008	2023/24
MAN APPLIANCE	Pump - Front Line	LEOMINSTER STN	01/07/2008	2023/24
SCANIA APPLIANCE	Pump - Front Line	REDDITCH STN	19/07/2016	2031/32
SCANIA APPLIANCE	Pump - Front Line	MALVERN STN	01/09/2010	2025/26
SCANIA APPLIANCE	Pump - Front Line	PERSHORE STN	01/11/2005	2020/21
SCANIA APPLIANCE	Pump - Front Line	BROMYARD STN	01/11/2005	2020/21
SCANIA APPLIANCE	Pump - Front Line	WHITCHURCH STN	01/05/2012	2027/28
SCANIA APPLIANCE	Pump - Front Line	REDDITCH STN	01/09/2010	2025/26
SCANIA APPLIANCE	Pump - Front Line	BROMSGROVE STN	30/11/2012	2027/28
MAN APPLIANCE	Pump - Front Line	ROSS ON WYE STN	01/07/2008	2023/24
MERCEDES ATEGO	Pump - Training	TRAINING DROITWICH	01/02/2002	REPLACED 2018
SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN	01/05/2012	2027/28
SCANIA APPLIANCE	Pump - Spare	OPS LOGISTICS	01/11/2005	REPLACED 2020
SCANIA APPLIANCE	Pump - Training	DRIVER TRAINING	01/02/2011	REPLACED 2018
MAN APPLIANCE	Pump - Front Line	PETERCHURCH STN	01/07/2008	2023/24
SCANIA 4SERIES	Pump - Front Line	WORCESTER STN	01/11/2005	2020/21
SCANIA APPLIANCE	Pump - Front Line	WORCESTER STN	20/07/2016	2031/32
SCANIA APPLIANCE	Pump - Front Line	WORCESTER STN	01/09/2010	2025/26
SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	EVESHAM STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	LEDBURY STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	TENBURY STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	MALVERN STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	LEINTWARDINE STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	LEOMINSTER STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	KINGSLAND STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	HEREFORD STN	08/11/2018	2033/34
SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN	08/11/2018	2033/34
IVECO DAILY 7 TONNE	Pump - Compact	ADDITIONAL ON TRIAL	13/09/2019	2033/34
IVECO DAILY 7 TONNE	Pump - Compact	ADDITIONAL ON TRIAL	13/09/2019	2033/34
SCANIA CAFS APPLIANCE	Pump - Front Line	ROSS ON WYE STN	03.02.2020	2034/35
SCANIA CAFS APPLIANCE	Pump - Front Line	UPTON STN	03.02.2020	2034/35
SCANIA CAFS APPLIANCE	Pump - Front Line	BROMSGROVE STN	03.02.2020	2034/35

Red Fleet (Specials)

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
LAND ROVER 130	Special	WYRE FOREST STN	23/05/2013	2026/27*
IVECO 7.2T ISV2	Special	DROITWICH STN	22/03/2016	2025/26
MERCEDES SRT	Special	EVESHAM STN	01/01/2021	2030/31
SCANIA WATER CARRIER	Special	EVESHAM STN	01/12/2003	2022/23
SCANIA ALP	Special	HEREFORD STN	01/01/2007	2026/27**
LAND ROVER 130	Special	HEREFORD STN	11/11/2009	2026/27*
MERCEDES SRT	Special	HEREFORD STN	01/01/2021	2030/31
SCANIA WATER CARRIER	Special	PETERCHURCH STN	01/03/2003	2022/23***
SCANIA WATER CARRIER	Special	LEOMINSTER STN	01/09/2010	2025/26***
ARGOCAT 8X8	Special	MALVERN STATION	01/10/2012	2022/23
LAND ROVER 130	Special	MALVERN STN	01/10/2012	2026/27*
MERCEDES LINE RESCUE	Special	MALVERN STN	01/01/2021	2030/31
MERCEDES RAV	Special	PETERCHURCH STN	04/12/2006	2019/20
MERCEDES EPU	Special	WYRE FOREST STN	03/12/2010	2022/23
MERCEDES RAV	Special	WHITCHURCH STN	04/12/2006	2019/20
SCANIA ALP	Special	WORCESTER STN	01/01/2007	2026/27**
MERCEDES SRT	Special	WORCESTER STN	01/01/2021	2030/31
MERCEDES COMMAND VEH	Special	LEDBURY STN	20/10/2019	2033/34
MERCEDES COMMAND VEH	Special	WYRE FOREST STN	20/10/2019	2033/34
MERCEDES ANIMAL RESCUE	Temp role	PERSHORE STN		Replaced 2021
MERCEDES RECRUITMENT	Temp role	OPS LOGISTICS		Replaced 2021

* Land Rover replacement date extended and all dates aligned agreed by SMB

** ALP replacement date extended by 5 years following review of condition agreed by SMB.

*** Scania Water Carriers replacement date extended pending water strategy review.

White Fleet

Vehicle Class	New Vehicle Type	Operator	Date In Service	Proposed Replacement Year
MERCEDES SPRINTER	Large Van	OPS LOGISTICS	01/01/2021	2030/31
MERCEDES SPRINTER	Large Van	OPS LOGISTICS	01/01/2021	2030/31
MERCEDES SPRINTER	Large Van	TRAINING CENTRE	01/03/2014	2023/24
CITROEN BERLINGO	Small Van	ICT	04/08/2015	2021/22*
CITROEN DESPATCH	Small Van	OPS LOGISTIC	04/08/2015	2021/22*
VAUXHALL VIVARO COMBI 9 SEATER	Mini Bus	TRAINING CENTRE	01/09/2018	2028/29
FORD FIESTA	Car leased	DISPOSED "written off"	25/07/2015	2020/21*
FORD FOCUS ESTATE	Car	PROTECTION	01/07/2015	2021/22*
FORD FOCUS ESTATE	Car	OPS POLICY	01/07/2015	2021/22*
FORD FOCUS ESTATE	Car	REDDITCH STN	13/03/2013	2019/20*
FORD FOCUS ESTATE	Car	DROITWICH STN	08/10/2014	2019/20*
VAUXHALL ASTRA EST	Car	PROTECTION	20/04/2018	2024/25
VAUXHALL COMBI	Small Van	PREVENTION	18/05/2018	2024/25
VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	RESPONSE	10/04/2018	2024/25
VAUXHALL VIVARO COMBI 9 SEATER	Mini Bus	TRAINING CENTRE	01/09/2018	2028/29
VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25
VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25
VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25

VAUXHALL VIVARO	Medium van	OPS LOGISTICS	01/09/2018	2028/29
VAUXHALL VIVARO	Medium van	OPS LOGISTICS	01/09/2018	2028/29
VAUXHALL VIVARO	Medium van	OPS LOGISTIC S	01/09/2018	2028/29
MITSUBISHI TITAN	4x4	SOUTH DISTRICT	28/04/2017	2022/23
MITSUBISHI TITAN	4x4	WEST DISTRICT	23/12/2016	2022/23
MITSUBISHI TITAN	4x4	KIDDERMINSTER STN	30/12/2016	2022/23
MITSUBISHI TITAN	4x4	NORTH DISTRICT	30/12/2016	2022/23
MITSUBISHI TITAN	4x4	HEREFORD STN	30/12/2016	2022/23
MITSUBISHI TITAN	4x4	WEST DISTRICT	30/12/2016	2022/23
MITSUBISHI TITAN	4x4	SOUTH DISTRICT	23/12/2016	2022/23
VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	ICT	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	TRAINING CENTRE	10/04/2018	2024/25
VAUXHALL ASTRA EST	Car	OPS POLICY	10/04/2018	2024/25
VAUXHALL COMBI	Small Van	WEST DISTRICT	18/05/2018	2024/25
VAUXHALL COMBI	Small Van	PREVENTION	18/05/2018	2024/25
VAUXHALL ASTRA EST	Car	OPS LOGISTICS	01/07/2018	2024/25
VAUXHALL COMBI	Small Van	SOUTH DISTRICT	18/05/2018	2024/25
VAUXHALL COMBO	Small Van	PREVENTION	01/10/2018	2024/25
VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
VAUXHALL MOVANO	Large Van	OPS LOGISTIC	01/11/2018	2028/29
VAUXHALL MOVANO	Large Van	OPS LOGISTIC	01/11/2018	2028/29
VAUXHALL ASTRA EST	Car	PROTECTION	01/02/2019	2024/25
VAUXHALL ASTRA EST	Car	PROTECTION	01/02/2019	2024/25
VAUXHALL ASTRA EST	Car	MALVERN STN	23/10/2019	2024/25
VAUXHALL ASTRA EST	Car	WORCESTER STN	23/10/2019	2024/25
VAUXHALL ASTRA EST	Car	HEREFORD STN	22/11/2019	2024/25
VAUXHALL ASTRA EST	Car	EVEESHAM STN	22/11/2019	2024/25
VAUXHALL ASTRA EST	Car	BROMSGROVE STN	22/11/2019	2024/25

* Not yet replaced to allow for establishment of charging infrastructure

Response Cars

VOLVO XC60 4x4	RESPONSE OFFICER	26/06/2018	22/23
VOLVO XC60 4x4	PRINCIPAL OFFICER	19/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	26/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	01/11/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	02/11/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	02/11/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	05/11/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	29/08/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	08/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	04/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	11/07/2018	22/23
VOLVO XC60 4x4	PRINCIPAL OFFICER	09/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	15/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	20/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	14/08/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	19/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	11/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	08/06/2018	22/23
VOLVO XC60 4x4	WORKSHOP SPARE	13/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	05/06/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	18/06/2018	22/23

VOLVO XC60 4x4	RESPONSE OFFICER	12/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	20/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	26/10/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	20/07/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	18/10/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	18/10/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	22/08/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	31/08/2018	22/23
VOLVO XC60 4x4	RESPONSE OFFICER	20/08/2018	22/23
VOLVO XC60 4x4	PRINCIPAL OFFICER	02/07/2019	23/24
VOLVO XC60 4x4	RESPONSE OFFICER	02/07/2019	23/24
VOLVO XC60 4x4	RESPONSE OFFICER	02/07/2019	23/24
VOLVO XC60 4x4	PRINCIPAL OFFICER	02/07/2019	23/24
VOLVO XC60 4x4	RESPONSE OFFICER	02/07/2019	23/24
VOLVO XC60 4x4	RESPONSE OFFICER	02/07/2019	23/24