



Equipment Plan 2026-30



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OUR CORE CODE OF ETHICS

We follow the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England which guides everything we do.

Putting our communities first

We put the interest of the public, the community and service users first.

Integrity

We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect

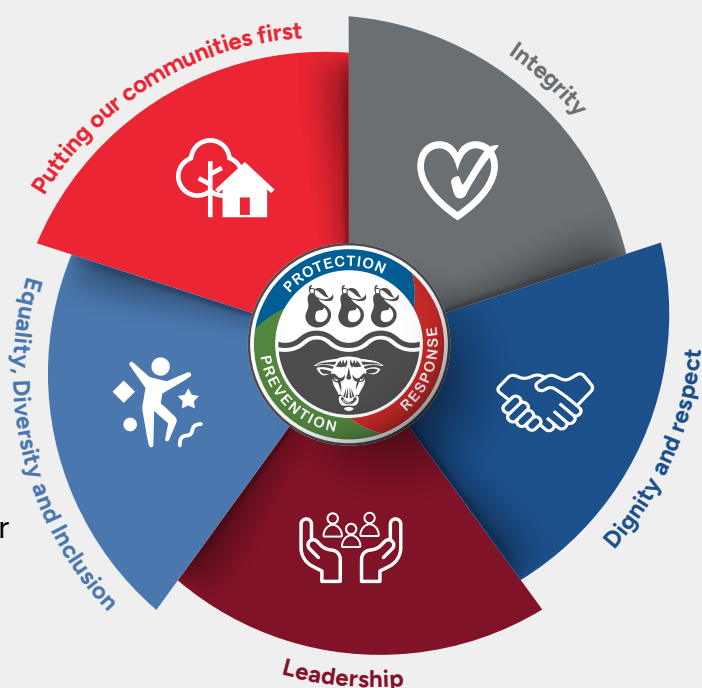
We make decisions objectively based on evidence, without discrimination or bias.

Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity and Inclusion

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.



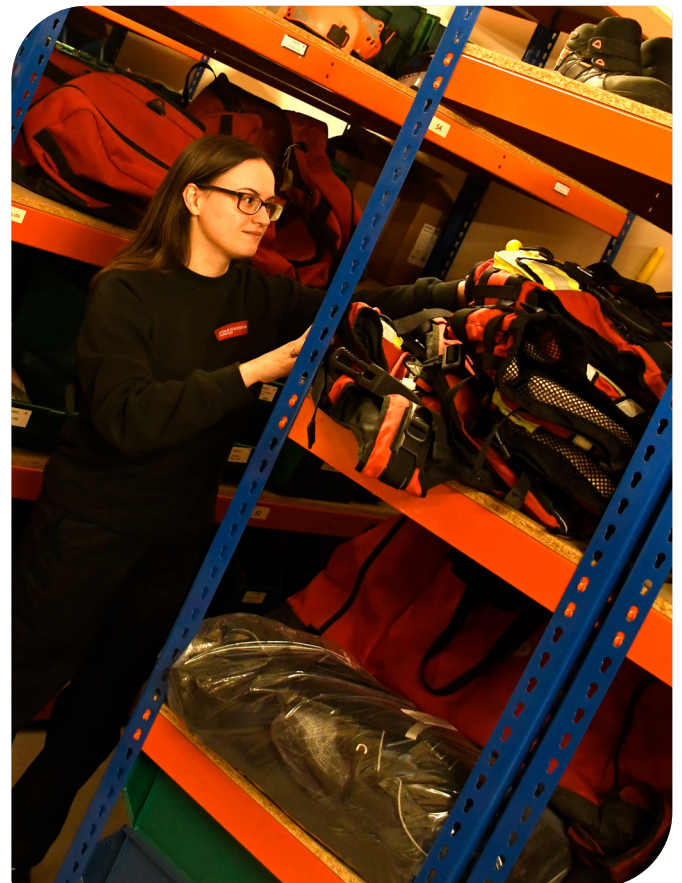
Introduction



This plan forms part of the overarching Asset Management Strategy. It will illustrate how Hereford & Worcester Fire and Rescue Service (HWFRS) will procure, maintain and replace operational equipment items in order to meet current and future operational needs.

Aligned to our Community Risk Management Plan (CRMP) and our three core strategies that drive everything we do, this Equipment Plan provides clarity and direction on how we will 'Ensure firefighters have access to the most up-to-date personal protective equipment and state-of-the-art firefighting equipment and fire engines' (CRMP 2025-2030), and maintain a high standard of operational equipment through continual improvement and evaluation.

The purpose of this Equipment Plan is to provide long term structured planning to equipment, maintenance and procurement. This will ensure that the Service continues to provide and maintain the right equipment to ensure our staff can do their jobs effectively.



Approach



In conjunction with the Fleet and Equipment Steering Group (FESG), made up of key stakeholders and end users, the Equipment Plan will be reviewed annually, addressing equipment needs as part of a cyclical replacement programme.

We will also introduce new equipment when required.

Significant changes to the plan would normally only occur due to one of the following criteria being demonstrated:

- An urgent operational need is identified that cannot be met by utilising existing equipment or by adapting existing equipment at economical cost;
- Significant investment to make substantial savings through opportunities such as economy of scale or collaborative procurement;
- A health and safety related issue, interoperability, or equipment fatigue issue suggests an alternative should be sought outside of the Equipment Plan;
- The equipment becomes obsolete or the supplier cannot for any reason continue to support the product;
- New technology or innovation that offers long term cost savings or an increased functionality to the user are identified;
- Where legislation, guidance or notable practice dictates a new or altered approach or deems a change in process and operating practices is required; or
- Where there may be wider and/or more specific operational considerations including those of partner organisations and collaborative initiatives, such as alignment of equipment to underpin consolidation or development of operational practices and services being delivered.

Equipment Management

To meet the needs of our CRMP 2025-30, MTFP and our Mission, Vision and Purpose, the Equipment Plan will adhere to the following; alignment to our core purpose, core strategies and collaboration.

Alignment to Core Purpose and Strategic Policy

The Equipment Plan is designed to help the Service meet the requirements of the Purpose, Vision and Mission, aligning with core strategies and forming part of the overall Asset Management Strategy.

Collaboration

We have a statutory duty within the Policing and Crime Act 2017 and Fire and Rescue Services Act 2004 to collaborate with partner organisations to maximise the return on public investment.

HWFRS recognise the benefits that working with others in similar organisations can bring, not only to HWFRS but to our regional and national peers and other agencies, by us sharing our best practice and knowledge.

HWFRS will seek to extend opportunities for collaboration between services in the region and nationally. This will be achieved via mechanisms such as the Regional Procurement Programme, and the establishment and maintenance of professional relationships with peers, both regionally and nationally.



Examples of collaborative working are, but not limited to:

- Collaboration between users and when establishing the user specification and needs;
- Collaboration between partners at the procurement stage; or
- Collaboration between partners for the maintenance, support and contract management of a piece of equipment.

However, where competing objectives between partners hinders equipment management, then strategic direction will be sought.

Equipment Management continued

Legislative Compliance

As an employer safety is at the heart of all we do and HWFRS has responsibilities under the Health and Safety at Work etc. Act 1974 and associated legislation, regulations and guidance, to protect our people in carrying out their duties. The Service is committed to providing equipment which is suitable for task, fit for purpose and suitably maintained. H & S internal peer review auditing will also form part of our quality assurance.

Furthermore, HWFRS also has a responsibility to meet the needs of the Equality Act 2010 to ensure staff are treated fairly and inclusion is promoted by considering individual requirements. These responsibilities will be met through early engagement with health and safety representatives, relevant diversity working groups such as Women@HWFire and other key stakeholders at the design phase.

With the Data Protection Regulations (GDPR) in mind, we will ensure we are legally compliant and following best practice in relation to data security.

Innovation

HWFRS will continue to review the developments and opportunities in technological advances through interaction with industry, suppliers and manufacturers and other market research mechanisms.

Where advances in technology can be evidenced to benefit HWFRS, its employees and communities, a business case will be brought to relevant user groups, such as Fleet & Equipment Steering Group (FESG), Training Steering Group (TSG), Women@HWFire and other interested parties.

Value for money

Through our Medium-Term Financial Plan, HWFRS will highlight potential funding challenges, both Capital and Revenue.

We will ensure that all equipment investment is supported by a robust business case, demonstrating need, volume, scale and quality, and quantifying whole life costs. Collaboration with partners will form a vital part of ensuring value for money is achieved.

Where opportunities arise contract agreements will be established with suppliers. The use of such contracts will further enhance value for money for our community.

As a monitoring mechanism, to support efficiency, value for money, and continuous improvement, Key Performance Indicators (KPI's) will form part of the ongoing performance measurement of the Equipment Department activities.

Environmental Sustainability

To meet the ambition of Government to become carbon neutral will be incredibly challenging.

To help reduce the Service's carbon footprint we will endeavour to adopt strategic directives into easy to understand headlines, such as Reduce, Repair, Reuse and Recycle. The replacement of all supplies will ensure that a whole life approach is taken into account. This ensures that all costs from purchase, use of the items through to disposal considerations are captured in the initial decision making process. Where possible recycled products will be used and, at the end of life, consideration given to reuse or recycle.

Read more in the Service's Environmental Sustainability Plan 2025-30.

Equipment Lifecycle

As operational equipment is one of the key categories of physical assets for the Service, the way in which HWFRS fulfils its duties in accordance with the Fire and Rescue Services Act 2004 will influence the type of equipment that is needed. To ensure this is achieved the following 'Equipment Lifecycle' stages will be implemented and monitored periodically throughout the term of the Equipment Plan.

Pre-Planning

The pre-planning stage supports the delivery of the Service's strategic objectives.

To facilitate this, we will maintain up to date information on the condition and suitability of our equipment, via our current management systems. Procurement priorities will be established via an annual update of the Equipment Planning Document (Appendix 1). This will include all significant equipment procurement requirements throughout the life of the Equipment Plan (5 years).

To ensure we continue to provide the most appropriate equipment we will consult with those who use and maintain existing equipment through the debrief system and FESG. At this stage a business case will be drafted, to include a user specification, considering National Occupational Guidance and associated Operational Procedures.

This process will detail the explicit "Needs" and "Wants" of the user in order to identify the essential and desirable requirements of any type of equipment.

This initial User Specification can then be developed into a Full Specification document which will include not only the user's requirements but also other important information such as: whole life costs, environmental sustainability impact, financial data, service and maintenance requirements, procurement routes, collaborative opportunities and market research.

Only when a full specification has been agreed and signed off by an SLB lead can the procurement process begin.

The Full Specification may also need to consider a number of other wider issues such as:

- Wider procurement considerations and adherence to the legal requirements of the Procurement Act 2023;
- Costs and interdependencies such as ICT;
- Ethical and sustainable disposal of assets;
- Whole life costs including disposal;
- People Impact Assessment (PIA); or
- Collaborative Opportunities.

To support end user involvement, individual equipment specifications will be assigned to the Equipment Officer and/or Station Commanders by FESG. Collaborative opportunities will be explored at this stage.

For lower value assets, requiring regular replacement, we will assess and put in place the most appropriate arrangements to ensure they reach the end user when required. This will consider many of the points raised above, as well as economies of scale in procurement relative to holding and distribution costs.

Equipment Lifecycle continued

Acquisition

Whilst working within budgetary and financial parameters, it is not only important that the Service achieves best value for money (based on effectiveness, efficiency and sustainability), but also provides equipment of satisfactory quality that incorporates technological advancements and remains fully effective without being compromised by cost.. It is important to seek standardisation with others, where possible, and to ensure that equipment is not "over-specified" and over-priced for the function it is trying to fulfil.

The Specification documents outlined above will be used to approach the market addressing operational and legal requirements, taking into account lessons from similar previous exercises and other organisations, achieving an appropriate balance between cost and quality.

Value for money is achieved firstly by ensuring a comprehensive specification, liaising with our colleagues within the procurement department, utilising the most competitive procurement routes and then ensuring the supplier can meet Service expectations throughout the lifespan of the contract.

We will ensure our planning is realistic to achieve the best possible result, allowing all stages in the process to be undertaken effectively.

Major equipment procurements are often collaborative and/or governed by formal contracts which can include fully managed services being provided alongside the item of equipment. These can be entered into alone or aligned to consortium frameworks (collective purchase agreements), that may offer the Service the advantage of better price, terms and conditions and aggregated bulk purchase efficiencies. HWFRS's Environmental Sustainability Plan will continue to be considered at this stage.

The cost of the procurement process, alongside the contractual full life costs, are key areas of exploration when examining value for money. Whereas managed services are easily defined by cost, the ability to manage maintenance in-house is often harder to identify, as the costs are predominantly capacity defined (staffing) rather than financial.

Equipment Launch

We will plan for the deployment of our equipment through effective project management, to include equipment evaluation with relevant end users. Key stakeholders feedback, Departmental Planning, TSG, H&S and FESG are included at this stage, to provide guidance and input on areas such as training requirements, risk and equality/people impact assessments and operational guidance for crews.

In addition, standardised procedures, safe systems of work and equipment safety files will be available for all equipment in use, ensuring a consistent approach throughout the Service, taking account of the diverse range of incidents and settings across HWFRS.

Where new equipment is being commissioned we will support its introduction through timely and appropriate awareness and training for end-users, technicians and other stakeholders, to ensure the equipment can be confidently and competently used.

Equipment Lifecycle continued

Support & Maintenance

We recognise the joint responsibilities of users and support technicians during the lifetime of our equipment, to ensure it delivers the purpose for which it was obtained, and to ensure it achieves the maximum possible useful life.

Our Equipment Management System ensures equipment is monitored and tracked through planned inspection, testing, maintenance, support, and repair of all assets. It also provides systems for users to report issues e.g. faults, accidents; supported by appropriate service standards. These arrangements will be robustly managed to ensure value for money.

Users are responsible for taking good care of equipment entrusted to them, ensuring they are fit for purpose before being deployed, reporting instances where this is not the case and maintaining records of inspections.

Replace/Reuse

The procurement of new and replacement equipment requires careful planning. Some equipment may have fixed manufacturer determined or safety led lifespans which force the disposal at a set date of equipment that may appear to be in perfectly serviceable order, whilst other equipment, whilst well used and worn, may be perfectly suitable to stay in service and will continue to perform well for many years. This Equipment Planning document establishes lifespans of equipment which in some cases are fixed, however, in many cases may be aspirational only and may need to be flexible and regularly revised, based on a number of considerations at any given time.

Whilst planning is in place for end of life replacement, the Service is equally attentive to requests for additional or replacement equipment throughout the lifespan of the item.

HWFRS will, as a matter of course where appropriate, utilise the current relevant manufactures life span guidance as a 'benchmark for change' within its equipment replacement programme.

The increasing age of a piece of equipment can have the potential to present increased maintenance and repair costs, however, this must be offset against the replacement costs and procurement processes needed to replace it. In many cases low operational usage, above average maintenance cycles alongside the quality of the product that is procured at the outset will determine the lifespan of many pieces of equipment.

Conversely, consideration should also be given to whether the lifespan of a piece of equipment will limit the ability to respond to technological advances. It is important to regularly assess the current lifespans of the equipment in use to determine whether it is beneficial to reduce or extend these lifespans further.

Many issues need to be taken into account in these assessments and should not be limited to age alone, in most cases. The replacement of a piece of equipment may be determined (increased or decreased) based upon a number of considerations. Much of the Service's equipment assets are subject to relatively low usage, therefore equipment may be rotated and swapped to balance this usage out across the lifespan of the equipment.

Where a piece of equipment consistently demonstrates low usage, it should be assessed as to whether the equipment can be removed or other options for the provision can be explored (Appendix 2 – Equipment Review Criteria).

Equipment Lifecycle continued



Retire and Remove

Where a piece of equipment reaches the end of its useful economic life, and/or where condition/suitability assessments suggest that action needs to be taken, options to upgrade the equipment will be considered before a decision is made to dispose of it, to ensure maximum value can be obtained from the initial investment.

In evaluating these options, due consideration will be given to our Environmental Sustainability Plan objectives. Where an item of equipment or its components can be reused or recycled within the Service, without compromising agreed standards, this will be facilitated.

The disposal of equipment should consider the following:

- Redeemable residual value of the item to the Authority;
- Security – To ensure equipment (PPE) cannot be acquired by purchasers for purposes that are detrimental to the national interests, e.g. crime and terrorism;
- Local Fire Cadet Units, Training, or similar initiatives;
- Assisting other UK Fire Services and partners; and
- Maintain an adequate audit trail and assurance of appropriate disposal, as required within Section 34 of The Environmental Protection Act 1990.

Governance and Auditing

At a strategic level, within the Service's Executive Governance arrangements, the Senior Leadership Board (SLB) is tasked with supporting the development and implementation of objectives within the HWFRS Strategic Plan as they relate to the organisation's asset base.

Senior Managers, in conjunction with FESG, facilitate an effective interface between those who provide, support and maintain assets and those who use them.

The Service's equipment management arrangements fall within the remit of both internal and external audit and His Majesty's Inspectorate or Constabulary & Fire Rescue Services (HMICFRS). These arrangements provide independent assurance.

Internally, the Station Audit process provides assurance that policies and procedures are being adhered to at local level; and work is ongoing within Equipment Management to develop a system of compliance checking.

Performance Management

To give assurance that our assets are delivering best value, we will measure and report, through our Senior Leadership Board, on three broad performance areas:

Availability

Average time to get back into use when unavailable.

Condition

% assets beyond useful economic life.
No. of equipment failures.

Value for Money

No. of equipment losses or breakages of operational equipment.

Within the equipment department these performance measures will be monitored through Key Performance Indicators (KPIs).

We recognise that sound performance management is grounded in timely, relevant and reliable data that can be accessed easily and flexibly. Through the Finance and Asset Systems, we will continue to utilise modern fit for purpose electronic information systems such as Power BI, supported by consistent policies, procedures and training, that deliver the best information and data to support our objectives.

HWFRS, in equipment management as in all other areas of business, seeks to be a learning organisation and as such is committed to using all aspects of performance management, including learning from mistakes, to ensure continuous improvement.

Legislative Requirements

There are a number of statutory functions and duties that we must carry out according to law as summarised below.

The Fire and Rescue Services Act 2004

This is the core legislation for all fire and rescue services and it details legal powers and responsibilities of Fire Authorities. A key element of the Act is that it makes the production of a National Framework document by the Secretary of State mandatory. Fire Authorities must have regard to the Framework in carrying out their functions.

National Framework Document

The Framework document sets out the Government's priorities and objectives for the fire and rescue service. It states:

- The Government's expectations for the fire and rescue service;
- What Fire Authorities are expected to do; and
- The support the Government will provide in helping them meet these objectives.

The Framework is intended to be strategic and provides the foundation on which to build local solutions, giving Fire Authorities flexibility to meet the needs of their communities.

The Policing and Crime Act 2017

Places a duty on police, fire and ambulance services to work together.

The Health and Safety at Work etc Act 1974

The Health and Safety at Work etc Act 1974 is the primary piece of legislation covering occupational health and safety in Great Britain. It's sometimes referred to as HSWA, the HSW Act, the 1974 Act or HASAWA. It sets out the general duties which:

- Employers have towards employees and members of the public; and
- Employees have to themselves and to each other.

The Provision and Use of Work Equipment Regulations (PUWER) 1998

These Regulations, often abbreviated to PUWER, place duties on people and companies who own, operate or have control over work equipment. PUWER also places responsibilities on businesses and organisations whose employees use work equipment, whether owned by them or not.

Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) – Work equipment and machinery

These Regulations (often abbreviated to LOLER) place duties on people and companies who own, operate or have control over lifting equipment. This includes all businesses and organisations whose employees use lifting equipment, whether owned by them or not.

In most cases, lifting equipment is also work equipment so the Provision and Use of Work Equipment Regulations (PUWER) will also apply (including inspection and maintenance). All lifting operations involving lifting equipment must be properly planned by a competent person, appropriately supervised and carried out in a safe manner.

LOLER also requires that all equipment used for lifting is fit for purpose, appropriate for the task, suitably marked and, in many cases, subject to statutory periodic 'thorough examination'. Records must be kept of all thorough examinations and any defects found must be reported to both the person responsible for the equipment and the relevant enforcing authority.

Legislative Requirements continued

The Personal Protective Equipment at Work Regulations 2022 amend the 1992 Regulations

Employers have duties concerning the provision and use of personal protective equipment (PPE) at work.

PPE is equipment that will protect the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment (RPE).

The Personal Protective Equipment at Work Regulations 2022 amend the 1992 Regulations to extend employers' and employees' duties in respect of PPE to a wider group of workers.

Procurement Regulations

Directives, regulations, Procurement Act 2023, policies and guidance relating to the procurement of supplies, services and works for the public sector.

[Public procurement policy – GOV.UK](#)

Contract Standing Orders Standing Orders for the Regulation of Contracts

These Contract Standing Orders (CSOs) are part of the Fire Authority's Constitution and must be applied in the procurement and disposal of goods, materials and services and in the execution of works.

The objective of these CSOs is to ensure that contracts are obtained on the most favourable terms, having due regard to quality, service and fitness for purpose. All procurement and disposal procedures must:

- Achieve best value for money;
- Be consistent with the highest standards of integrity;
- Ensure fairness and transparency;
- Comply with all legal requirements;
- Support the Fire Authority's corporate aims and policies.

Monitoring and Review

The programme of work is measurable. Therefore, we are able to continually monitor relevant information to be fully informed throughout the plan period of the progress made on each project.

Alongside monitoring, we will review the progress of each project listed in the Programme of Works to enable us to identify any subsequent actions which may need to be carried out to ensure the works are delivered within the timeframe identified. The first review will be carried out no later than one year from the publication of the Plan and will then be reviewed on an annual basis.

Further, as part of the annual review of the Plan we will also update the Equipment

Replacement Programme List (see Appendix 1).

Appendix 1

Equipment Planning (5 years)

Subject to approval

Category	Lifespan (Est.) Yrs	Equipment	Review Date	Replace Date
Respiratory Protective equipment	10	BA Sets complete (to include replacement cylinders and comms)	2031	2033
Personal Protective Equipment (PPE)	10	Firekit	2026	2027/28
Water Craft		Powered Boat and power unit	2027/28	2028/29
Road Traffic Collision (RTC)	12	Battery Rescue and associated Equipment	2029/30	2031/32
	10	Ultra Heavy Lifting Capability	2027/28 for future appliance	2029/30
Comms	10	Handheld Radios	2027/28	2029/30
Air Monitoring Equipment	8	Gas Monitors	2025/26	2026/27
Trauma	10	Defibrillators	2026/27	2027/28
Positive Pressure Ventilation	15	PPV fans	2025	Rolling
		RAM Fans	2025	Rolling
Electronic aids	7	Thermal Imaging Camera's (TICs)	2028/29	2029/30
		OIC TICs		2026/27
Ladders	10			2030/31
Branches		Compressed Air Foam Branches		2026/27
BA Associated equipment	10	Face Fit equipment		2026/27
Fitness	10	Exercise equipment		Rolling
Heavy Rescue Equipment	10	Hydrافusion Rescue Lift	2026/27	2027/28
Specialist Rescue		Animal Rescue Equipment	2027/28	2028/29
Logistics equipment	3	Zebra Scanning Device	2027/28	2028/29

Appendix 2

Equipment Review Criteria

Equipment reviews should consider:

- 1.** An initial assessment of the user core needs against the task and likely usage without examining the market for new equipment and with only a minor consideration of the capabilities of the current equipment in use to assist this process.
- 2.** An assessment of the suitability of the current piece of equipment (if applicable) should be undertaken to determine whether this item is adequately meeting user requirements.
- 3.** Whether the current item is still required or whether there is another way of addressing the user needs (i.e. other equipment in the Service, different operating models, collaboration with others)?
- 4.** An initial superficial review of technology or delivery options available on the market. This should not lead to market testing of items at this stage or include items in development that are not available for purchase. It may also be prudent to engage with the NFCC R&D hub or regional partners who work with R&D to explore options at this stage and avoid duplication of effort. It is important to comply with procurement regulations where at this stage no preferential supplier or market interest is identified or engaged with which might lead to accusations of improper practice during the procurement phase.
- 5.** The potential for collaborative procurements with other partner agencies should be explored.



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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