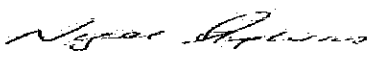
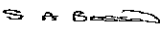
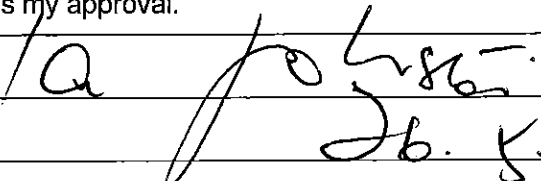
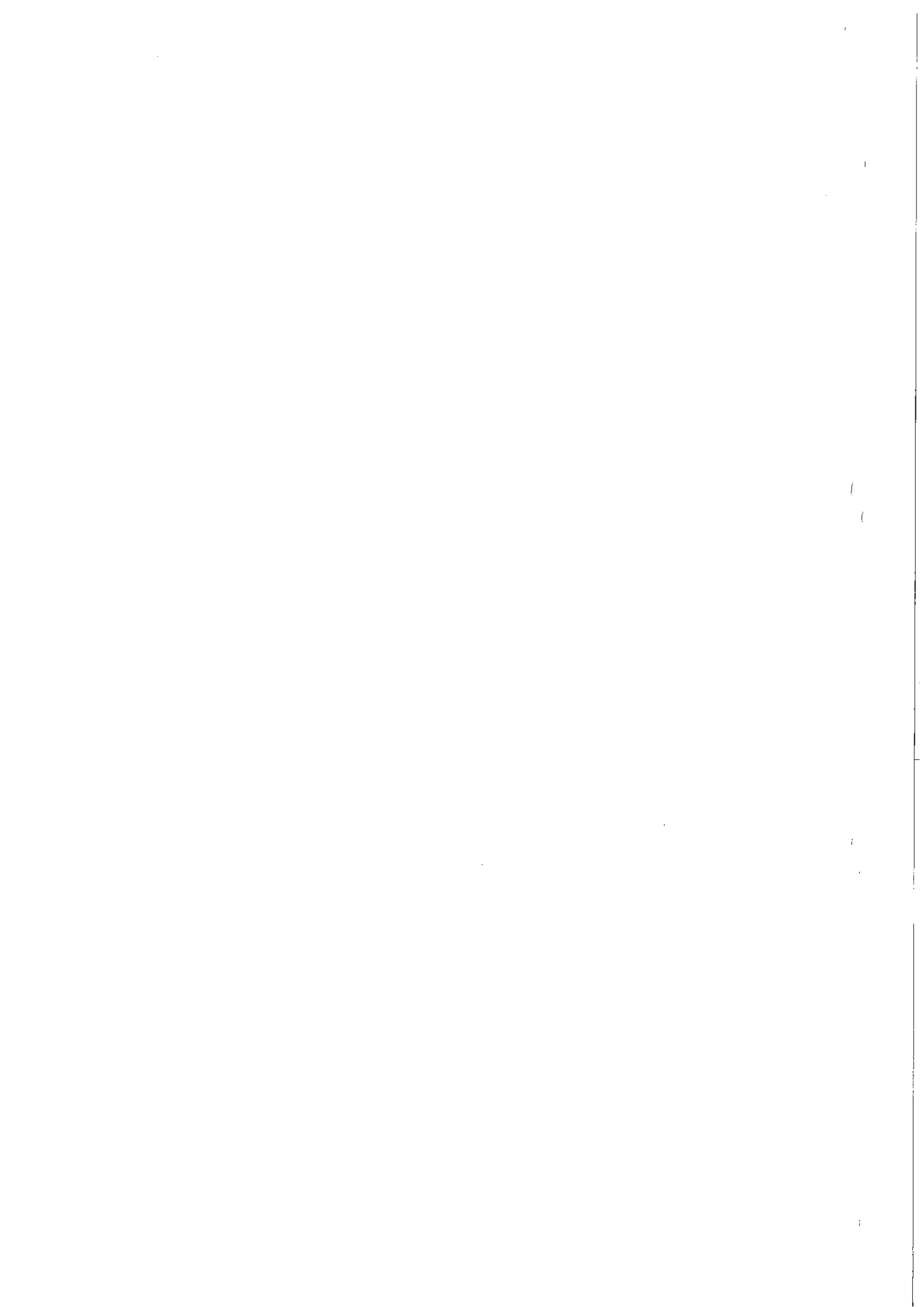


<u>DECISION NUMBER: PCCG-2015-064</u>	
<u>OFFICE OF THE POLICE AND CRIME COMMISSIONER</u>	
LEAD CHIEF OFFICER	Nigel Stephens, Assistant Chief Officer - Resources
TITLE:	Fleet Management Strategy
DATE:	26th May 2015
TIMING:	Annually
PURPOSE:	For Decision
1.	<u>RECOMMENDATION</u>
1.1	This report is submitted for approval.
2.	<u>INTRODUCTION & BACKGROUND</u>
2.1	The Police and Crime Commissioner has responsibility for approving the overall framework of accountability and control in relation to asset management as detailed in the Manual of Governance paragraph 1.1.4.
2.2	The Asset Management Strategy provides the framework within which officers and staff operate and was approved by the Commissioner in March 2015.
2.3	The Fleet Strategy falls within the overall Asset Management Strategy and deals with all vehicles in the Gwent Police fleet.
3.	<u>ISSUES FOR CONSIDERATION</u>
3.1	The Police and Crime Commissioner owns all assets which includes vehicles. The Fleet Strategy aims to support the planning process by facilitating the allocation of resources in a way that is consistent with priorities. This also ensures that value for money is achieved in the use of the fleet.
3.2	A key component underpinning the Fleet Strategy is the maintenance of up to date asset registers and their reconciliation to financial records. A recent internal audit report identified sound control in relation to assets.
3.4	The Fleet Strategy is provided at Annex 1 and confirms arrangements for safeguarding the fleet and the governance and financing framework.
4.	<u>NEXT STEPS</u>
4.1	The delivery plan for the Fleet Strategy is detailed in the programme of acquisitions, disposals and maintenance of which the acquisitions are approved through the Business Tasking and Co-ordination Group (BTCG) process and monitored through the capital programme. The configuration of the fleet is determined by the corporate priorities and modelled on operational and support function requirements.

5.	<u>FINANCIAL CONSIDERATIONS</u>
5.1	The financial issues regarding fleet management are presented through the medium-term financial plan where resources are identified and reported on an annual basis within the annual accounts.
5.2	The 2015/16 budget for fleet services is £2,354,000 revenue and £464,000 capital and includes the purchase and disposal of vehicles, maintenance and repair as well as the administration of the fleet.
5.3	The Fleet Capital Budget for 2015/16 has reduced to £464,000 following the rationalisation of the fleet stock which arose after a review of utilisation within the new operating model.
6.	<u>PERSONNEL CONSIDERATIONS</u>
6.1	Personnel considerations within this report relate to the training of officers and staff to drive vehicles in line with the force operational requirements.
7.	<u>LEGAL IMPLICATIONS</u>
7.1	Legal considerations within this report relate to the insurance arrangements for vehicles in line with the force legal requirements.
7.2	Legal advice is sought on procurement and disposal of assets.
8.	<u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u>
8.1	This report has been considered against the general duty to promote equality, as stipulated under the Single Equality Plan and has been assessed not to discriminate against any particular group.
8.2	In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.
9.	<u>RISK</u>
9.1	The Fleet Management Strategy seeks to minimise risk in the use of assets by ensuring they are fit for purpose.
10.	<u>PUBLIC INTEREST</u>
10.1	This Strategy will be made available following Commissioner approval.
11.	<u>CONTACT OFFICER</u>
11.1	Nigel Stephens, Assistant Chief Officer – Resources.
12.	<u>ANNEXES</u>
12.1	Annex 1: Fleet Strategy.

For OPCC use only

Office of the Chief Constable	
I confirm that Fleet Strategy report has been discussed and approved at a formal Chief Officers' meeting. It is now forwarded to the OPCC for monitoring purposes.	
Signature: 	
Date: 05 May 2015	
	Tick to confirm (if applicable)
Financial The Chief Finance Officer has been consulted on this proposal.	✓
OPCC (insert name) The Chief Executive has reviewed the request and is satisfied that it is correct and consistent with the PCC's plans and priorities.	✓
Legal The legal team have been consulted on this proposal.	N/A
Equalities The Equalities Officer has been consulted on this proposal.	N/A
Chief Executive/ Deputy Chief Executive: I have been consulted about the proposal and can confirm that financial, legal, equalities etc... advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate report to be submitted to the Police and Crime Commissioner for Gwent.	
Signature: 	
Date: 18/05/15	
Police and Crime Commissioner for Gwent I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. The above request has my approval.	
Signature: 	
Date: 26. 5. 15	





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Gwent
Police

Fleet Strategy April 2015 - 2018

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 - 1.2 Objectives

- 2. The Strategy**
 - 2.1 Service Provision
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 - 2.1.3 Alternative Service Provision

 - 2.2 Vehicle Acquisition
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 - 2.3 Vehicle Replacement & Disposal

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 - 2.8 Resource Management
 - 2.8.1 Staff
 - 2.8.2 Sites and Security
 - 2.8.3 Systems – Computer
 - 2.8.4 Budgetary Control

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 - Appendix 2 - Membership Fleet User Group & Fleet Strategy Group
 - Appendix 3 - Fleet Services & Workshop Staff Organisation Chart

1. Introduction

1.1 Aim

The aim of Fleet Services is to provide a fit for purpose, safe, reliable and cost effective vehicle fleet, enabling Gwent Police to deliver optimum policing services. This Vehicle Fleet Strategy seeks to provide an overarching reference which entwines key vehicle-related policy strands into a coherent structure.

1.2 Objectives

To achieve the aim of this Strategy, key objectives for Fleet Services have been set, as follows:-

- ❖ *To maintain cost-effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet.*
- ❖ *To identify and meet the transport needs of Gwent Police, for operational and support functions.*
- ❖ *To maintain an efficient and effective vehicle fleet, ensuring vehicles are replaced by following optimum replacement cycles, in line with the Asset Management Strategy.*
- ❖ *To review developments and opportunities in fuel types and carry them through to the vehicle replacement policy and procurement strategy in conjunction with the Fleet User and Fleet Strategy Groups.*
- ❖ *To protect and enhance the environment, supporting the concept through the Fleet Services Environmental Policy and Grey Fleet (private vehicles used for business mileage) Policy.*
- ❖ *To continue to develop and communicate Service Level Agreements in association with the Fleet User and Fleet Strategy Groups.*
- ❖ *To extend opportunities for collaboration between Forces in the Region and nationally for the benefit of Gwent Police.*
- ❖ *To maximise output from the most cost effective solutions. To continually review working hours to meet demand and the changing needs of the organisation.*

2. The Strategy

2.1 Service Provision

Objective - *To maintain cost-effective and timely processes for repair and maintenance, commissioning, decommissioning and disposal of the vehicle fleet.*

2.1.1 Key Customer Services

- Servicing, repair and maintenance, commissioning and decommissioning of fleet vehicles.
- Servicing of cars and vans every 12,000 miles and motorcycles every 6,000 miles, or every 12 months, depending on which occurs first.
- Commissioning of new vehicles to meet approved operational specifications, produced in conjunction with the Fleet User Groups, Fleet Strategy Group [Membership confirmed at Appendix 2], and the All Wales Fleet Joint Advisory Group (JAG).
- Maintaining full and detailed records of each vehicle's history.
- Timely collision repairs are arranged in liaison with insurance company and repairers.
- Procuring and disposing of vehicles and equipment in a timely and cost effective manner using national collaborative contracts where possible.
- Decommissioning vehicles at the end of their useful lives, removing police equipment and livery prior to pre-sale roadworthiness checks.

2.1.2 Service Level Agreements

- The services will be delivered to the specification presented in the table at Appendix 1.

2.1.3 Alternative forms of Service Provision

Fleet Management is responsible for ensuring best value of the vehicle maintenance and repair activities. To this end, benchmarking data continues to be developed to evaluate and assess viable alternatives to in-house provision of fleet services.

This includes comparison with other Forces and external suppliers. External garages are used for warranty work and can be used for possible contingency repairs. Vehicle body shop repair facilities at approved outlets are used for collision repair and the work checked

by Fleet Services for compliance with standards. Warranty repairs are undertaken externally wherever possible to take advantage of the cover provided by manufacturers.

The vehicles are commissioned through our own Workshop. The heavier construction work is outsourced to manufacturer based specialists to gain product liability cover. All vehicles are finished through Gwent Police workshops for number plates, tax, police equipment, livery, equipment checks.

Where possible, police equipment such as blue lights, switch panels and relays are re-used, to make significant cost savings. The use of Radio Engineers on the main site to install other equipment is a cost-effective solution to augment the in-house commissioning and ensures that the costs, security implications and logistics associated with transferring police equipment to external firms are reduced.

2.2 Vehicle Acquisition

Objective - *To identify and meet the transport needs of Gwent Police, for operational and support functions.*

2.2.1 Vehicle Evaluation and Approval.

In conjunction with the Fleet User Groups (FUG) and Fleet Strategy Group (FSG), new and alternative vehicles are evaluated and the results collated. This allows users to test their relative strengths for the designated Police role. This will be matched with the financial case to provide objective data for the comparison of options available and ensure that Gwent Police have the best value and fit-for-purpose vehicles.

Additions to the fleet follow the method set down by the Business Development Group (BDG) with submission of a business case. This ensures that a formal justification is evidenced and placed in context of the Fleet Strategy and is authorised by operational and financial managers at the Business Tasking & Coordination Group (BTCG).

All requests are channeled through the FSG as the executive approval body, which entails matching the vehicle request to the vehicles available under the National Frameworks to comply with Force and Health & Safety requirements and ensure that the vehicle is fit for the purpose for the designated operational role. Where capital funding is necessary, approval of the Commissioner is sought for a place in the annual Capital Bid with the Vehicle Replacement Programme (outlined in paragraph 2.3).

2.2.2 Vehicle & Equipment Specification

Selecting effective vehicles for the wide variety of police roles is a complex process that takes into consideration a number of factors

such as:-

- existing fleet mix
- parts availability
- technical expertise
- manufacturer support
- specialist tools
- fuel type
- performance
- load capacity
- vehicle evaluation by Force personnel
- suitability for role
- environmental considerations
- vehicle whole-life costs
- Health & Safety aspects of prisoner transportation
- compliance with National Association of Police Fleet Managers (NAPFM) stipulations which ensures testing for handling and braking for police use, for radio interference and conformance with police contract requirements.

Incident Data Recorders (IDR, otherwise known as 'black box') and trackers may be put in vehicles to provide data for integrated collision management forged with Risk Management and Force Driving School and will be managed through the Pursuit Management Group and Driver Permit scheme. The aim is to manage the risk associated with vehicle use and driver behaviour. IDRs provide accurate data to improve information for internal use and for collision investigation which allows speedier action and reduced insurance costs.

Marked police vehicles provide one of the greatest opportunities for Gwent Police to provide a visible presence and reassurance to the public. Wherever possible, all frontline vehicles will be white in colour and marked-up in Battenberg livery, including the corporate Gwent Police logo and Welsh National identity. This will be delivered in line with recommendations by the Home Office Scientific Development Branch.

Gwent Police is working in collaboration with the All Wales Fleet JAG and the NAPFM to achieve standard specification vehicles and police equipment.

2.2.3 Procurement

Vehicle acquisition follows the Vehicle Replacement Policy at paragraph 2.3 and conforms to the Police and Crime Commissioner's Contract Standing Orders. Fleet Services takes advantage of the Home Office Standing Offer/national procurement arrangements with manufacturers for all vehicle acquisition, to

conform to NAPFM/Home Office/CCS contracts.

Fleet Services strives to achieve economies of scale and other savings by using national contracts wherever feasible, to take advantage of preferential purchasing terms, and will participate in mini tenders within the framework using regional collaborative agreements and by standardising vehicles where possible.

Vehicle hire for short-term contingencies is available through a central procurement contract to allow for local call-off.

2.3 Vehicle Replacement & Disposal

Objective - *To maintain an efficient and effective vehicle fleet, ensuring vehicles are replaced by following optimum replacement cycles, in line with the Asset Management Strategy.*

Vehicle acquisition, utilisation and disposal policies follow best practice encompassed within the Asset Management Strategy to ensure Gwent Police provides value for money.

The annual Vehicle Replacement Programme is based on predicted vehicle usage over the forthcoming year. Vehicles that reach the vehicle replacement criteria based on mileage and age are listed for replacement and the results checked and collated to form the Capital Bid. The criteria ensure that the optimum combination of age and mileage is reached, taking account of the cost of repair and maintenance and level of commissioning to obtain best value.

Vehicles with an average usage of less than 800 miles a month for a period of six months are identified through regular vehicle utilisation monitored by FSG.

Changes to specification are built in to the replacement programme to ensure that the latest technical and safety features are included where necessary (such as ABS, EBD, parking sensors and IDRs). Changes in operational requirements are programmed in to the following year's plans for acquisition via the Commissioner approval of the Capital Bid.

Once they are de-commissioned, vehicles are sold at auction. This safeguards Gwent Police from risk through our own vehicle safety checks, from consumer legislation by using an auction house via a national framework and from possible use for terrorist purposes by removal of equipment and livery whilst in our care.

2.4 Fuel

Objective - *To review developments and opportunities in fuel types and carry them through to the vehicle replacement policy and procurement strategy in conjunction with the Fleet User and Fleet Strategy Groups.*

A key factor in determining the vehicle replacement and acquisition policy is the Force fuel strategy. Alternative fuels, along with other technical enhancements will be reviewed as developments and opportunities arise to maximise budgetary and environmental benefits, in line with the operational requirements of the Force.

Fleet Services, in liaison with the fuel card contractor, analyses and communicates to budget holders data on fuel use trends, costs and options. This enables information to be shared and fuel use to be better managed.

2.5 The Environment

Objective - *To protect and enhance the environment, supporting the concept through the Gwent Police Sustainability Policy and the Fleet Services Grey Fleet (private vehicles used for business mileage) Policy.*

Fleet Services seeks to reduce the adverse environmental impact of our activities, including air, land and water pollution and noise. We aim to encourage the efficient use of resources through the minimising of waste and through the conservation, re-use and recycling of resources wherever possible. For example, through the procurement of vehicle maintenance products that aids the reduction of harmful pollutants.

Fleet Services works with vehicle manufacturers to keep abreast of advances in technology and alternative fuels such as LPG, Bio-Diesel, Bio-ethanol, Electricity and Hydrogen and how they are presented through bi-fuel, hybrid or fuel cell vehicles. The evaluation of new developments in vehicles will be assessed in terms of operational fitness for purpose, ease of maintenance, ease of use and environmental impact.

2.6 Performance Monitoring

Objective - *To continue to develop and communicate performance indicators in association with the Fleet User and Fleet Strategy Groups.*

Key performance indicators are monitored to ensure that Fleet Services can demonstrate the extent to which operational requirements are met. Such Key Performance Indicators (KPI's) are constantly being enhanced in conjunction with the FSG and

changing demands.

Gwent Police participates in the National Benchmarking process in conjunction with NAPFM. This enables Forces to compare and contrast data on a range of activities relating to all aspects of Police fleet services, including vehicle reliability, turnaround, availability and whole life costs. Fleet Services is participating in the NAPFM Best Value / Benchmarking Initiative to improve national indicators and to ensure that Gwent Police stay in the forefront of developments.

Customer feedback is provided through the FUG and FSG to ensure that fleet services are reviewed and improved to support operational policing. Performance indicators regarding establishment, fuel use and accident statistics are also communicated to senior representatives of all main users through Fleet Services monthly and quarterly reports. The KPI's and National Benchmarking results will be monitored and evaluated by the FSG.

The Fleet Management System (Tranman) allows for the development of performance indicators and Service Level Agreements between the Vehicle Fleet section and our internal customers. This also provides a basis for feedback and review within the continuous improvement cycle.

2.7 Collaboration

Objective – *To extend opportunities for collaboration between Forces in the Region and nationally for the benefit of Gwent Police.*

Gwent Police Fleet Services makes use of collaborative opportunities through NAPFM to improve standards and standardisation between Forces and reduce costs through economies of scale wherever possible.

Collaboration with training, contracts, and workshop issues are current examples of successful on-going projects. Compliance and assistance with NAPFM/Home Office contracts enhances collaboration, reduces costs and improves safety and conformity through nationally agreed specifications.

Gwent Police Fleet Services forms part of the All Wales Fleet Joint Advisory Group working on collaborative projects such as standardisation of vehicle types, police equipment and IT service providers, framework contracts and shared resources.

2.8 Resource Management

Objective – *To maximise output from the most cost-effective solutions. To continually review working hours to meet demand and the changing needs of the organisation.*

2.8.1 Staff

The organisation Chart is provided at Appendix 3. Fleet Services staffing has been developed to support operational demands.

The Commissioning of vehicles is a developing area as a result of higher levels of equipment and electronic devices going into vehicles. An illustration is seen with IDRs which links the main vehicle functions to the 'Black box' which has to be calibrated before issue.

A Training Programme is in place to ensure that staff are proficient within the changing technology and able to operate the latest equipment on the vehicles. Staff are trained to cover First Aid, Fire Marshalling, Health & Safety and Fleet Management, along with the technical training of the vehicle mechanics, including MOTs.

2.8.2 Sites & Security

The Fleet Services workshop is strategically placed to support Gwent Police operational needs. The main site utilisation plans have been developed to ensure that the varying demands of all site functions, including Radio Engineers, Repair & Maintenance, Commissioning, Decommissioning, work together to make best use of the facilities and optimise the available space.

Site and vehicle security is constantly under review to ensure that risks are identified and managed in line with best practice and National Counter Terrorism Security Office recommendations.

2.8.3 Systems – Computer

Planned improvements to the software, data input and reporting are expected in the next twelve months. This will enable better vehicle service and management. A variety of KPIs are used for monitoring of vehicle downtime, frontline vehicle availability and vehicle utilisation. KPIs are reviewed to stay abreast of changing demands such as the need for more sophisticated environmental indicators which are being developed.

Direct access to the computerised fleet management system through a web portal allows specific users to have direct access to view vehicle accident details. The Web Portal is also used to report the accidents and is an improved and enhanced tool for recording and monitoring. This will continue to be upgraded to improve the

benefits for users as opportunities arise.

2.8.4 Budgetary Control

Fleet Services operate centralised capital and revenue budgets with the exception of the fuel budget which is devolved to the Service Areas. Monthly reports presenting the latest vehicles in use are disseminated to budget holders by vehicle user and budget code for the fuel usage and accident costs.

The capital replacement programme and subsequent expenditure is subject to approval by the Chief Officers and the Commissioner taking into account value for money and affordability.

3. Management Of The Vehicle Fleet Strategy

Responsibility for achieving the objectives in the Vehicle Fleet Strategy rests with the Head of Fleet Services who reports to the Assistant Chief Officer - Resources. Achievement and progress of outcomes from the Strategy will be monitored using the objective setting and review of the PDR process.

Operational matters are referred to the Assistant Chief Constable, policy matters through the FSG and technical matters through the FUG.

Fleet Services will continue to ensure the provision of services to match the varying levels of demand in a challenging 24/7 service environment.

Service	Standard	Appendix 1 Target
<p>1. Vehicle servicing is carried out every 12,000 miles for operational 4-wheeled vehicles, 6,000 miles for motor cycles or every 12 months, depending on which occurs first.</p>	<p>1. To complete scheduled services within 1 working day, where vehicle is left by 0800hrs. To supply pool / courtesy car to substitute for frontline operational vehicle, where available.</p>	<p>1. 80% of all servicing is completed within one day</p>
<p>2. Repair and maintenance work to be undertaken as required and in accordance with the ISO9001:2000 Quality System.</p>	<p>2. To complete emergency repairs / non-scheduled work within 1 working day. Priority given to frontline operational vehicles.</p>	<p>2. Above 94% availability of frontline operational vehicles</p>
<p>3. Maintaining vehicle data to maintain records of the vehicle fleet history.</p>	<p>3. Vehicle and fleet related data available upon request</p>	<p>3. Open access for approved users to vehicle records via the web portal</p>
<p>4. Arranging vehicle incident / collision repairs in liaison with users and service providers.</p>	<p>4. a) If no Assessor is required, a repair order is sent to the repairer and user/Service Area representative notified.</p> <p>b) If an Assessor is required (estimate over £500/labour), the Repairer and user/Service Area representative are notified on receipt of the Assessor's report.</p>	<p>4. a) Within 1 working day</p> <p>b) Within 4 working days</p>
<p>5. Customer Service arrangements; Open hours, HQ Workshop:-</p> <p>8.00 – 16.00hrs Monday – Thursday</p> <p>8.00 – 15.30hrs Friday</p> <p>- using Web Portal to log vehicle Accidents</p> <p>- Vehicles may be collected or delivered to HQ Workshop out of hours using special arrangements / key boxes provided.</p>	<p>5. To respond in a timely and effective manner.</p>	<p>5. To answer the telephone within 4 rings or respond to Voice Mail / e-mail, for service/repair enquiries during working hours, within 2 hours.</p>

Membership

Fleet User Group

Head of Fleet Services
Fleet Admin Manager
Workshop Manager
Vehicle Recovery Liaison Officer
Service Area –Section/Dept
Operational Representatives (Inspector level)

Fleet Strategy Group

Assistant Chief Officer – Resources
Head of Fleet Services
Workshop Manager
Vehicle Recovery Liaison Officer
Service Area Superintendents
Health & Safety Officer
Driver Training Inspector
Risk Manager

