



Heddlu  
Gwent  
Police

# **Fleet Strategy**

**April 2021 – March 2024**

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## **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.*
- ❖ *To protect and enhance the environment, supporting the concept through the Environmental Policy and Grey Fleet (private vehicles used for business mileage) Policy.*
- ❖ *To continue to develop and communicate Service Level Agreements.*
- ❖ *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, developing and maximising the utilisation of the technology through:*
  - *the single fleet IT system, which is shared by the Southern Wales forces.*
  - *The shared telematics system which is shared with South Wales Police.*

## **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 and high-performance vehicles 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 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 will 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.

Some vehicles can be commissioned through the Workshop; however, the department mainly order turnkey vehicles via a One Stop Shop procurement process. Vehicles are delivered with emergency equipment fitted to a pre-agreed specification, allowing the Vehicle Technicians more time to service and maintain the fleet. 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, equipment checks and the like.

Where possible, police equipment such as blue lights, switch panels and relays, incident data recorders (IDR's), equipment cages and sirens are re-used, to provide significant cost savings. The use of Radio Engineers to install other equipment is a cost-effective solution which ensures that the costs, security and logistics associated with transferring police radio and related 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**

New and alternative vehicles are evaluated and the results collated, thus allowing 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 requests are submitted to the Service Improvement Board with submission of a business case. This ensures that a formal justification is evidenced and placed in context of the Fleet Strategy.

All requests are channeled through the Head of Fleet Services, 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 through the annual Capital Bid with the Vehicle Replacement Programme (outlined in paragraph 2.3). Appeals may be forwarded to the Service Improvement Board.

### **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 are fitted to high performance police 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 the 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. All frontline vehicles will be white in colour and marked-up in full Battenberg livery for high performance vehicles and half Battenberg livery for patrol vehicles, including the corporate Gwent Police logo and contact information.

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

### **2.2.3 Procurement**

Vehicle acquisition follows the Vehicle Replacement Policy at paragraph 2.3 and conforms to Gwent Police Contract Standing Orders. Fleet Services takes advantage of the procurement arrangements with manufacturers for all vehicle acquisition, to conform to the Blue Light Commercial process.

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 in conjunction with the Finance Sections.

### **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 inform 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 the Head of Fleet Services.

Changes to specification are built into the replacement programme to ensure that the latest technical and safety features are included where necessary (such as anti-lock braking system, electronic brake distribution, parking sensors and IDRs). Changes in operational requirements are programmed into the following year's plans for acquisition via the Office of the Police and Crime Commissioner's 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 police equipment 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.*

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 data on fuel use trends, costs and options. This enables information to be shared and fuel use to be better managed.

Fleet Services works with vehicle manufacturers to keep abreast of advances in technology and alternative fuels such as Liquid Petroleum Gas, 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.

A hybrid vehicle has been purchased for use by the Chief Officer Team, and three electric vehicles as pool vehicles. This will be enhanced as the force moves towards greater decarbonization solutions for travel.

## **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, noise and despoliation. 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.

Examples include the expansion of the electric vehicle fleet, the use of telematics and the promotion of agile working.

## **2.6 Performance Monitoring**

*Objective - To continue to develop and communicate performance indicators.*

Key performance indicators, set out in 2.1.2 above, are monitored to ensure that Fleet Services can demonstrate the extent to which operational expectations are met. Such Key Performance Indicators (KPI's) are constantly being enhanced in conjunction with 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 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 as and when requested. The KPI's and National Benchmarking results will be monitored and evaluated by the Head of Fleet Services.

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.

Telematics will improve efficiency of vehicles through monitoring the driving styles of users.

## **2.7 Collaboration**

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

Collaborative opportunities for interoperability across Vehicle Workshops enables force cars to be serviced by other forces when necessary.

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 Blue Light Commercial co-ordinating 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, developing and maximising the utilisation of the functionality within the single fleet IT systems, which is shared by*



*the southern Welsh forces. To continually review working hours to meet demand and the changing needs of the organisation.*

### **2.8.1 Staff**

Fleet Services staffing has been developed to support operational demands. As the fleet establishment has changed, the organisation has been modified to reflect the customer-focused environment, as have the services associated with maintaining the vehicle fleet – including liaising with suppliers, workshops, recovery firms, pool/courtesy car issuing etc.

Commissioning is a growth area as a result of higher levels of equipment going into vehicles and ever more sophisticated electronic devices.

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 latest 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**

Significant improvements to the software, data input and reporting have been made with the computerised fleet management system. This enables better vehicle service and management. Gwent Police have entered into a collaborative arrangement with South Wales Police and Dyfed Powys Police, with all 3 forces using a single system. A variety of KPIs are used for monitoring of vehicle downtime, frontline vehicle availability and vehicle utilisation, to give a few examples. 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.

The telematics system will commence in April 2021 and provide valuable data on vehicle use providing management information to inform servicing and replacement programmes.

#### **2.8.4 Budgetary Control**

Fleet Services operate centralised capital and revenue budgets. Regular meetings with the Finance department are conducted to monitor spend and investigate variations in expenditure.

The capital replacement programme and subsequent expenditure as detailed at paragraph 2.3 is subject to approval through the Service Improvement Board 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 (ACOR). Achievement and progress of outcomes from the Strategy will be monitored by the ACOR using the objective setting and review of the Performance and Development Review process.

Fleet Services will continue to ensure the provision of services to match the varying levels of demand in a challenging 24/7 service environment. Examples of increased supply of services already include giving frontline vehicles priority, replacing frontline vehicles that have been written-off sooner and using pool cars to back-up key operational roles.

Service	Standard	Appendix 1 Target
<p><b>1. Vehicle servicing</b> is carried out every 12,000 miles for operational 4-wheeled vehicles, 6,000 miles for motorcycles and high-performance vehicles 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><b>2. Repair and maintenance work</b> 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><b>3. Maintaining vehicle data</b> to maintain records of the <b>vehicle fleet history.</b></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><b>4. Arranging vehicle incident / collision repairs</b> 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><b>5. Customer Service arrangements;</b> Open hours, HQ Workshop: -</p> <p>8.00 – 16.00hrs Monday – Thursday</p> <p>8.00 – 15.30hrs Friday</p> <ul style="list-style-type: none"> <li>- using Web Portal to log vehicle Accidents</li> <li>- Vehicles may be collected or delivered to HQ Workshop out of hours using special arrangements / key boxes provided.</li> </ul>	<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>

**Public Access to Information**

Information in this submission is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. This submission will be made available on the OPCC website following consideration by the Police and Crime Commissioner.

Are you satisfied that the contents and observations made are necessary and suitable for the public domain?	
In producing this submission, has consideration been given to 'public confidence'?	
If you consider that this submission should be exempt from the public domain, please state the reasons.	

For OPCC use only

**Office of the Chief Constable**

I confirm that the attached report has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **monitoring purposes**.



**Signature:**

**Date: 15<sup>th</sup> February 2021**

**Chief of Staff:**

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:**

**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:**