**Fleet Services Strategy**

**March 2024 to February 2027**

**CONTENT**

|  |  |  |  |
| --- | --- | --- | --- |
| **1.** | **Introduction**  1.1 Aim  1.2 Objectives | |  |
| **2.** | **The Strategy**  **2.1 Service Provision**  2.1.1 Key Customer Services  2.1.2 Service Level Agreements  2.1.3 Alternative Service Provision  **2.2 Vehicle Acquisition**  2.2.1 Vehicle Evaluation and Approval  2.2.2 Vehicle & Equipment Specification  2.2.3 Procurement  **2.3 Vehicle Replacement & Disposal**  **2.4 Fleet Optimisation**  **2.5 Fuel**  **2.6 The Environment**  **2.7 Performance Monitoring**  **2.8 Collaboration**  **2.9 Resource Management**  2.9.1 Staff  2.9.2 Sites and Security  2.9.3 Systems – Computer  2.9.4 Budgetary Control | |  |
| **3.** | **Management of the Vehicle Fleet Strategy** | |  |
| **1.** | | **Introduction** | |
| **1.1** | | **Aim**  The aim of Fleet Services is to provide a fit for purpose, safe, reliable and cost-effective vehicle fleet, considering both current and emerging technologies together with sustainability goals 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, conversion, commissioning, decommissioning and disposal of the vehicle fleet.* * *To identify and meet the transport needs of Gwent Police, for both 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.*   + *Police Vehicle recovery managed by Dyfed Powys and utilised by both South Wales and Gwent.*   + *Shared back-office functions such as Procurement delivering efficiencies through a collaborative approach to market.* * *To maximise output from the most cost-effective solutions, developing and maximising the utilisation of the technology through:*   + *The single fleet management 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, conversion, commissioning, decommissioning and disposal of the vehicle fleet*. | |
| **2.1.1** | | **Key Customer Services**   * Servicing, repair and maintenance, conversion, 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. * Inspect vehicles to MOT standards annually. * Conversion and 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 maintenance history. * Accident damage rectified in liaison with insurance company and approved repairers. * Procurement and disposal of both 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 sale. | |
| **2.1.2** | | **Service Level Agreements**  The services will aim to be delivered to the specification presented in the table at Appendix 1. | |
| **2.1.3** | | **Alternative forms of Service Provision**  Fleet services are 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. Warranty repairs are undertaken externally wherever possible to take advantage of the support provided by manufacturers.  Specialist road policing vehicles are converted through the Workshop; however, the department mainly order turnkey vehicles via the blue light 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 commissioned through Gwent Police workshops for number plates, tax, equipment checks.  Where possible, police equipment such as blue lights, switch panels and relays, equipment cages and sirens are re-used, providing cost savings. The use of Radio Engineers to install such 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 minimised. | |
| **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 channelled through the Fleet Services Manager, 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 several factors such as:   * Existing fleet mix. * Parts availability. * Manufacturer support provided. * Specialist tools required. * Fuel type considering emerging technologies and environmental aspirations. * Vehicle performance. * Payload capacity. * Vehicle evaluation by force personnel. * Suitability for role considering the operational envelope. * Environmental considerations. * Vehicle whole-life costs. * Health & safety aspects including 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.   Vehicle telematic units are fitted to 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. Vehicle telematics provide accurate data to improve information for internal use and for collision investigation which allows speedier action and could reduce insurance costs.  Marked police vehicles provide one of the greatest opportunities for Gwent Police to provide a visible presence and reassurance to the public. Most 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** | | **Procurementkk**  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 as detailed within the vehicle replacement policy (reviewed August 2023) 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.  **Vehicle replacement policy**  Table chart  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** | | **Fleet optimisation**  All in-scope vehicles are fitted with vehicle telematic units an initiative implemented in collaboration with South Wales Police. IR3 has the capability to identify underutilised vehicles that can be moved to areas that require additional capacity or disposed of reducing overall fleet numbers. | |
| **2.5** | | **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 are reviewed as developments and opportunities arise to maximise budgetary and environmental benefits, in line with the operational requirements of the Force.  The current strategy being that where possible vehicles due replacement should be replaced with an Electric Vehicle (EV) where a suitable alternative vehicle is available in the marketplace.  The force currently has 33 EVs on fleet with the number expected to reach 180 by the end of financial year 2027 (the duration of this strategy).  **Administrative vehicle replacement profile.**  Table chart  In support of this strategy the estates team are in the process of installing over 60 changing units across the Gwent estate with 37 installed and 25 to be installed demonstrating the commitment to transition to environmentally sustainable methods of transport  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. | |
| **2.6** | | **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. | |
| **2.7** | | **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 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 Fleet Services Manager.  The fleet management system (Tranman) allows for the development of performance indicators and service level agreements between fleet services department and our internal customers. This also provides a basis for feedback and review within the continuous improvement cycle. | |
| **2.8** | | **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 enable 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 Bluelight Commercial co-ordinating contracts enhance 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. | |
| **2.9** | | **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.* | |
| **2.9.1** | | **Staff**  Fleet services department 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.  Conversion and commissioning are growth areas due to higher levels of equipment going into vehicles and 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. | |
| **2.9.2** | | **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. | |
| **2.9.3** | | **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 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 at the forefront 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 was implemented in April 2021 and provides valuable data on vehicle use providing management information to inform servicing and replacement programmes. | |
| **2.9.4** | | **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 considering 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 Fleet Services Manager who is accountable to the Chief Officer team. Achievement and progress of outcomes from the strategy will be monitored by the Chief Officer team through the Uniform, Equipment and Fleet user meeting.  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**** **Appendix 1** | Standard | Target |
| **1. Vehicle servicing** 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. | **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. | **1.** 80% of all servicing is completed within one day |
| **2. Repair and maintenance work** to be undertaken as required and in accordance with the ISO9001:2000 Quality System. | **2**. To complete emergency repairs / non-scheduled work within 1 working day. Priority given to frontline operational vehicles. | **2.** Above 94% availability of frontline operational vehicles |
| **3.** Maintaining vehicle data to maintain records of the **vehicle fleet history.** | **3.** Vehicle and fleet related data available upon request | **3**. Open access for approved users to vehicle records via the web portal |
| **4.** Arranging **vehicle incident / collision repairs** in liaison with users and service providers. | **4.** **a)** If no Assessor is required, a repair order is sent to the repairer and user/service area representative notified.  **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. | **4.** **a)** Within 1 working day  **b)** Within 4 working days |
| **5. Customer Service arrangements; Open hours, HQ Workshop: -**  Monday – Thursday  8.00 – 16.00hrs  Friday  8.00 – 15.30hrs  Using web portal to log vehicle accidents.  - Vehicles may be collected or delivered to workshop out of hours using special arrangements as using the key boxes provided as detailed on the fleet intranet page. | **5.** To respond in a timely and effective manner. | **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. |

**COLLABORATION**

Not applicable as a standing item to this report however where appropriate 

Collaborative needs will be considered as part of the actions taken to address the concerns.

**FINANCIAL CONSIDERATIONS**

There are no financial considerations required for noting at this time. Changes made to address the cause for concerns have been done so within the staffing and financial parameters available. Should financial constraints or considerations be identified for the outstanding AFI’s these will be recorded in future reports.

**PERSONNEL CONSIDERATIONS**

     There are no personnel considerations at this time.

**LEGAL CONSIDERATIONS**

There are no legal considerations at this time.

**EQUALITIES & HUMAN RIGHTS CONSIDERATIONS**

This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.

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.

**RISK**

If the force is unable to continue the progress in relation to the achievement of appropriate outcomes for victims of crime there is a potential impact for them. This will continue to be monitored through local and force performance meetings. 

**PUBLIC INTEREST**

In producing this report, has consideration been given to ‘public confidence’?  **Yes**

Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**

If you consider this report to be exempt from the public domain, please state the reasons: **N/A**

**REPORT AUTHOR**

Kenneth Peart, Fleet Services Manager

**LEAD CHIEF OFFICER**

ACOR Nigel Stephens

**ANNEXES**

None.

GOVERNANCE BOARD AND CHIEF OFFICER APPROVAL

This report has been presented to the following oversight board:

**Scrutiny Executive Board**

Meeting chaired by:

**DCC Rachel Williams**

Meeting date:

**06.02.2024**

Actions and amendments arising from meeting:

**N/A**

I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.

Meeting chaired by:   
**CC Pam Kelly**

Meeting date:

**14.02.2024**

I confirm this report is suitable for the public domain.

Signature: Signature on white background

  Date: 14.02.2024