



# Fleet Management

## Annual Report 2021/22

2022



## 1. PURPOSE AND RECOMMENDATION

- 1.1 The report presents the annual outturn on the delivery of Fleet Services in Gwent Police.
- 1.2 There are no recommendations made requiring a decision.

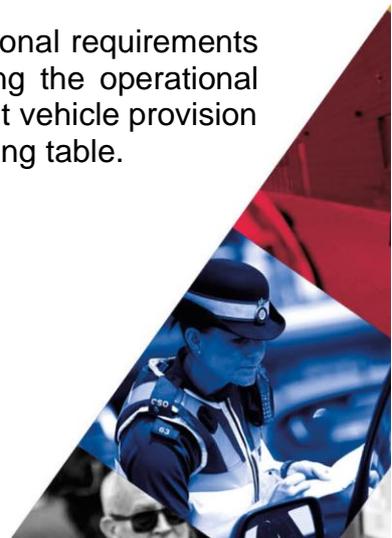
## 2. INTRODUCTION & BACKGROUND

- 2.1 This report is to present the Fleet Services provision for financial year 2021/22 which seeks to provide a service that is fit for purpose, safe, reliable and cost effective, enabling Gwent Police to deliver optimum policing services.
- 2.2 The services provided by Fleet Services include the following:
  - Vehicle purchase and disposal
  - Vehicle commissioning and decommissioning
  - Vehicle recovery
  - Pool and hire vehicle provision
  - Fleet administration
  - Vehicle service, maintenance and repair
- 2.3 Fleet Services forms part of the Resource Directorate and provides service to the force in the form of marked and unmarked vehicles as well as pool vehicles which were introduced in 2012 as a cost saving opportunity to reduce business mileage.
- 2.4 The department has worked to improve value for money by seeking to reduce the cost in the services it provides, maximise collaborative opportunities and to introduce new ways of working.
- 2.5 The Service Improvement Programme offers further opportunities to realise efficiencies, and these are documented within this report.
- 2.6 The Fleet Strategy was approved at the Strategy and Performance Board (SPB) in April 2021 and provides a three-year framework upon which the fleet department delivers effective provision to the force.

## 3. ISSUES FOR CONSIDERATION

### 3.1 Vehicle Provision

The provision of vehicles to support the operational and non-operational requirements of the force has continued to be reviewed during 2021/22 following the operational restructuring of the force. This process enables scrutiny of the current vehicle provision and a summary of fleet provision since 2018 is provided in the following table.



Vehicle	31-Mar-18		31-Mar-19		31-Mar-20		31-Mar-21		31-Mar-22	
	No.	%								
Van	74	20%	74	20%	74	19%	69	17%	73	17%
Car	291	78%	298	79%	314	80%	322	81%	344	80%
Bike	6	2%	6	1%	6	1%	9	2%	12	3%
<b>Total</b>	<b>371</b>	<b>100%</b>	<b>378</b>	<b>100%</b>	<b>394</b>	<b>100%</b>	<b>400</b>	<b>100%</b>	<b>429</b>	<b>100%</b>

In 2014/15 the force fleet provision was 458 vehicles which had reduced to 368 by 31 March 2016 but has increased to 429 on 31 March 2022.

The fleet overall has risen in the financial years 2020/21 and 2021/22 most notably due to officer uplift. The total number of vehicles will be reviewed after the completion of the implementation of vehicle telematics.

Monitoring the utilisation of vehicles will be improved with the introduction of a telematics solution that will enable scrutiny of daily use of the vehicles. The contract for a telematics system has been awarded through a joint tender exercise through the collaborative Digital Services Division. Installation of telematics into fleet vehicles is complete and base line data is already being recorded. Launch of the project is expected during the autumn of 2022 when full reporting from the data gathered will be enabled.

### 3.2 **Mileage**

The distance that is travelled is determined by the operational requirements of the business, however it is also a major influence of fuel cost and servicing requirements. The mileage of every vehicle is monitored by the Fleet Department through the monthly analysis of the fuel card system.

The table below summarises the mileage travelled in the last five financial years.

<b>Narrative</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Miles Recorded	4,682,362	5,341,868	5,695,410	5,047,439	4,787,243
Cost of Fuel	£600,424	£802,766	£689,040	£674,909	£713,647
Litres of fuel	604,569	729,202	632,961	658,146	608,739
Avg pence per litre (all fuel types, excl. VAT)	£0.99	£1.10	£1.09	£1.03	£1.17
Miles per Litre	8	7	9	8	8

The table shows that the total mileage travelled by the Fleet in 2021/22 of 4,787,243 miles, is a decrease of 260k miles on the previous financial year. The cost of fuel in 2021/22 was £714k, an increase of £39k on the previous financial year. There was a decrease of 49k litres of fuel purchased in 2020/21 compared to the previous year, with the average pence per litre of fuel increasing by £0.14.

Due to COVID 19 guidelines, accelerating the introduction of virtual meetings, the number of miles travelled, and litres of fuel used has decreased. This hasn't resulted in a decrease in the overall cost of fuel because of increased cost of fuel.

There is a difference in costs shown in the above table and the table at 13.2. The table above looks at the date of the transactions (Fleet Dept) while table 13.2 looks at the date of the invoices (Finance department). During 2020/21 there was an increase of 25,000 litres of fuel purchased compared to the previous year, despite the number of business miles decreasing. This is because fuel costs are recharged by finance for collaborative departments such as the camera safety partnership and fewer low performance vehicles were utilised. Furthermore, there was a period when BP provided free fuel for emergency vehicles during the COVID19 phase 1.

The force continues to promote the initiative whereby officers and staff are encouraged to refuel at stations which have the lower prices which are generally supermarkets.

### 3.3 Mileage Claims

The other aspect of mileage relates to that undertaken by officers and staff in their own vehicles whereby the costs are reclaimed through expenses. There are two types of travel expenses for those reimbursed when an individual uses their own car: the casual user and the essential user arrangements. This is summarised in the following table:

Mileage Claims					
Casual User Mileage	2017/18	2018/19	2019/20	2020/21	2021/22
No of Claimants	360	399	497	353	469
No. of Miles	147,847	164,916	216,259	143,938	248,928
Total Cost £	67,247	74,213	95,745	66,773	112,020
Essential User Mileage	2017/18	2018/19	2019/20	2021/21	2021/22
No of Claimants	3	4	4	4	21
No. of Miles	9,999	709	0	1,755	29,434
Total Cost £	8,216	3,771	3,441	3,694	19,992



The use of business mileage is monitored by the Finance Department to ensure the force is maintaining control over the costs of service. During 2021/22, 469 officers and staff claimed casual user travel reimbursement which is an increase over the previous year. The number of miles claimed and the subsequent cost of the reimbursements in 2021/22 was also higher than the previous year. This increase is due to the new business travel policy issued by NPCC in 2020/21 which changed the mileage calculation between a commencement at home and the destination. Gwent did not immediately implement the NPCC policy in 2020/21 and so claims continued to net off normal home to work distance against business mileage until the new policy was put in place in July 2021.

In respect of the essential car users, there were 21 claimants in 2021/22 and the overall cost of those claims is £16k higher than the previous year. This increase related to new NPCC guidance in relation to Dog Handlers which confirmed that as they were carrying the dogs, the home to work mileage would be classed as business mileage.

### 3.4 **Maintenance and Repair**

The force seeks to maintain a cost-effective and timely process for repair and maintenance of the vehicle fleet which involves the servicing of cars and vans every 12,000 miles and motorcycles every 6,000 miles, or every 12 months, depending on which occurs first. High performance vehicles are serviced every 6,000 miles or condition-based servicing (CBS), whichever occurs first.

The vehicle maintenance repair arrangements are provided by the Fleet Workshop using the Tranman system to record the activities. The following table confirms the number of jobs processed through the vehicle workshop between 2017/18 and 2021/22.

<b>Workshop Jobs</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Service	386	397	491	522	505
Maintenance & Repair	992	928	1,245	1,064	1,145
<b>Total In- House Jobs</b>	<b>1,360</b>	<b>1,325</b>	<b>1,736</b>	<b>1,586</b>	<b>1,650</b>
External Jobs	1,285	2,209	2,675	3,198	2,437
<b>Total Jobs Processed</b>	<b>2,645</b>	<b>3,534</b>	<b>4,411</b>	<b>4,784</b>	<b>4,087</b>

The table shows that the total number of jobs undertaken by the workshop in 2021/22 was 1,650, of which 505 were services. It is normal practice for a vehicle to have other maintenance or repair work carried out when it is at the workshop for a service as this reduces downtime. This confirms that most of the jobs undertaken by the workshop

involve elements of repair and maintenance over and above the cyclical service arrangements. The number of external jobs completed in 2021/22 was 2,437. The total number of jobs processed through the Tranman database by the admin staff in 2021/22 was 4,087.

The total number of in-house jobs decreased in 2020/21. These jobs were given to outside contractors due to a number of workshop staff having to shield (COVID-19). These jobs are now being brought back in-house. Other work that may previously been completed by outside contractors is now being brought in-house due to efficiency savings. Bringing more work in-house will create less job records overall.

The following table presents the number of accidents in the fleet and the cost of repair. There are a number of accidents which it is determined are not economic to undertake vehicle repair.

<b>Year</b>	<b>Number of Accidents</b>	<b>Cost</b>
2017/18	164	£114,000
2018/19	183	£166,138
2019/20	185	£117,171
2020/21	171	£230,278
2021/22	168	£187,747

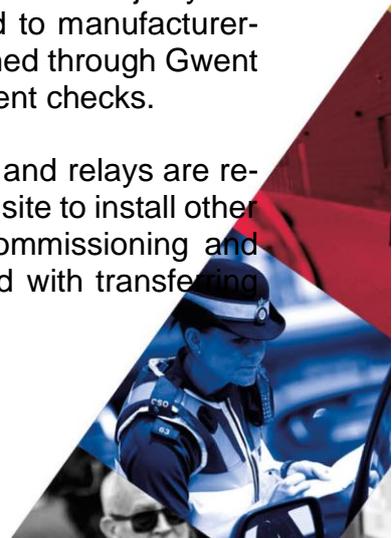
The total number of accidents in 2021/22 was 168 and the recorded cost is £187,747. There were seven vehicles that had damage which were not economic to repair and were written off in 2021/22 which is in the region of a normal year.

During the current financial year further analysis of vehicle accidents was undertaken to assess options for reducing vehicle accident and cut costs. This has led to improved governance of vehicle accident monitoring through the Uniform, Equipment and Fleet User Group, referral of vehicle accident data to the driver training school to enhance needs-based training delivery and better engagement with force area leads for appropriate management action to reduce vehicle accidents.

A number of 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.

Some vehicles are still commissioned through our own Workshop, but the majority are now turnkey vehicles with the heavier construction work outsourced to manufacturer-based specialists to gain product liability cover. All vehicles are finished through Gwent Police workshop for number plates, police equipment, livery, equipment checks.

Where possible, police equipment such as blue lights, switch panels and relays are re-used, to make 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.



### 3.5 **Procurement**

Vehicle acquisition is undertaken in line with the Vehicle Replacement Policy and conforms to Contract Standing Orders. Fleet Services takes advantage of the National Police Procurement arrangements.

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.

The COVID-19 Pandemic resulted in a severe delay in the renewal of Vehicle Purchasing Frameworks with many lots still not fully awarded. Delivery lead times have also been extremely long, some manufacturers have cancelled orders and others have had periods where they have not accepted new orders.

### 3.6 **Vehicle Replacement & Disposal**

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.

Changes to specification are considered in the replacement programme to ensure that the latest technical and safety features are included where necessary. Changes in operational requirements are programmed into the following year's plans for acquisition via Commissioner approval of the Capital Bid.

Once they are de-commissioned vehicles are sold at auction. This safeguards Gwent Police from risk of consumer legislation by using an auction house via a national framework.

The following table confirms the cost of purchases in 2021/22 being £1.4m with a receipt through sales of £135k.

<b>COST OF FLEET PURCHASE / DISPOSAL</b>					
<b>Narrative</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Purchase	£1,032,359	£1,335,295	£1,336,694	£879,909	£1,641,770
Disposal	£-109,935	£-197,408	£-189,769	£118,636	£134,742

<b>Net Capital Cost</b>	<b>£922,424</b>	<b>£1,137,887</b>	<b>£1,146,925</b>	<b>£761,273</b>	<b>£1,507,028</b>
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### 3.7 **The Environment**

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.

Fleet Services works with vehicle manufacturers to keep abreast of advances in technology and alternative fuels. 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.

Three electric vehicles are currently in operation, and this will increase by a further 22 during 2022/23 as the new electric charging points are implemented at our police stations.

There are currently 24 chargers at the new HQ. A further 78 will be installed across the estate in the next eighteen months. We will also be utilising the Allstar fuel card for public charging.

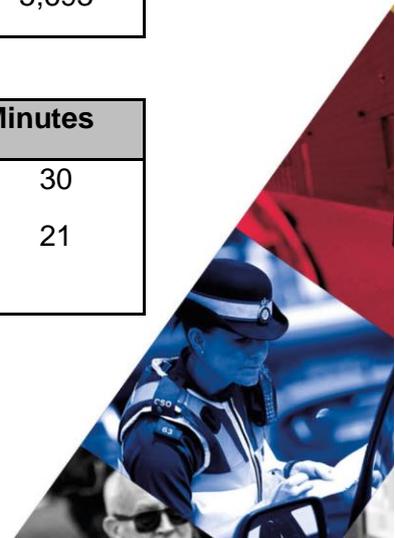
### 3.8 **Vehicle Recovery**

The day to day running of the scheme, which involves the collection of police vehicles and also public vehicles is completed under a collaborative arrangement with Dyfed Powys Police, with overall responsibility assumed by the Head of Fleet Services, Gwent Police. Governance and Operational meetings are held regularly.

The following table presents the number of the recoveries of both public and police vehicles from 2017/18 to 2021/22. The service is provided by a private contractor through a collaborative contract which includes South Wales Police and Dyfed Powys Police.

<b>Vehicle Recoveries by volume</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Public	5,014	5,632	5,709	5,472	5,002
Police	654	665	636	670	691
<b>Total Recoveries</b>	<b>5,668</b>	<b>6,297</b>	<b>6,345</b>	<b>6,142</b>	<b>5,693</b>

<b>Response Times</b>	<b>Minutes</b>	<b>Minutes</b>	<b>Minutes</b>	<b>Minutes</b>	<b>Minutes</b>
Target	30	30	30	30	30
Actual	26	26	26	Not available	21



The table shows that the number of recoveries for 2021/22 of public vehicles has decreased but the number of recoveries for Police vehicles has increased. The increase in police vehicle recoveries is due to the increase in number of police vehicles in operation and also making better use of the vehicle recovery provision that is available to us for vehicle movements, reducing fleet staff extractions from the workshop.

### 3.9 **Challenges**

Fleet Services have addressed challenges in 2021/22 summarised below:

- The high-performance vehicles were impacted by limitations placed upon certain BMW engines which affected aspects of operational delivery. Fleet Services implemented national guidelines to identify and classify the affected vehicles. Service continuity was achieved by rapidly enhancing vehicles from other areas of the force, installation of new engines, purchase and commissioning pre-registered vehicles and utilisation of demo vehicles.
- Fleet Services have experienced supply chain issues and extended lead times across all areas of business. These have been mitigated by:
  - carrying increased stock levels,
  - engaging with National Association of Police Fleet Managers (NAPFM), Blue Light Commercial, Procurement Department and Force Planning Department so that we can anticipate supply issues and take appropriate action.
  - utilising alternative sources where appropriate.

## **4. COLLABORATION**

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

4.2 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.

The single shared Fleet system has enabled better collaborative working between the Welsh forces in a number of ways

- Consistency in reporting between Gwent, South Wales and Dyfed police means Fleet Managers can analyse a wide range of data and compare performance to enable better decision making.
- Access to data on the type of vehicle repairs being undertaken at the other forces has enabled discussion among technicians for best practise sharing and a more efficient service delivery.
- Consistency of service level delivery from joint contractors such as the Bodyshop can be assured.
- Officers are provided with more workshop locations, as servicing, maintenance and repairs can be undertaken at any Gwent, South Wales or Dyfed police force

workshop regardless of the home force. This is enabled by immediate access to vehicle history and improves service delivery timescales.

- 4.3 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.

## 5. NEXT STEPS

- 5.1 Fleet services continue to provide an effective service for the force. Fleet Services are actively engaged in the Gwent Police Operational Facility Programme Board, Working Group and Stakeholder Workshops, to ensure that the design of the future facilities are fit for purpose and can accommodate future vehicle developments and technologies.

Fleet Services regularly attend the ESN Project Board to ensure there will be a smooth transition to the new communication technology.

## 6. FINANCIAL CONSIDERATIONS

- 6.1 The overall cost of fleet services is summarised in the following table:

<b>Narrative</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Fleet Fuel (net VAT)	£622,704	£709,319	£664,883	£574,111	£686,395
Workshop Consumables/Equipment and Admin	£289,836	£260,220	£362,825	£372,852	£480,116
Accident Repair/Repairs outside contractors	£203,882	£273,974	£234,568	£329,624	£421,013
External Hire	£13,972	£35,189	£46,187	£20,330	£66,100
<b>Sub Total Direct Cost of Fleet Stock</b>	<b>£1,130,394</b>	<b>£1,278,702</b>	<b>£1,308,463</b>	<b>£1,296,917</b>	<b>£1,653,624</b>

<b>Other Travel Costs</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Casual User Travel Expenses	£67,247	£74,213	£95,745	£66,773	£112,020
Essential User Travel Expenses	£8,216	£3,771	£3,441	£3,694	£19,992
<b>Sub Total Other Travel Costs</b>	<b>£75,463</b>	<b>£77,984</b>	<b>£99,186</b>	<b>£70,467</b>	<b>£132,012</b>

<b>Vehicle Recovery</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Police Vehicles	£26,001	£25,468	£30,026	£30,494	£30,254



Vehicles Seized	£31,679	£34,975	£50,748	£27,950	£17,757
Sub Total Vehicle Recovery	£57,680	£60,442	£80,774	£58,444	£48,011

<b>Indirect Costs</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
Management, Workshops & Admin Staff	£401,881	£378,875	£376,059	£404,340	£444,813
Other	£52,976	£33,483	£12,592	£69,123	£2,397
<b>Total Income</b>	<b>-£123,843</b>	<b>-£244,522</b>	<b>-£181,673</b>	<b>-£111,111</b>	<b>-£279,178</b>
<b>Net Revenue Costs Fleet</b>	<b>£1,594,552</b>	<b>£1,584,965</b>	<b>£1,695,401</b>	<b>£1,788,180</b>	<b>£2,001,679</b>

The overall revenue cost of fleet services in 2021/22 totals £2m, which is an increase of circa £440k (25%) since 2017/18. In the same period the fleet size has increased by 16%, demonstrating the budget is impacted by significant cost pressures. The only area experiencing cost reductions is Vehicle Recovery which has benefited from the new contractual arrangements.

## 6.2 Value for Money

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.

Customer feedback is provided through complaints, and performance indicators regarding establishment, fuel use and accident statistics are also communicated to management. The Fleet User Group has been re-constituted into the Uniform and Fleet Users Group to ensure operational requirements are embedded in the force governance arrangements.

The business case for the upgrade of the Fleet Management System was approved and implemented in 2016/17 and the system 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.

The fleet system is now a collaborative provision shared with South Wales Police and Dyfed Powys Police which enables interoperability and also the opportunity for other force workshops to work on each other's vehicles; a flexibility that provides for further sound business continuity 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.

## 7. PERSONNEL CONSIDERATIONS

7.1 The Fleet Services staffing has been developed to support operational demands and is detailed below.

Role	Grade	2017/18	2018/19	2019/20	2020/21	2021/22
Fleet Manager	PO(K)	1	1	1	1	1
Workshop Manager	PO(A)	0	0	0	0	1
Fleet Administration Manager	SO1	1	1	1	1	1
Workshop Foreman	SO1	0	0	1	1	1
Vehicle Recovery Officer	Sc 6	1	0	0	0	0
Technicians	Sc 6	4	4	3	3	4
Stores Person	Sc 5	1	1	1	1	1
Fleet Admin Assistants	Sc 3	4	3	3	3	3
Workshop Assistants	Sc 3	0	0	1	1	1
<b>Total</b>		<b>12</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>13</b>

A Workshop Manager was employed in the last quarter of the 2021/22, filling a post that had been vacant for many years. This appointment will ensure that the Gwent Police workshops operates efficiently and safely, and that service level agreements with outside contractors are adhered to. Vehicle downtime will be kept to a minimum meaning that vehicles will be readily available for officers and staff to perform their duties.

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

## 8. LEGAL IMPLICATIONS

8.1 The contracts arrangements are progressed in line with legal requirements.

## 9. EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS

9.1 This project/proposal has been considered against the general duty to promote equality, as stipulated under the Single Equality Scheme and has been assessed not to discriminate against any particular group.



9.2 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.

## 10. RISK

10.1 None identified.

## 11. PUBLIC INTEREST

11.1 In producing this report, has consideration been given to 'public confidence'? **Yes**

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

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

11.4 Media, Stakeholder and Community Impacts: **None**

## 12. REPORT AUTHOR

12.1 Andrew Williams; Head of Fleet

## 13. LEAD CHIEF OFFICER

13.1 Nigel Stephens; Assistant Chief Officer – Resources

## 14. ANNEXES

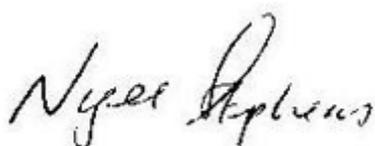
14.1 There are no annexes to this report.

## 15. CHIEF OFFICER APPROVAL

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

I confirm this report is suitable for the public domain.

Signature:



Date : 30 May 2022