



# Fleet Management

## Annual Report 2020/21

1<sup>st</sup> September 2021



## 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

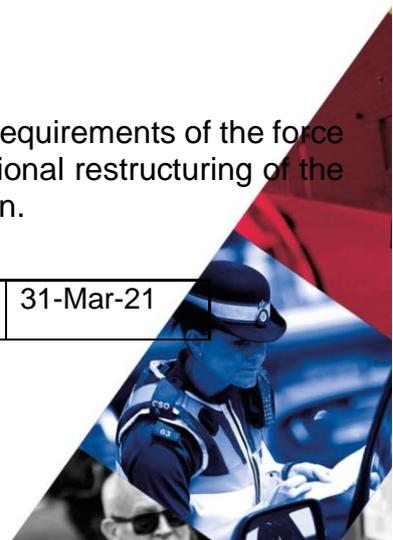
- 2.1 This report is to present the Fleet Services provision for financial year 2019/20 which seeks to provide a service that is fit for purpose, safe, reliable and cost effective, enabling Gwent Police to deliver optimum policing services.
- 2.2 The services provided by Fleet Services include the following:
- Vehicle purchase and disposal
  - Vehicle recovery
  - Pool vehicle service
  - Fleet administration
  - 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 with 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 During the year the Head of Fleet retired, additional vehicles have been requisitioned to meet the demand from increased officer recruitment and in turn additional staff have been recruited to address both the fleet maintenance requirements and to manage the planning for the new fleet workshops.

## 3. ISSUES FOR CONSIDERATION

### 3.1 Vehicle Provision

The provision of vehicles to support the operational and business requirements of the force has continued to be reviewed during 2020/21 following the operational restructuring of the force. This process enables scrutiny of the current vehicle provision.

Vehicle	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21



	No.	%age								
Van	74	20%	74	20%	74	20%	74	19%	69	17%
Car	289	78%	291	78%	298	79%	314	80%	322	81%
Bike	6	2%	6	2%	6	1%	6	1%	9	2%
Total	369	100%	371	100%	378	100%	394	100%	400	100%

Over the last five years the fleet has been incrementally developed to provide capacity in line with the recruitment profile. The target fleet number is expected to be 444 vehicles by 31<sup>st</sup> March 2023 when the target number of Uplift officers will be recruited.

The fleet overall has risen in the financial year 2020/21 most notably due to increases in Dog Section, Bronze vehicle, Driving School and Workshop Courtesy.

The total number of vehicles will be reviewed after the completed installation of vehicle telematics enabling the ability to measure vehicle utilisation.

### 3.2 Mileage

The distance travelled is determined by the operational requirements of the force and is a major influence on fuel and servicing costs. The mileage of vehicles is monitored by the Fleet department through the monthly analysis of the fuel card system. This informs the servicing profile for each vehicle and also whether the vehicles should be reallocated to increase utilisation.

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

<b>Narrative</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Miles Recorded	4,928,054	4,682,362	5,341,868	5,695,410	5,047,439
Cost	£675,611	£600,424	£802,766	£689,040	£674,909
Litres of fuel	662,623	604,569	729,202	632,961	658,146
Avg cost / litre	£1.02	£0.99	£1.10	£1.09	£1.03
Miles per Litre	7	8	7	9	8

The table shows that the total mileage travelled by the Fleet in 2020/21 of 5,047,439 miles, is a decrease of 648k miles on the previous financial year. This is reflected in a reduction in business mileage not operational mileage achieved through agile working and virtual meetings. The cost of fuel in 2020/21 was £675k, a decrease of £14k on the previous financial year. There was an increase of 25,000 litres of fuel purchased in 2020/21 compared to the previous year, with the average pence per litre of fuel dropping by £0.06.

During the COVID-19 pandemic the usage of pool vehicles and many un-marked vehicles were reduced which contributed to lower miles travelled. The amount of fuel in litres increased but this didn't translate into miles travelled because many low performance vehicles were not utilised. Furthermore, there was a period when BP provided free fuel for emergency vehicles during the COVID19 phase 1.

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) table whereas table 13.2 looks at the date of the invoices (Finance department) and also some of the fuel costs shown above are recharged for the camera safety partnership and other collaborative departments which further explains the variation.

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

### 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; The casual user for those reimbursed when an individual uses their own car and the essential user arrangements. This is summarised in the following table:

Mileage Claims						
Casual User	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
No of Claimants	280	303	360	399	497	353
No. of Miles	106,752	132,972	147,847	164,916	216,260	143,938
<b>Total Cost £</b>	<b>66,882</b>	<b>71,340</b>	<b>67,247</b>	<b>74,213</b>	<b>95,745</b>	<b>64,773</b>
Essential User	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
No of Claimants	3	4	3	4	4	4
No. of Miles	12,959	4,795	9,999	709	0	1,755
<b>Total Cost £</b>	<b>10,169</b>	<b>6,980</b>	<b>8,216</b>	<b>3,771</b>	<b>3,441</b>	<b>3,694</b>

During 2020/21, 353 officers and staff claimed casual user travel reimbursement which is a significant reduction over the previous year which is also reflected in the reduction in mileage travelled. The reduction is a consequence of the force moving to agile working through the year which was driven by the COVID19 restriction. The business mileage that was travelled is a reflection of the continuation of operational and core business requirements. It is anticipated that this level of mileage will continue through 2021/22.

The use of business mileage is monitored by the Finance Department to ensure the force is maintaining control over the costs of service with the average mileage per claimant in the years being 407 miles.

In respect of the essential car users there continued to be 4 claimants in 2020/21 and the overall cost of those claims is £3,694. These costs relate to the Police Federation and seconded officers and are recharged to the force. The individual claims will be reviewed in light of an update to the Police Use of Vehicles Policy that includes the essential car user criteria.



One extraordinary payment was also made in 2020/21 and related to the 2019 High Court ruling on the case of Sewell vs Chief Constable of Cleveland Police. In this case, an officer was transporting his police dogs to and from work using his own private vehicle, the officer argued he should be paid Motor Vehicle Allowance and mileage expenses for these trips. The High Court agreed and ruled in favour of the officer.

The force made payments in respect to the sixteen dog handlers in line with the High Court Ruling. This totalled 15,907 miles for the period 2015 to 2021 which equated to £113,000 using the essential car user rate. The force changed from providing a patrol vehicle for each dog handler to providing patrol vehicles for officers on shift which meant dog handlers transported the dogs to and from work in their own vehicles from 2015.

The force has placed orders to ensure all dog handlers have a force vehicle and this should be complete during 2021/22.

### 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.

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 2016/17 and 2020/21.

<b>Workshop Jobs</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Service	387	386	397	491	522
Maintenance & Repair	1,095	992	928	1,245	1,064
<b>Total in House Jobs</b>	<b>1,482</b>	<b>1,360</b>	<b>1,325</b>	<b>1,736</b>	<b>1,586</b>
External Jobs	2,152	1,285	2,209	2,675	3,198
<b>Total Jobs</b>	<b>3,634</b>	<b>2,645</b>	<b>3,534</b>	<b>4,411</b>	<b>4,784</b>

The table shows the total number of jobs undertaken in 2020/21 of 4,784 was higher than the previous years, of which 1,586 were processed through the force workshops and 3,198 were completed by external providers.

The force workshop jobs of 1,586, included 522 scheduled services, confirming that most of the jobs undertaken by the workshop involves repair and maintenance.



The amount of jobs processed through the workshop during 2020/21 is lower than the previous year, however, the number of external jobs completed of 3,198 was higher than any of the previous 5 years. The reasons for this include the impact on COVID 19 (staff shielding) causing the force to outsource certain jobs such as vehicles in warranty that were serviced by the dealership.

The total number of accidents in 2020/21 was 171 and the recorded cost is £230,278 and this is detailed in the table below which reflects a downward trend of repair jobs. There were 8 vehicles written off in 2020/21.

Year	Number of Accidents	Cost
2016/17	200	£101,647
2017/18	164	£114,000
2018/19	183	£166,138
2019/20	185	£117,171
2020/21	171	£230,278

The external garages that are used are mainly for warranty work and 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 commissioned through fleet 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.

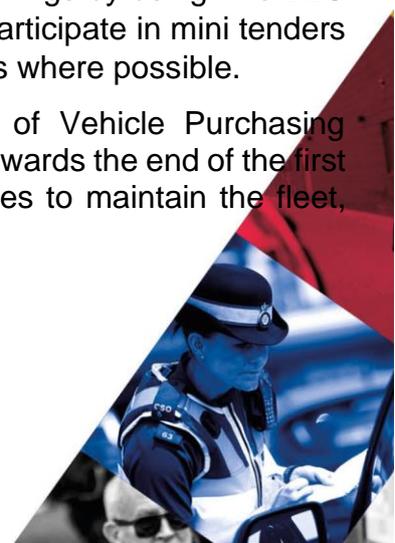
Where possible, police equipment such as blue lights, switch panels and relays are re-used, to make cost savings. The use of Radio Engineers on the main site to install other equipment is a cost-effective solution to augment the in-house commissioning and ensures that the costs, security implications 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 which is now delivered by Blue Light Commercial (BLC).

Fleet Services strives to achieve economies of scale and other savings by using the BLC frameworks which include preferential purchasing terms and we participate in mini tenders within the framework in the Welsh region by standardising vehicles where possible.

The COVID-19 pandemic resulted in a delay in the renewal of Vehicle Purchasing Frameworks for 2020/21, with the new frameworks implemented towards the end of the first quarter 2021/22. To mitigate the delay in delivery of new vehicles to maintain the fleet, interim direct award contracts were negotiated.



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

### 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 programme. 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 built into 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 the Commissioner approval of the capital programme.

Once they are de-commissioned vehicles are sold at auction via a national framework which safeguards Gwent Police risks associated with consumer legislation.

The following table confirms the cost of purchases in 2020/21 of £880k with a receipt through sales of £119k.

COST OF FLEET PURCHASE / DISPOSAL					
Narrative	2016/17	2017/18	2018/19	2019/20	2020/21
Purchase	£245,736	£1,032,359	£1,335,295	£1,336,694	£879,909
Disposal	£-189,278	£-109,935	£-197,408	£-189,769	£-118,636
<b>Net Capital Cost</b>	<b>£56,458</b>	<b>£922,424</b>	<b>£1,137,887</b>	<b>£1,146,925</b>	<b>£761,273</b>

### 3.7 The Environment

Fleet Services seek to reduce the adverse environmental impact of our activities, including air, land, water and noise pollution. 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 up to date on 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.

Three electric vehicles were purchased in 2020/21. A further 8 will be purchased in 2021/22 as the force starts an ambitious electric vehicle implementation by 2025 for all low performance vehicles. These will be supported by charging facilities at police stations and other local sites on which we are working with local authority partners.

### 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 monthly.

The following table presents the number of the recoveries of both public and police vehicles from 2016/17 to 2020/21. The service was provided by the AA through a collaborative contract but from 2021/22 the service will be provided by FMG Ltd through a collaborative contract which now also includes South Wales Police and Dyfed Powys Police.

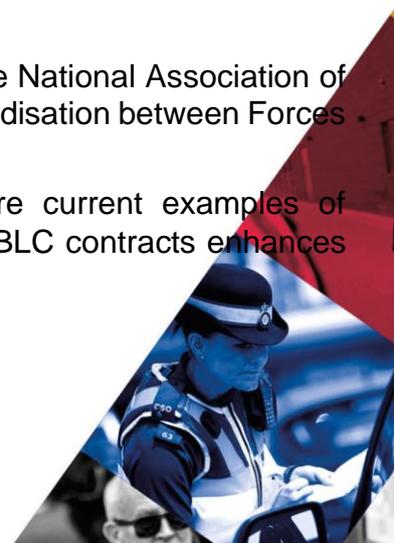
Vehicle Recoveries by volume	2016/17	2017/18	2018/19	2019/20	2020/21
Public	5,038	5,014	5,632	5,709	5,472
Police	645	654	665	636	670
Total Recoveries	5,683	5,668	6,297	6,345	6,142

Response Times	Minutes	Minutes	Minutes	Minutes	Minutes
Target	30	30	30	30	30
Actual	26	26	26	26	Not available

The table shows that the number of recoveries for 2020/21 has decreased by only a small margin and demonstrates that operational policing was unaffected by COVID19 in respect to vehicle seizures.

## 4. COLLABORATION

- 4.1 Fleet Services make use of collaborative opportunities through the National Association of Police Fleet Managers (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 business. Compliance and assistance with BLC contracts enhances



4.3 collaboration, reduces costs and improves safety and conformity through nationally agreed specifications.

The single shared Fleet system, Tranman, has allowed for further collaboration with South Wales Police and Dyfed Police by allowing servicing, maintenance and repair to be undertaken on each other's vehicles.

4.4 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 and opportunities that will improve value will be explored. The main issues being planned for the financial 2021/22 include:

- Operation Uplift – Expansion of the fleet to meet operational requirements.
- Purchase of automatic vehicles to support officers and staff with physical restrictions.
- Purchase of electric vehicles and charging points
- Commission new Workshops & complete recruitment.
- Introduce vehicle telematics.

## 6. FINANCIAL CONSIDERATIONS

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

Narrative	2016/17	2017/18	2018/19	2019/20	2020/21
Fleet Fuel (net VAT)	£675,611	£622,704	£709,319	£664,883	£574,111
Workshop Consumables	£303,394	£289,836	£260,220	£362,825	£372,852
Accident Repair/Repairs outside contractors	-	£203,882	£273,974	£234,568	£329,624
External Hire	£16,593	£13,972	£35,189	£46,187	£20,330
<b>Sub Total Direct Cost of Fleet Stock</b>	<b>£995,598</b>	<b>£1,130,394</b>	<b>£1,278,702</b>	<b>£1,308,463</b>	<b>£1,296,917</b>

Other Travel Costs	2016/17	2017/18	2018/19	2019/20	2020/21
Casual User Travel Expenses	£71,340	£67,247	£74,213	£95,745	£64,773
Essential User Travel Expenses	£6,980	£8,216	£3,771	£3,441	£3,694
Dog Handlers Backpay					£112,976
<b>Sub Total Other Travel Costs</b>	<b>£78,320</b>	<b>£75,463</b>	<b>£77,984</b>	<b>£99,186</b>	<b>£181,443</b>

<b>Vehicle Recovery</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Police Vehicles	£24,573	£26,001	£25,468	£30,026	£30,494
Vehicles Seized	£29,289	£31,679	£34,975	£50,748	£27,950
<b>Sub Total Vehicle Recovery</b>	<b>£53,862</b>	<b>£57,680</b>	<b>£60,442</b>	<b>£80,774</b>	<b>£58,444</b>

<b>Indirect Costs</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Management, Workshops & Admin Staff	435,760	401,881	378,875	376,059	£404,340
Other	27,589	52,976	33,483	12,592	£69,123
<b>Total Income</b>	<b>-151,410</b>	<b>-123,843</b>	<b>-244,522</b>	<b>-181,673</b>	<b>-£111,111</b>
<b>Net Revenue Costs Fleet</b>	<b>1,439,719</b>	<b>1,594,552</b>	<b>1,584,965</b>	<b>1,695,401</b>	<b>1,899,156</b>

The overall revenue cost of fleet services in 2020/21 totals £1.899m, which is a significant increase of £200k on the previous year. The increases are attributed to the dog handler's payment already discussed and the additional costs of outsourcing vehicles to other garages during the COVID19 restrictions.

There have been savings on the vehicle recovery service that we collaborate with Dyfed Powys Police and business mileage.

## 6.2 Value for Money

Gwent Police participates in the National Benchmarking process in conjunction with National Association of Police Fleet Managers (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 Tranman system is 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 collaborative opportunities. A variety of Key Performance Indicators (KPIs) are used for monitoring of vehicle location, availability and 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	2016/17	2017/18	2018/19	2019/20	2020/21
Fleet Manager	PO(K)	1	1	1	1	1
Fleet Supervisor	SO1	1	1	1	1	1
Vehicle Recovery Officer	Sc 6	1	1	0	0	0
Fleet Admin Assistants	Sc 3	1.8	2	2	2	2
Workshop Manager	PO(A)	0	0	0	0	0
Workshop Foreman	SO1	0	0	0	1	1
Technicians	Sc 6	4	4	4	3	3
Stores Person	Sc 5	1	1	1	1	1
Workshop Assistants	Sc 3	0	0	0	1	1
Workshop Admin Assistants	Sc 3	2	1	1	1	1
<b>Total</b>		<b>11.8</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>11</b>

The establishment has remained stable over the years, but the changes planned include:

- Appointment to the Head of Fleet.
- Appointment of the Workshop Manager.

Staff receive training and support to maintain their levels of competence and in 2020/21 this was enhanced to include the changing technology so they can 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: 20.08.2021



**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:**

