



Office of the Police & Crime Commissioner

REQUEST FOR POLICE & CRIME COMMISSIONER DECISION - (N° 019 / 2016)

TITLE: Cumbria Constabulary Estate and Fleet Strategy

Executive Summary:

The Fleet Strategy has been developed by Cumbria Constabulary and is attached for consideration by the Police and Crime Commissioner.

The strategy sets the plan and strategic direction for fleet activities across both the Office of the Police and Crime Commissioner and the Constabulary.

This covering paper provides the annual update to the 2013 – 2017 Fleet Strategy. It is a live document which is updated annually to capture the changing operational requirements of the Commissioner and the Constabulary. The strategy sets out the current and emerging issues together with the strategic priorities for the year.

Recommendation:

The Commissioner is asked to approve the 2016 annual update to the 2013 – 2017 Fleet strategy.

Police & Crime Commissioner

I confirm that I have considered whether or not I have any personal or prejudicial in this matter and take the proposed decision in compliance with the Code of Conduct for Cumbria Police & Crime Commissioner. Any such interests are recorded below.

I hereby approve/do not approve the recommendation(s) above

Police & Crime Commissioner / ~~Chief Executive~~ (delete as appropriate)

Signature: Date: 6/4/16.....

PART 1 – NON CONFIDENTIAL FACTS AND ADVICE TO THE PCC

1. Introduction & Background

- 1.1. The annual update of the fleet Strategy was presented to and approved by the Chief Officer Group (COG) on 02 February 2016 and is now submitted for consideration by the Police & Crime Commissioner for Cumbria.
- 1.2. The Fleet strategy is for the period 2013 – 2017 and updated annually.
- 1.3. The Fleet Strategy will allow the fleet to meet the current needs of policing and to support the implementation of new and changing Constabulary strategies. It is an enabler to provide effective and efficient policing services.

2. Issues for Consideration

- 2.1. The strategy outlines the current and future direction of travel for Fleet. It sets out what is required to enable both fleet to achieve the aims of the Police and Crime Plan and the Chief Constables operational policing plans in order to meet the needs of the citizens of Cumbria.
- 2.2. It is developed to actively enable the Constabulary to ***Keep Cumbria Safe*** and to support the priorities set out in the ***Police & Crime Commissioner's Police and Crime Plan 2013 – 2017***. It also recognises dependencies with the Internal Change Programme, ICT and procurement and the requirement to delivery services within challenging budgetary constraints.
- 2.3. The Fleet Strategy outlines ***three key objectives***;
 - Undertake a review of Fleet Assets to determine if the size and type meets operational requirements, with the aim of reducing the demand on the capital programme by 10% in the year 2016/17.
 - Review and make recommendations for improving adverse weather capability within the fleet.
 - Explore options for new garage facility for North Cumbria (link to Estates strategy).
- 2.4. The Estates and Fleet Department is fully supportive of collaborative working with other Blue Light forces / agencies in order to achieve best value. In fleet the team are now part of the North West buying group which is delivering excellent value for money in vehicle procurement. The majority of fleet contracts are collaborative frameworks. In Estates the team are actively engaged with regional forces on sharing best practice and exploring options for collaborative procurement. The team have retained the contract to provide professional estate services for North West Ambulance Service.
- 2.5. The widespread flooding which hit the county in December 2015 highlighted a weakness in the all-weather capability of the vehicle fleet. An objective of the fleet strategy is to put forward a financially sustainable all weather vehicle capability.

3. Financial Comments

- 3.1. The strategy has been produced in consultation with the Constabulary's Chief Finance Officer.

4. Legal Comments

- 4.1. There are no specific legal implications although to progress some of the objectives there will be a requirement for the Legal Services department to be consulted and offer professional support. Both Estates and Fleet works very closely with the Senior Legal Advisor on a number of matters, the dependency is fully understood and shared programmes of work are reviewed monthly.

5. Risk Implications

- 5.1. Specific risks are documented within the Estates and Fleet risk register. Project risks are recorded within the project documentation of each project / initiative as required.
- 5.2. There are a number of challenges faced by the by department specifically regarding the volume and complexity of current works programmes. These are recorded and regularly reviewed.

6. HR / Equality Comments

- 6.1. None identified with the endorsement and approval of the Strategies.

7. ICT Comments

- 7.1. The teams work closely with the ICT Department when undertaking projects and the dependencies between the teams are understood.

8. Procurement Comments

- 8.1. The teams work closely with the Procurement Department and a procurement business lead is actively engaged in procuring and supporting purchasing for both estates and fleet. Larger projects are undertaken in conjunction with the Head of Procurement.

9. Backgrounds / supporting papers

- Fleet Strategy 2013 – 2017 Annual Update – **Part 1.**

Persons Consulted:

- The Extended Chief Officer Group
- Ruth Hunter, OPCC Chief Finance Officer
- Stephen Kirkpatrick, Director of Corporate Support
- Members of Corporate Support SMT
- Michelle Bellis, Deputy Chief Finance Officer

Public Access to Information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would not compromise the implementation of the decision being approved.

Is the publication of this form to be deferred? **NO**

If yes, for what reason:

Until what date (if known):

Is there a **Part 2** form - **No**

ORIGINATING OFFICER DECLARATION:

I confirm that this report has been considered by the Chief Officer Group and that relevant financial, legal and equalities advice has been taken into account in the preparation of this report.

Signed: **S. Kirkpatrick**

Date: **15th February 2016**

OPCC OFFICER APPROVAL

~~Chief Executive~~ / Deputy Chief Executive (delete as appropriate)

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner / Chief Executive (delete as appropriate).

Signature: **R. Hunter**

Date: **15th February 2016**

Media Strategy

The decision taken by the Police & Crime Commissioner may require a press announcement or media strategy.

Will a press release be required following the decision being considered? **NO**

If yes, has a media strategy been formulated? **N/A**

Is the media strategy attached? **N/A**

What is the proposed date of the press release:



FLEET STRATEGY (2013 – 2017)

2016 ANNUAL UPDATE

Version:	1.0
Author:	Philip Robinson MSc, BSc (Hons), MCIOB, CBIFM
Reporting to:	Director of Corporate Support
Date:	January 2016



Version Control

Version	Date	Author	Comment
V0.1	27/01/2016	PJR	
V0.2	28/01/2016	SCGK	Slight revisions and submitted to Extended COG.
V0.3 - 0.4	05/02/2016	PJR	Financial table added.
V1.0	08/02/2016	SCGK	Updated following Extended COG approval. Finalised and submitted to Executive Board.

Acknowledgements

Stephen Kirkpatrick, Director of Corporate Support

Michelle Bellis, Financial Services Manager



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1. Executive Summary

Keeping Cumbria Safe

The Constabulary's vehicle fleet is a major support function which consumes significant financial and Human Resources.

Throughout this document reference is made to the Constabulary's fleet, it is acknowledged that the legal ownership of the vehicle fleet rests with the Police and Crime Commissioner (PCC). The contents of this document should be viewed in this context.

Cumbria Constabulary currently operates a diverse fleet of approximately 348 vehicles based at distributed locations throughout the county. The vehicles operate and cover approximately 5.9 million miles per annum and as at 31/03/15 a gross book value of £9.3m (including all adaptations, conversions and technological aspects, MDT, ANPR, Airwave etc.).

As the vehicle fleet provides a platform upon which effective policing takes place, the overarching aim of the Fleet Services Department is to satisfy the Constabulary's requirements for vehicles within a Best Value culture. This effectively means that The Fleet Services Department is responsible for ensuring that the transport activities under its control meet the lowest overall cost solution while maintaining the quality and high standards required by the Constabulary, consistent with supporting the Constabulary's corporate objectives and, the Departmental/Territorial Policing and Crime Command objectives.

Its activities need to be contained within a formal strategic setting to allow, amongst other things, Senior and Chief Officers to endorse the general direction of travel. It needs, in addition, to demonstrate to its major stakeholders that significant decisions about the vehicle Fleet are made within a framework which is consistent with the wider objectives of the Constabulary and the Police and Crime Commissioner's *Police and Crime Plan 2013 – 2017*.

This Fleet Strategy was developed, as part of the wider Constabulary Business Plan, to actively enable the Constabulary to *Keep Cumbria Safe* and support the priorities set out in the Police & Crime Commissioner's *Police and Crime Plan 2013 – 2017*, specifically focusing on supporting the delivery of an effective policing strategy within budgetary constraints.

Recommendation

The Police and Crime Commissioner is asked to support and approve the Updated 2016 Fleet Strategy to provide both capital, and revenue funding, to enable the Key Strategic Objectives to be completed within the term of the Strategy.



2. Introduction

The Fleet Strategy is intended to provide an overview of the services supplied by the Estates & Fleet Department and the *Key Strategic Objectives* for the next financial year.

The development and implementation this Strategy will allow the fleet to meet the current needs of policing and to support the implementation of new and changing Constabulary strategies. It is an enabler to provide effective and efficient policing services.

This document is updated annually and it does not provide infinite detail on each of the highlighted strategies and services, but is expected to act as a road map indicating how we will support operational policing within the County.

3. Fleet Assets and Summary Overview

The vehicle asset have a book value of circa £3.2 million, assets are valued at £9.3 million gross book value with a depreciation £6.1 million.

Summary of the current vehicle deployment as from 01/04/15:

Area	Establishment	Safety Camera Partnership	Pre-Funded	TOTAL
Territorial Policing Command	178	5	16	199
Crime Command	82		5	87
Corporate Support	45		17	62
TOTAL	305	5	38	348

Key:

Establishment Represents the core vehicle fleet allocated to each Command/Dept.

Safety Camera Represents vehicles operated in partnership with the County Council.

Pre Funded Vehicles purchased through an approved business case and funded by the Command/Dept. for the vehicles term. This also includes sale vehicles which are utilised short term, to provide support for the CSD pool and Station Assistants.



4. Role of Fleet

4.1. Introduction and Core Business

The fleet function forms part of the wider Estates & Fleet team. The Department are co-located at HQ and ensure that the servicing, repair and maintenance of police vehicles are to the standards laid down by the Constabulary, Department of Transport, current Vehicle Road Transport Legislation and the Vehicle Manufacturer.

The Department encompasses a 'one-stop shop' for all vehicle-related matters from purchase to disposal as follows:

- Provide an annual vehicle replacement schedule according to the replacement criteria agreed by the Police & Crime Commissioner (PCC).
- Procurement of vehicles including special build.
- Carry out specialist vehicle design and arrange construction.
- Carry out preventive maintenance, through a planned servicing programme.
- Police vehicle collision damage repair.
- Electronic component installation (Comms, Airwaves, MDT's, ANPR etc.).
- Vehicle commissioning and decommissioning.
- Stock vehicle parts according to the most common usage.
- Procurement of non-stock items.
- Provide administration assistance in accordance with the vehicle replacement schedule.
- Process sale of vehicles at auction and disposal of total loss vehicles.
- Administration of vehicle damage in conjunction with insurance claims.
- Provide statements of vehicle damage for court purposes.
- Registering and re-licensing of vehicles.
- Administration of fuel via fuel agency cards.
- Update and maintenance of the computerised fleet management system (TRANMAN).

Allied to this are activities such as professional fleet advice and the production of management information. The fleet information management system (TRANMAN) allows full inventory, maintenance and costing of the Constabulary vehicles to be available and the system also assists in providing a scheduled replacement programme, based upon the Constabulary's vehicle replacement parameters and capital/revenue

5. Fleet Strategies

5.1. Vehicle Replacement and Procurement

Motor vehicles have a limited lifespan dependent upon their use and application and police vehicles, due to their operational requirement and commitment, have higher than normal levels of wear and tear.

Police vehicles, contributing directly to front line policing (mainly marked vehicles of the Territorial Policing Command) can operate 24 hours a day, 7 days a week covering annual mileages of up to 50,000 per vehicle.

The Head of Estates and Fleet operates an on-going annual vehicle replacement and adaptation program based upon a combination of:

- The vehicles age,
- The vehicles mileage,
- The vehicles condition,



- The vehicles operational need,

This will ensure the optimum use of the Constabulary assets. The provision of new vehicles will also keep the fleet up to date with new technology and vehicle safety (e.g. airbags, anti-lock brakes, improved NCAP ratings and more efficient fuel consumption) and is essential in providing the staff with the resources to safely carry out their role. It also demonstrates the investment by the Constabulary to front line policing.

The Head of Estates and Fleet (in conjunction with the Strategic Vehicle Group) will identify a range of replacement vehicles suitable to perform their role based upon:-

- An operational requirement.
- Whole life vehicle cost.
- The ability to maintain the vehicle effectively, efficiently and economically either in house, or by selected external contractors when required.
- Availability through the current Procurement Frameworks.

Assets are given target mileages and lifecycles for replacement, the categories of vehicles together with the associated lifecycle are shown in the table below. In this latest strategy there has been a move towards retaining some vehicle types for longer periods, recognising that some groups which have low annual mileages can, with the correct maintenance, be kept operationally viable for longer periods. This will work in conjunction with other strategies to minimise the impact on the capital programme and reflect in the long term affordability of this.

In the previous strategies there has been a move towards a single platform vehicle which will perform operational duties across the different criteria. It was evident that during this roll out that there remains a requirement for some specialism of criteria type. Reflecting on this the strategic vehicle group supported a move away from this strategy to a more flexible replacement strategy. In conjunction with this there has been a national move towards collaborative procurement of single vehicle types to specific classification criteria. This new approach is now fully aligned with the national direction of travel and fully supports the regional and national procurement strategies to which the constabulary are signed up to.

Proposed indicative vehicle replacement criteria (main groups):

Category	Time / Allocated Mileage
RPU/ARV Patrol Car	4 yrs./160,000
Transit 4x4	5yrs/150,000
CSD Pool Cars	7yrs/84,000
Beat/Rural Arrest Van (single platform vehicle)	6yrs/180,000
Dog Vehicles	6yrs/180,000
RPU Patrol Motorcycle	8yrs/80,000
Protected Personnel Carrier	8yrs/200,000
Covert/Unmarked Vehicles	3yrs to 8yrs (at the discretion of Head of Estates and Fleet)

It is proposed to consolidate the replacement and purchases of particular vehicle types in the same year, as this supports the national fleet procurement strategy. This proposal within the replacement programme will provide administrative efficiencies in the procurement process and operational benefits in the utilisation and management of the fleet.



5.2. Fleet Maintenance

The Constabulary operates its own internal vehicle maintenance garages and technicians to ensure the legal compliance and security of its vehicles and specialist equipment (Constabulary radios, MDT's, ANPR and Covert vehicles). This ensures the fleet is maintained in accordance with industry best practice and benchmarked against other fleets – both Police and externally, whilst taking account of the unique requirements of the Constabulary, such as:

- The round-the clock demand for vehicles.
- Maintaining the high standards of service and safety as required within an emergency service.
- Providing the conversion of vehicles to the Constabulary's operational requirements.
- The compliant installation of the range of after-market equipment fitted to the Constabulary's specialised vehicles (e.g. ANPR, ARV and RPU).
- A fleet that meets policing requirements of the 21st Century by the installation of the Mobile Working Solution for the marked vehicle fleet.
- Notifying departments when their obligatory weekly vehicle checks are not being carried out/recorded.

These garages are strategically based throughout the County (North at Carlisle, West at Workington and South at Barrow). All vehicles are procured and managed by the Estates and Fleet Department, procurement is undertaken in conjunction with the procurement business lead. Vehicle maintenance is carried out either internally or externally by authorised dealerships, when it is operationally and cost effective to do so. The Department is also focussed on the importance of keeping vehicle maintenance costs at a competitive level without sacrificing the high standards and quality of service.

A long-term objective in previous strategies has been to reduce the number of vehicle maintenance garages. During the last 10 years, this has reduced from 5 to 4, and then eventually to 3 garages. A review of garages has been undertaken during this update and it is considered the optimum number of garages is 3. Each garage would support the operational requirements in key geographical areas and align to the estates strategy and be located on the same site as the Deployment Centres with Custody provision. During 2015 this first objective was achieved at the new Barrow police station. A three garage model has been shown to reduce vehicle down time, expensive transportation of vehicles for service and importantly provide resilience and business continuity to each of the main operating bases.

Vehicle maintenance can be split into three distinct areas:-

- Scheduled i.e.: Servicing (pre-planned)
- Un-scheduled i.e.: Non-servicing (un-planned/breakdowns etc.)
- Impact damage i.e.: Police Vehicle Collisions

The Constabulary's ethos is to undertake preventive maintenance (i.e. parts are replaced just before they are expected to reach the end of their life rather than waiting for them to fail) as this avoids:-

- Costly repairs which can be caused by the knock-on effect of parts failing.
- Excessive vehicle downtimes as parts are replaced whilst a vehicle is in the workshop for scheduled servicing.
- Demonstrates a safety-conscious approach to vehicle maintenance. This is absolutely critical in a Police environment where vehicles are used at their limits in terms of payload, speed and availability, particularly in view of some accidents in other Police Forces which have received adverse high-profile media coverage.

All constabulary vehicles will be:-

- Serviced in accordance to the manufacturers recommended service intervals and schedules.
- Serviced by skilled and trained fleet staff.
- Serviced and repaired with manufacturers original equipment parts.



- Serviced with an additional fleet safety check to capture any areas not covered by the manufacturer's schedule and, to ensure the vehicle safely operates within the requirements of a policing service.
- As it is not cost effective to repair internally, all the vehicle body repair work (with the exception of very minor repairs) is out-sourced. The Fleet Services Department will also:
- Manage and organise the repairs of all police vehicles involved in police vehicle collisions.
- Ensure all vehicle body damage is repaired by specialist vehicle repairers who have been suitably screened to complete this work.
- Ensure all accident damaged vehicles will be examined by us prior to release to the users, ensuring the overall safety of the repaired vehicle.
- Instruct the body repairers to only fit original manufacturer's parts to repair accident damaged vehicles.
- Monitor vehicle downtime for impact damage repairs.
- Collect vehicle accident reports and where necessary, maintaining a regular dialogue with our Insurers or Representatives.

6. Organisation & Deployment

6.1. Organisation & Deployment

The Constabulary's vehicle fleet is distributed to 3 main vehicle user groups:

TERRITORIAL POLICING COMMAND (mainly liveried vehicles)

- North Cumbria Neighbourhood Policing Territory
- West Cumbria Neighbourhood Policing Territory
- South Cumbria Neighbourhood Policing Territory
- Operations HQ

CRIME COMMAND (mainly covert and unmarked vehicles)

- Crime Operations
- Intelligence
- Criminal Justice Unit

CORPORATE SUPPORT

- Financial Services
- Estate & Fleet
- Central Services
- Human Resources
- Learning and Development
- Information and Communication Technologies
- Occupational Health
- Procurement

CORPORATE DEVELOPMENT

- Change Programme
- Diversity
- Management Information
- Marketing and Comms
- Strategic Development

LEGAL SERVICES

PROFESSIONAL STANDARDS

OFFICE OF THE POLICE AND CRIME COMMISSIONER

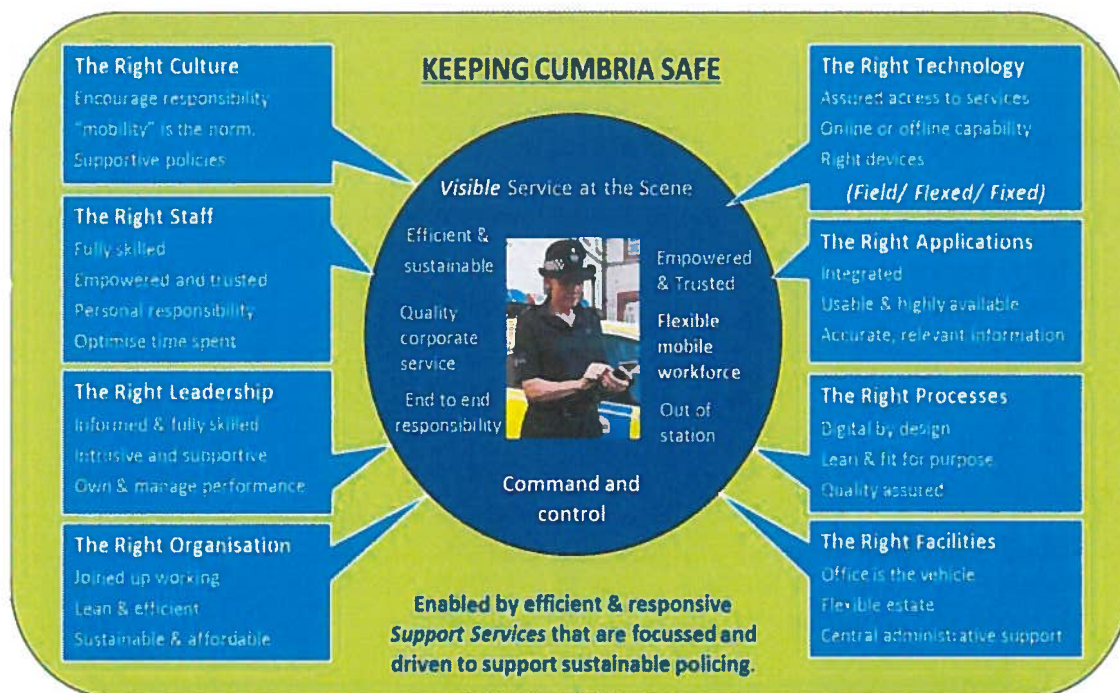
The fleet profiles differ across these groups to reflect the functions carried out by the teams within them and also the geography of the areas. Within the early life of this strategy there was a move, wherever possible, towards a single platform vehicle for all policing areas. This has brought some success but it is evident that providing one vehicle to undertake the majority of the required tasks is challenging in such a large and diverse county. In addition there has now been a move nationally towards standardisation of vehicle types. This limits the ability to buy vehicles of the same type as that of the single platform vehicle. The national contract drives out efficiencies based on volume of cars per vehicle type. It also recognises that one vehicle for all uses is not viable.

The strategy will continue to seek opportunities to provide a small group classification of fit for purpose vehicles to meet their specific operational needs. Examples include specialist departments such as roads policing unit, firearms and the serious and organised crime unit which have specific requirements for high-specification vehicles.

7. Key Strategic Priorities

7.1. Key Priorities

These priorities identified within this Fleet Strategy support the Constabulary Business Plan in order to deliver the priorities set out in the *Police and Crime Plan 2013 – 2017*; and are underpinned by the principle that we must put the operational officer at the centre of all effort to ensure that he/she has the right leadership, the right skills, the right processes, the right policies, the right tools (technology, systems, **vehicles**, buildings etc.), and above all, the right organisational culture and ethos to provide the best visible and cost effective service possible to our community.





A key strategic principle for this Fleet Strategy is the recognition that the vehicle is intended, wherever possible and appropriate to act as a mobile office, enabling the operational user to operate away from the station and remain visible within the community. This annual update reflects on this and where possible has aligned itself to the ICT strategy and specifically the wide spread use of the mobile device.

The Estates and Fleet team will strive to build close working relationships with operational colleagues to foster a good understanding of what is required from the vehicle fleet. In tandem the team will feed back the cost of running the fleet and promote good housekeeping of the vehicles to keep maintenance and accident repair costs to a minimum. A key theme of this update will be around improving utilisation of the fleet and ensuring the number of vehicles accurately reflects the number required to meet its operational requirement.

A strategic vehicle group meets regularly to make decisions around the make up of the fleet and the strategies that support this. In addition work is ongoing on strengthening the link to operational colleagues through a vehicle tactical group. This will proactively highlight day to day fleet issues and manage these accordingly.

The flooding that occurred in December 2015 highlighted an area of weakness in the capability of the fleet, specifically around its four wheel drive capability. A review together with a recommendation to address this is an objective in this update.

7.2. Key Strategic Aim

Key Strategic Objective 1
Undertake a review of Fleet Assets to determine if the size and type meets operational requirements, with the aim of reducing the demand on the capital programme by 10% in the year 2016/17
Benefits: <ul style="list-style-type: none">• Fit for purpose vehicle assets• Potential financial efficiencies• Link to reductions in fleet capital programme
Expected cost: <ul style="list-style-type: none">• To be confirmed

Key Strategic Objective 2
Review and make recommendations for improving adverse weather capability within the fleet
Benefits: <ul style="list-style-type: none">• Fit for purpose vehicle assets• Greater public confidence• Operational benefits• Potential for reduction in maintenance and downtime due to vehicle repairs
Expected cost: <ul style="list-style-type: none">• £350K



Key Strategic Objective 3
Explore options for new garage facility for North Cumbria (link to Estates strategy)
Benefits: <ul style="list-style-type: none">• Operational benefits and alignment to operational need• Potential for reduction in downtime• Lower transportation costs• Staff morale• Estate benefits
Expected cost: <ul style="list-style-type: none">• Cost neutral – self financing through sale of land at existing premises

8. Fleet Budget and Contribution to Change Programme Efficiency Savings Target

The Fleet element of the Estates and Fleet department has an annual revenue budget of approximately £1.8 million for 2015/16. For 2015 – 2016. A number of budget lines have been reduced and a risk based approach has been taken to manage fluctuations in these, making use of a wider contingency sum if expenditure exceeds the budget. Specifically this includes the fuel budget.

The team also operate a large annual capital replacement programme. Challenging reductions in this budget have been set and include

- 10% year 16/17
- 15% year 17/18
- 20% year 19/20

9. Health and Safety and Risk Management

The Estates and Fleet Department and its staff at all times, comply with the relevant Force and Departmental Health & Safety Policies and Procedures in place at that time.

As part of the on-going Fleet Strategy, the Estates and Fleet Department will ensure that:

- All new vehicles are supplied as fit for purpose in accordance with their operational requirement with reference to vehicle suitability, condition, safety equipment and ergonomic considerations.
- The commissioning process (both external and internal) of fitting emergency equipment and electrical devices to police vehicles are compliant to legally operate the vehicle on the public highway.

Cumbria Constabulary vehicles operate within maximum payloads with tyre pressures set in accordance with vehicle/tyre manufacturer's recommendations by providing essential information within the vehicle logbook.



10. Financial Prudence and Best Value

All UK police fleet leads are members of the National Association of Police Fleet Managers (NAPFM) and this organisation meets regularly to exchange ideas and best practice.

During 2015 the constabulary signed up to being part of a regional procurement exercise. Within this forces are now mandated to purchase vehicles of a certain type and specification. This affords all forces with competitive vehicle prices and a streamlined procurement route.

Although the Estates and Fleet Department is achieving the best deals nationally on all its expenditure, further savings in support of Value for Money can still be made by :-

- Operating those vehicles with the best whole-life costs.
- Reviewing and streamlining procedures throughout the department.
- Increasing the utilisation of vehicles.
- Promoting good housekeeping and the cost of vehicle damage.
- Highlight areas of vehicle neglect and report these to the vehicle strategy group.
- Concentrating on tasks which add the most value to the Constabulary (e.g. in house repairs and maintenance which provide a quick turnaround of vehicles in the garage thus reducing downtime).
- The National NAPFM Benchmarking Scheme.

11. Benchmarking

The NAPFM Benchmarking Scheme aims to agree standard ways of defining and measuring costs, performance, operational efficiency and use of data to suggest improvements to the way each police force runs its fleet operation.

By continually comparing against each other, and freely sharing data in a secure environment, the best practices from across the country can be shared and implemented, thereby generating an ethos of continual improvement.

12. Environmental Issues

An on-going Fleet Strategy is to strive for a 'greener' more efficient fleet in terms of fuel consumption/miles per gallon and CO2 emissions which could assist in reducing the high potential increase of the Constabulary fuel budget. Utilising the National Vehicle Framework Arrangements, has determined a more sustainable series of vehicles, which are more efficient in terms of fuel consumption, CO2 emissions and contribute towards a 'greener' fleet.

The environmental impact of businesses is gradually playing a more significant part in organisational strategy. Fleet and users can contribute to the reduction of CO2 by:

- Vehicle purchased from manufacturers whom have made major strides in reducing the emissions from their vehicle manufacturing plants (as well as their vehicles) and, re-cycle a large proportion of their waste products (as well as making many components on their vehicles recyclable).
- Using the cleanest fuels, cutting out unnecessary journeys and educating drivers in the most fuel-efficient ways of driving.
- Reducing CO2 (greenhouse gas) emissions by the strategy to switch the majority of the fleet to diesel.



- The National Vehicle Framework Arrangements have also determined a more sustainable series of vehicles which will be more efficient in terms of fuel consumption and CO2 emissions.

Vehicles operating other fuel sources such as liquid Petroleum Gas (LPG) and Electric have been reviewed and this will continue as technology advances.

13. Overview of Current and Emerging Issues

Over the weekend of the 5th and 6th of December 2015, the county experienced an extreme weather event. Unprecedented levels of rainfall fell over a short period of time on ground which was already saturated due to heavy rainfall earlier in the month. During the event a number of vehicles suffered flood and it was apparent there are gaps in the fleet capability. Specifically officers have highlighted concerns with the lack of a four wheel drive capability. A previous strategy set out that the winter capability would be provided by end of life Landrover Freelanders, these being held in reserve and deployed as required. The capability of these vehicles is not considered to be fit for purpose.

An objective of this strategy is to put forward a recommendation for a new all weather capability, this recognises that such weather events are becoming more frequent in nature and often align to period of poor weather. The proposal will be linked into the work being undertaken on the location of fleet resources and garage in the county. The recent flooding highlighted the importance of having bases in each of the three major centres of population in the county.

The garage at NTU has reached the end of its operational life and its replacement is closely aligned to estate strategy which sets out a replacement for this. This will bring both operational and fleet efficiencies as the garage will be located close to the operational base. The success of doing this at Barrow has reinforced the need to do this.

The roll out of the single platform vehicle has had some success. However, it is evident that a one size fits all vehicle for the majority of operational needs is not viable. Specifically the use of these vehicles as an arrest and cell vehicle is in some cases not suitable. A larger vehicle with an appropriate size cell is also required at times. The move towards national procurement has also influenced this strategy as the ability to 'choose' the type of vehicles we want to operate is being taken away. Forces are moving towards a single type of vehicle for each class of operational need, a strategy supported by the national fleet managers group. This will bring consistency across forces which may bring financial efficiencies. In turn vehicle conversions will be standardised which will improve quality and drive down costs which have historically been expensive due to their one off bespoke solutions.

A review of the number of vehicles we operate has commenced and this will be completed within the life of the strategy. This will align to the challenging reductions in the fleet capital programme that have been set over the next three financial years. To meet these targets there will have to be a reduction in fleet numbers and a requirement to extend the life cycle of vehicles.

14. Summary

The make up of the fleet is generally sound with a good mix of vehicles. New vehicles for adverse weather events will make sure the vehicle types are fit for purpose. There remains a concern over the number of vehicles and it is evident that some cars are under mileage and not fully utilised. The move towards a national fleet specification and framework contracts is a positive step forward and the constabulary are actively participating in this exercise.



Appendix 1 – Fleet Capital Programme

Fleet Summary	Status	Number of Vehicles in Category	Yr 0 2015/16 £	Yr 1 2016/17 £	Yr 2 2017/18 £	Yr 3 2018/19 £	Yr 4 2019/20 £	Yr 5 2020/21 £	Yr 6 2021/22 £	Yr 7 2022/23 £	Yr 8 2023/24 £	Yr 9 2024/25 £	Yr 10 2025/26 £	Yr 1-10 Total £
Covert vehicles	Firm	28	94,200	119,340	225,888	0	97,848	91,960	92,736	143,982	116,696	174,050	99,360	1,161,860
Neighbourhood Policing	Firm	113	210,800	342,720	567,528	384,780	0	1,594,450	376,320	586,074	214,136	263,140	0	4,329,148
Specialist Vehicles	Firm	21	104,600	67,524	236,600	80,878	27,648	49,060	60,928	168,036	78,300	90,034	0	859,008
Chief Officers	Firm	0	0	0	0	0	0	0	0	0	0	0	0	0
Dog Vehicles	Firm	11	84,000	0	0	0	0	277,200	30,240	0	26,216	0	302,400	636,056
Motor Cycles	Firm	10	0	137,088	30,160	0	0	0	32,480	0	0	158,592	34,800	393,120
Pool Cars	Firm	29	24,700	14,484	88,504	74,200	11,124	55,550	113,120	11,514	16,936	73,514	57,240	516,186
Protected personnel Carriers	Firm	9	0	0	116,064	0	0	0	188,160	254,790	0	0	133,920	692,934
Roads Policing Vehicles	Firm	23	133,422	0	336,960	0	561,600	0	390,544	0	603,200	0	388,800	2,281,104
Crime Command	Firm	23	90,400	10,302	42,016	0	98,604	0	0	103,056	11,716	47,082	0	312,776
Crime Scene Investigators	Firm	11	0	0	0	0	0	0	14,000	182,400	0	0	0	196,400
Garage vehicles	Firm	3	0	2,040	0	84,800	0	0	0	0	0	0	0	86,840
Misc Adaptions /Mobile Data Terminals	Firm	0	30,200	0	0	0	0	0	0	0	0	0	0	0
VIP	Firm	2	0	0	21,008	15,900	0	0	22,624	0	17,400	0	24,240	101,172
Sellafield Policing Unit	Firm	5	0	0	39,520	21,200	0	92,950	42,560	22,800	0	0	80,400	299,430
Ballistically Protected Vehicle	Firm	1	0	60,000	0	0	0	0	0	0	0	0	0	60,000
Slippage	Firm		(126,565)	126,565	0	0	0	0	0	0	0	0	0	126,565
Savings to Identify	Firm		(46,585)	(81,106)	(255,637)	(132,352)	(159,365)	0	0	0	0	0	0	(628,460)
Total Fleet Summary		289	599,172	798,957	1,448,611	529,406	637,459	2,161,170	1,363,712	1,472,652	1,084,600	806,412	1,121,160	11,424,139

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