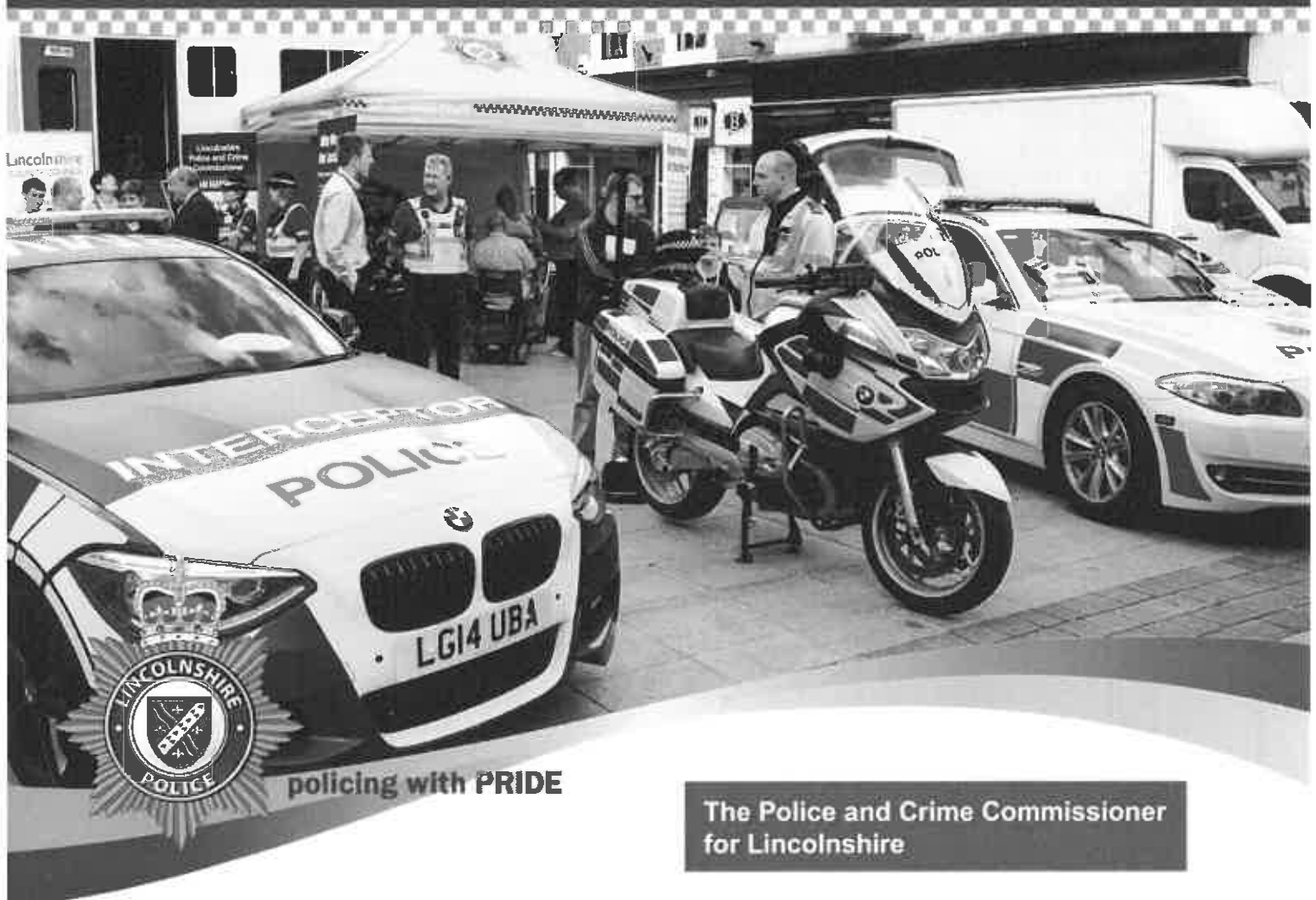


Lincolnshire Police

FLEET STRATEGY

2015 - 2018



policing with PRIDE

**The Police and Crime Commissioner
for Lincolnshire**

CONTENTS

| | | |
|-----------|--|-----------|
| 1. | INTRODUCTION | 1 |
| 2. | STRATEGIC CONTEXT | 2 |
| 3. | KEY OBJECTIVES OF THE OPCC POLICE AND CRIME PLAN 2013 /17 | 2 |
| 4. | KEY STRATEGIC OBJECTIVES OF THE 2015/18 FLEET STRATEGY AND HOW THEY SUPPORT THE POLICE AND CRIME PLAN | 3 |
| 4.1. | Key Objective 1 | 3 |
| 4.2. | Key Objective 2 | 4 |
| 4.3. | Key Objective 3 | 7 |
| 4.4. | Key Objective 4 | 7 |
| 5. | STRATEGY INFLUENCES & KEY DRIVERS FOR CHANGE | 9 |
| 5.1 | Key Drivers for Change | 9 |
| 5.2 | Comprehensive Spending Review (CSR) | 9 |
| 5.3 | Medium Term Plan | 9 |
| 5.4 | Fleet Review | 9 |
| 5.5 | National Fleet Strategy | 9 |
| 5.6 | NAPFM Mission Statement: | 9 |
| 5.7 | NAPFM Vision | 10 |
| 6. | REGIONAL STRATEGY | 10 |
| 7. | CORPORATE FLEET MANAGEMENT GOVERNANCE ARRANGEMENTS | 11 |
| 7.1. | A Corporate Approach | 11 |
| 7.2. | Management of the Fleet Strategy | 11 |
| 7.3. | Chief Officer Group (COG) | 12 |
| 7.4. | Office of the Police and Crime Commissioner (OPCC) | 12 |
| 7.5. | Nominated managers with fleet responsibility | 13 |

| | | |
|------------|---|-----------|
| 8. | FLEET SERVICES DEPARTMENT | 13 |
| 9. | ICT – MANAGEMENT SYSTEMS | 13 |
| 10. | COST TO OPERATE THE FLEET | 14 |
| 11. | THE WAY FORWARD AND FUTURE DEVELOPMENT | 14 |
| 12. | ANNUAL DELIVERY PLAN 2015/16 | 15 |
| 13. | APPENDICIES | 1 |

APPENDIX 1: 2013/14 Fleet Review Action Plan

APPENDIX 2: Fleet Cost Comparison (source: Home Office)

APPENDIX 3: Fleet Services Department Overview

SECTION 1

1. INTRODUCTION

Lincolnshire Police has a long history of successfully managing and delivering suitably equipped vehicles that meet the operational needs of the Force. This Fleet Management Strategy aims to build on this foundation and enhance service delivery through the integration of the 2014 Fleet Review recommendations. The strategy is also influenced by both regional and national fleet developments, procurement strategies and collaborative working arrangements.

The Fleet Management Service is provided by G4S, the strategic partner of the Office of the Police & Crime Commissioner (OPCC). The first three years of this partnership has brought significant change to the fleet delivery model and now, supported by regional strategic direction, will enable further transformational change to take place. All will be aligned to support delivery of the Police and Crime Plan April 2013 to March 2017 objectives.

The fleet strategy is aligned directly to the Police & Crime Plan 2013/17, as referenced in sections 3 and 4 below. This strategy ensures that the key objectives of the Police & Crime Plan are delivered by reference to the key objectives, at all stages, ensuring investment and changes to the fleet are focused and targeted at supporting these key objectives. The Fleet Strategy also aligns with the G4S Service Development Plan 2015 and other Key G4S strategies such as, Estates, ICT and the People Strategy.

Lincolnshire is the largest county in the East Midlands region with a population of 692,800. Lincolnshire is a rural county comprising seven District Councils with small villages, market towns and the historic City of Lincoln. In terms of geographic area Lincolnshire is one of the largest in the United Kingdom covering an area of 2,284 square miles with 5,597 miles of road, comprising 668 miles of A road, 489 miles of B roads, 1805 miles of C roads, 2455 miles of unclassified roads and 180 miles of green lanes.

The Fleet Management Service is a section within G4S FM. Fleet Management Services provide a complete and comprehensive integrated support service to the Force and OPCC through the provision of a directly owned mixed vehicle fleet of approximately 438 vehicles, ranging from motorcycles, high performance traffic cars, beat cars and mobile police stations. In addition, the OPCC has, at any one time, up to 50 long-term hire vehicles, which has reduced from 100 since April 2012. The fleet on average covers 7.1 million miles per annum (excluding hire car mileage).

The repair and maintenance of the fleet is provided at 4 locations across the County: Nettleham HQ, Grantham, Spalding and Skegness police stations.

An agreed vehicle replacement programme exists using the criteria set out in section 4.2 and is based on mileage and vehicle age. A whole life cost approach has been adopted to inform the procurement process. The mandatory National Vehicle Purchasing Framework is used and the Force participates in regional and multi-regional mini competitions in order to ensure best value for money. The intention is to extend the lifecycle of vehicles, thus reducing the level of capital investment required.

Currently standard vehicle conversions take place in house with specialist conversions undertaken by dedicated convertors.

SECTION 2:

2. STRATEGIC CONTEXT

The OPCC's Police and Crime Plan 2013 to 2017 will support the delivery of savings through the key objective 'a fair deal for the people of Lincolnshire'. The Fleet Services Strategy supports delivery of all key objectives, directly or indirectly, through the rationalisation, replacement and deployment of the fleet with efficient, economical, sustainable and appropriately specified vehicles necessary to support the operational policing need.

This strategy ensures that the vehicle fleet is managed, maintained, developed and receives investment in such a way that it can directly support delivery of the wider organisational and regional priorities and objectives.

SECTION 3:

3. KEY OBJECTIVES OF THE OPCC POLICE AND CRIME PLAN 2013 /17

- **Reduce Crime** – Ensure vehicle provision supports Force targets to reduce crime and the fear of crime
- **Police and Services that are there when you need them** – Developing less bureaucratic vehicle processes to allow officer more time for interaction with the community
- **A fair deal for the people of Lincolnshire** - Spending financial resources wisely and ensuring vehicle services deliver value for money.

SECTION 4:

4. KEY STRATEGIC OBJECTIVES OF THE 2015/18 FLEET STRATEGY AND HOW THEY SUPPORT THE POLICE AND CRIME PLAN

| Fleet Strategy Key Objectives | Supporting The Police and Crime Plan Key Objectives |
|---|---|
| 1 To provide and maintain a cost effective, efficient transport service that supports operational and organisational requirements and is capable of responding to policing needs quickly & efficiently | A fair deal for the people of Lincolnshire |
| 2 Ensure that the optimum number of vehicles are available, necessary to support community and county wide policing needs | Police and services that are there when you need them |
| 3 To ensure replacement vehicles continue to maintain or reduce the current low emission values and total fleet carbon emission value | A fair deal for the people of Lincolnshire |
| 4 Aligned to the fleet reduction review of 2014/15 to reduce the vehicle fleet and long term hire vehicles by 47 vehicles based on the 2013/14 fleet by 31 st March 2016. Currently 30 vehicles have been identified with further opportunities to be considered provided that operational resilience is maintained | A fair deal for the people of Lincolnshire |

This Fleet Strategy focuses on the 4 key objectives referred to above and sets out how we will deliver these objectives in the context of the key drivers and other external factors.

4.1. Key Objective 1

To provide and maintain a cost effective, efficient transport service that supports operational requirements and is capable of responding to policing needs quickly and efficiently.

In order to ensure this key objective is achieved the following services are provided:

- A comprehensive and cost effective vehicle maintenance and 'safety' inspection regime to fleet vehicles, ensuring vehicles are maintained in a timely and efficient manner to minimise vehicle downtime and maximise vehicle availability and are fully compliant with Vehicle Construction and Use Legislation 1986.
- Purchase new vehicles in line with national strategies on preferred vehicles for each type of operational activity utilising national and regional buying groups to aggregate purchases and to reduce cost. Ensure that these national and regional groups award vehicle contracts based on whole life costs and environmental impact
- Utilise national framework procurement contracts for vehicle related services to include fuel cards, tyres and ancillary police equipment.

- Management information data will be provided to managers who will be accountable for changes and efficiencies identified.
- Work with regional colleagues to support regional collaboration initiatives which involve fleet provision. This to include the regional EMOSS partnership to ensure standardised fit for purpose vehicles are purchased and supported.
- Managing all aspects of vehicle accident repairs and claim management via the OPCC's insurance broker and the production of bespoke management information
- Produce and implement an accident reduction plan, detailing number of accidents per annum and projected savings
- Arranging timely collision repairs in liaison with accident management contractors and the body repair contractors, directly or via third parties
- Decommissioning of police vehicles and equipment in a timely and cost effective manner using national framework arrangements to maximise capital receipts
- Carrying out quality control inspections, technical assessments and diagnostic checks in compliance with the vehicle manufacturers recommended standards
- Accident Reduction Plan (ARP)

The key objectives of which will be:

To support the reduction in vehicle related accidents, particularly those that occur at low speed and whilst manoeuvring;

To raise awareness of the causes of vehicle accidents and promote effective preventative measures to reduce such accidents;

To provide information to Driver Training School in order to enhance the training programmes

Work with EMOSS colleagues to standardise regional accident recording process

The ARP will be further enhanced post the installation of Telematics (if approved), which would allow detailed data to be provided to senior managers and Driver Training to inform development programmes.

4.2. Key Objective 2

Ensure that the optimum numbers of vehicles are available, necessary to support community and county wide policing needs

This objective considers the number of vehicles, their deployment, utilisation and specification, all necessary to ensure the right vehicle is in the right place at the right time. Additionally and in order to achieve this end significant effort is required at the front end of the process; this is described below.

Vehicle Evaluation and Approval

In conjunction with the Vehicle User Group (VUG), the division/department and the driving school, new and alternative vehicles are tested and evaluated. These evaluations, in conjunction with regional and local procurement arrangements and whole life running costs, are used to purchase suitable vehicles for role whilst maximising value for money.

Increases in the fleet establishment or additional specification requests are initially requested through a business case procedure. This ensures that a formal

justification is evidenced and placed in context of the Fleet Strategy, plus is authorised by operational and financial managers. It also entails matching the vehicle request to the authorised vehicle specification to comply with OPCC and Health & Safety requirements and ensure that the vehicle is fit for the purpose of the designated operational role.

All requests are channelled through the CPT / Command Team as the executive approval body. Where capital funding is necessary, bids are submitted annually for inclusion in the Capital Programme, which is approved by the OPCC.

Vehicle and Equipment Specification

Selecting effective vehicles for the wide variety of police roles is a complex process that takes into consideration a number of factors such as:-

- existing fleet mix
- parts availability
- technical expertise
- manufacturer support
- specialist tools
- fuel type
- performance
- load capacity
- vehicle evaluation by
- suitability for role
- environmental considerations
- vehicle whole-life costs
- Health and Safety aspects of prisoner transportation
- compliance with National Association of Police Fleet Managers (NAPFM) / Home Office Procurement Agency stipulations, which ensures testing for handling and braking for police use, for radio interference and conformance with police contract requirements

Marked police vehicles provide one of the greatest opportunities for the OPCC to provide a visible presence and reassurance to the public. Wherever possible, all frontline vehicles will be white in colour and 'marked-up' in reflective livery, including the Lincolnshire Police crest. All PCSO vehicles have now been marked in reflective livery to enhance the visibility of these officers within the neighbourhood policing teams in which they serve. Currently 61.5% of the fleet is liveried with a further 5.7% identified for Force livery or identifiers to be fitted.

Fleet Establishment

The practical application of the Fleet Strategy is encapsulated within the fleet establishment database, which is divided into three categories, Operations, Crime and Local Policing. These categories are further subdivided into neighbourhood policing with response and volume crime with crime protective services.

The Fleet establishment data identifies the number of vehicles within each category and separates specialist vehicle categories to provide "at a glance" an overview of the police vehicle fleet. This is managed via the specialist software, Tranman.

Procurement of Vehicles

Vehicles are procured through Home Office framework contract VSP7805. Under the framework arrangement legislation now exists with regards the procurement of police vehicles. To ensure this approach continues to deliver added value for money, OPCCs

are encouraged to support collaborative opportunities with other Forces ensuring the following procedure are adhered to:

- Vehicles have been selected from the most appropriate category from the framework
- The vehicle specifications have been agreed or refined in conjunction with regional OPCCs
- OPCCs have collaborated and aggregated their requirements
- If collaboration proves impractical, individual requirements for specification are finalised
- Refined criteria is developed, weighting added and a mini competition is conducted
- A call off contract is created to enable vehicles to be purchased

The benefits of conducting a mini-competition under the new framework are:

- This route is quicker than a full tender process
- Additional cost savings are potentially achievable if OPCCs collaborate and volumes are increased
- There is an opportunity to refine individual requirements
- Best value is achieved
- Terms and conditions have already been agreed so it is a call off contract
- Compliance with EU Regulations

Fleet Services maximises the potential economies of scale and other savings achievable, by using national contracts wherever feasible, to take advantage of preferential purchasing terms. These arrangements, deliver between 25% and 35% discount (dependent on vehicle manufacturer) when compared against recommended retail prices.

Vehicle replacement criteria

The vehicle replacement programme is based upon strategically derived allocated capital funding determined by the OPCC policing plans, Force strategy and operational needs. Vehicles are replaced on an annual rolling programme determined principally by mileage and/or age criteria.

This criteria provides a guideline to the replacement programme. However, vehicles meeting these criteria will be assessed by the Fleet Manager to determine if replacement is required or whether there is economic life remaining.

| | Years | Miles |
|----------------------|--------------|--------------|
| Traffic Car | 4 | 150,000 |
| Traffic Motorcycle | 6 | 60,000 |
| Beat Cars | 5 | 140,000 |
| LP CID Cars | 6 | 120,000 |
| HP CID Cars/mc | 5 | 120,000 |
| PSU Vans | 7 | 150,000 |
| Specialist Role | 7 | 150,000 |
| Detainment Cell Vans | 6 | 150,000 |
| Pool/Staff | 6 | 120,000 |
| Dog Vehicles | 6 | 120,000 |

| | | |
|--------------------|---|---------|
| Driving School | 4 | 150,000 |
| CSI and Other Vans | 7 | 150,000 |

4.3. Key Objective 3

To ensure replacement vehicles continue to maintain or reduce the current low emission values and total fleet carbon emission value

Fleet Services seek to reduce the adverse environmental impact of our activities. 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 work with vehicle manufacturers to keep abreast of 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, environmental impact and affordability.

Alternative fuels, along with other technical enhancements, will be reviewed as developments and opportunities arise to maximise budgetary and environmental benefits, in line with the operational requirements of the OPCC.

National and International Drivers

The UK Government has placed an emphasis on the public sector setting a leading example on Climate Change. Public sector leadership will be critical to the achievement of the Government's climate change objectives, such as the long-term goal to reduce CO2 emissions by 80% by 2050 in the Climate Change Bill.

The Government's target to reduce the UK's emissions by 80% by 2050 and revised target of 13% by 2020, based on 2008 levels, is embedded in the Energy Act. A variety of policy and legislative drivers are already in place or are under development supporting the UK to deliver these targets

4.4. Key Objective 4

Aligned to the fleet reduction review of 2014/15 to reduce the vehicle fleet and long term hire vehicles by 47 vehicles based on the 2013/14 fleet by 31st March 2016
Currently 30 vehicles have been identified with further opportunities to be considered provided that operational resilience is maintained

There are three facets to the vehicle fleet:

- Pool and support vehicles including trailers
- Operational core fleet vehicles
- Long term hire vehicles

The following table shows 2012/13 baseline data, 2013/14 fleet allocation and planned fleet allocations for 2014/15 and 2015/16.

Vehicle Fleet Allocation

| Vehicle Category | 2012 / 2013 | 2013 / 2014 | 2014 / 2015 | 2015 / 2016 |
|---|-------------|-------------|-------------|-------------|
| Beat and Response | 116 | 116 | 116 | 111 |
| RPU | 31 | 31 | 30 | 27 |
| PCSO | 26 | 26 | 26 | 22 |
| Dog Vehicles | 18 | 18 | 18 | 16 |
| Crime including EMSOU, MCU and Divisional CID | 97 | 97 | 97 | 88 |
| CSI | 23 | 19 | 19 | 17 |
| Road Safety Partnership | 15 | 15 | 15 | 15 |
| OPS | 9 | 9 | 9 | 9 |
| Caged vans | 17 | 17 | 17 | 16 |
| OSU and PSU | 11 | 11 | 11 | 11 |
| Driving School | 10 | 10 | 10 | 9 |
| Staff / Pool | 51 | 49 | 49 | 46 |
| Miscellaneous | 15 | 15 | 15 | 13 |
| Trailer | 5 | 5 | 5 | 5 |
| Hire Vehicles | 65 | 50 | 49 | 35 |
| Total | 509 | 488 | 486 | 440 |

To achieve this reduction we will be seeking to identify and remove underutilised vehicles and replace existing vehicles with alternative modes of transport, where possible. The table above shows how we will achieve this target by 31/03/2016. The installation of Telematics (if progressed) will help measure the utilisation of vehicles and determine which further vehicles can be / should be removed from the fleet.

The following table shows how the hire car fleet was comprised in 2012/13 and 2013/14

In 2012/13 the hire fleet comprised

| Long Term Hire Vehicles | Short Term Hire Vehicles |
|------------------------------------|-----------------------------------|
| 65 vehicles = 23,725 vehicle days. | 329 vehicles = 1,193 vehicle days |

In 2013/14 the hire fleet comprised

| Long Term Hire Vehicles | Short Term Hire Vehicles |
|-----------------------------------|---------------------------------|
| 50 vehicles = 18,250 vehicle days | 203 vehicles = 747 vehicle days |

Definitions:

Long term hire vehicles

Vehicles hired for duration of 1 month or longer.

Short term hire

Vehicles hired for periods of less than 1 month.

The reduction in long term hire vehicles has been achieved through the close working of Fleet and the Assistant Chief Officer supported by the CPT and represents the most significant reduction in the fleet during 2013/14/ and 14/15. The current number of long term hire vehicles would appear to represent the optimum number of hire vehicles required to support operational policing. A strict management regime has been introduced to help maintain the hire fleet at this level. The position is monitored continuously to ensure that the number of vehicles does not increase to pre-2014 levels. Additional vehicles will be allocated subject to approved business cases.

Fleet Management will undertake on going evaluations to ensure short term hire is provided in the most cost effective way.

SECTION 5:

5. STRATEGY INFLUENCES & KEY DRIVERS FOR CHANGE

The OPCC's Police and Crime Plan 2013 to 2017 is the predominant considered influence on this fleet strategy along with the G4S Service Development Plan 2015. This strategy also aligns with other key G4S strategies such as ICT, Fleet and the People strategy.

5.1 Key Drivers for Change

There are four key strategic drivers that will influence the short, medium and long term shape form and configuration of the fleet.

5.2 Comprehensive Spending Review (CSR)

Current projections indicate that Lincolnshire Police will have a budget gap of £10.4 million by 2017/18.

5.3 Medium Term Plan

The current financial plan is reflected in the Vehicle replacement programme.

5.4 Fleet Review

The internal 2014 Fleet Review approved recommendations (Appendix 1)

5.5 National Fleet Strategy

and the National Strategy for Transport in the Police Service which was produced by the National Association Police Fleet Managers (NAPFM) in April 2010 to cover the period 2010 – 2015 also influence this strategy.

The NAPFM mission and vision statements are reproduced below:-

5.6 NAPFM Mission Statement:

"To provide and deliver the most economic, efficient and effective Transport and Logistics service to the UK Police OPCCs."

5.7 NAPFM Vision

"To be the leader in continuous improvement in the provision and support of a safe, operationally effective Transport & Logistics service for the UK Police Service in the most economic, efficient, effective and environmentally sustainable way possible".

SECTION 6:

6. REGIONAL STRATEGY

The five Forces in the East Midlands region have come together to form a Regional Transport Strategy Group. The aims of the Group are:

- Increase efficiency and effectiveness in the provision of transport services through collaboration
- Reduce cost of ownership through collaborative procurement
- Improve interoperability through standard vehicle specification and build ups
- Sharing of best practice

Significant progress has already been made through standard specification of patrol cars, shared training and regional contracts for livery.

A previous initiative to appoint a Regional Strategic Director of Fleet jointly funded by Lincolnshire, Nottinghamshire and Northamptonshire Police will no longer proceed.

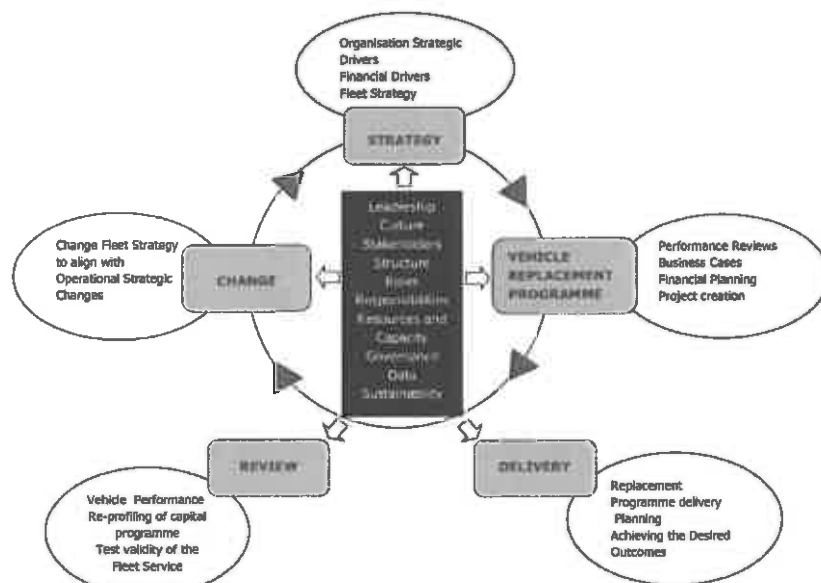
SECTION 7:

7. CORPORATE FLEET MANAGEMENT GOVERNANCE ARRANGEMENTS

7.1. A Corporate Approach

This strategy supports the vision, strategic priorities and delivery of the fleet key objectives. The Force prioritises the annually revised capital programme, aligned to agreed operational priorities. Diagram 1 below illustrates the approach adopted from inception of the strategy, tested against organisation strategic drivers through to delivery, review and changes to the strategy.

Diagram 1 - Business process cycle for assets and supporting activities



7.2. Management of the Fleet Strategy

The Head of Asset and Facilities Management is responsible for the development and delivery of the Fleet Strategy, the vehicle replacement planning processes and implementation of the outputs identified in the strategy. Responsibility for achieving the objectives in the Vehicle Fleet Strategy rests with the Fleet Manager, who reports to the Head of Asset & Facilities Management. The Fleet Manager is supported in delivery of the objectives by a senior vehicle technician, five vehicle technicians, two fleet administrators, a workshop receptionist and a workshop controller. Achievement and progress of outcomes from the Strategy will be monitored by the Commercial Partnership Team and Chief Officer Group.

Operational matters are referred to ACO Resources and technical matters through the Strategic Partner Fleet Manager.

Contingency and succession planning is being introduced, in order to maintain and guarantee resilience, with the capacity to meet service delivery demands as a consequence of changing technology and changes in operational policing.

A Training Programme is in place to ensure that staff are proficient with changing technology and able to operate the latest equipment on the newest vehicles. Staff are

trained to cover First Aid, Fire Marshalling, Health & Safety and Risk Assessment, along with the technical training of the vehicle technicians to provide mechanical, radio telecommunications and ANPR support.

7.3. Chief Officer Group (COG)

The COG comprises the ACPO team and Senior Managers of the Force. The group considers all prioritised capital requirements and recommends the Fleet Strategy to the OPCC.

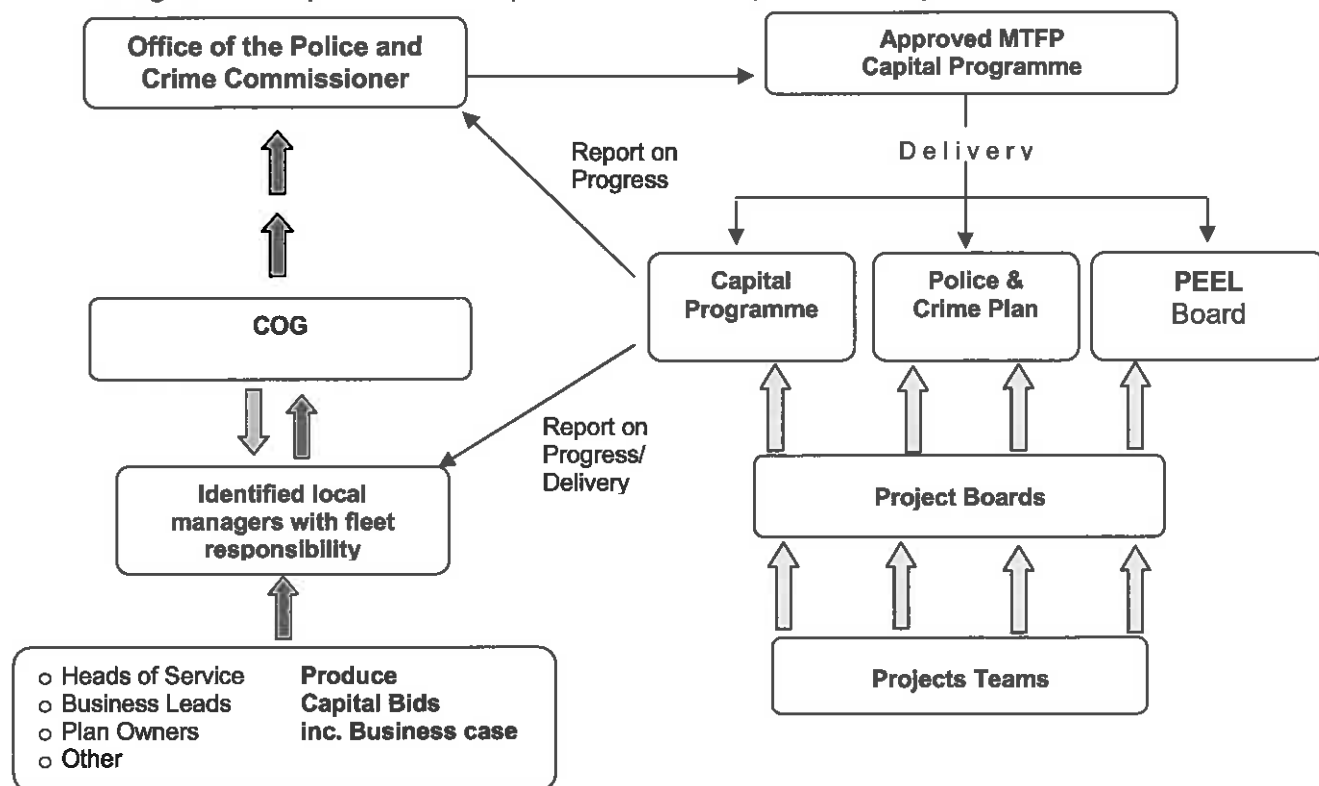
7.4. Office of the Police and Crime Commissioner (OPCC)

The OPCC considers the proposed vehicle replacement programme and approves this and the associated budgets.

7.5. PEEL Board

The PEEL Board is chaired by DCC. The group is responsible for the development, monitoring of delivery and annual review of the Fleet Strategy.

Diagram 2 – Capital investment prioritisation and implementation process



7.6. Nominated managers with fleet responsibility

Nominated managers are identified as having day to day management responsibility for the vehicles within their own business areas.

The Fleet Department provide regular management information to each nominated manager which includes vehicle utilisation, fuel usage and compliance with force policies. Nominated managers with fleet responsibility are able to:

- Discuss police fleet and equipment in terms of meeting the demands of operational policing with vehicle end users
- Consider outline requests for changes in transport / equipment needs, whilst forwarding any subsequent policy / strategy proposals to the OPCC Resource Management Board or equivalent
- Ensure compliance with vehicle related health and safety and transport legislation
- Instigate reviews / evaluations of transport matters that may either have financial concerns or require an informed risk assessment decision
- Challenge usage and utilisation of vehicles.

SECTION 8:

8. FLEET SERVICES DEPARTMENT

Information on the Fleet Services Department, refuelling arrangements and vehicle disposal can be found in Appendix 3.

SECTION 9:

9. ICT – Management Systems

Significant improvements have been made to the computerised fleet management system (Tranman) within the last three years enabling improved service scheduling and management reports. Further scoping exercises will be undertaken to assess the business benefits to the Force and G4S by adding additional Tranman web based portals for pool car bookings and submission of weekly vehicle check sheets.

A redefined output specification for Vehicle Telematics will be produced to evaluate the business benefits to Lincolnshire Police by installing this equipment.

The Fleet Management Team will work closely with the Mobile Data project to support the installation of this equipment in agreed fleet vehicles.

SECTION 10:

10. Cost to operate the fleet

Reducing budgets and capital expenditure requires a reduction in the fleet vehicle numbers. Investment in quality, tested vehicles that are fit for purpose is therefore essential, if the current vehicle availability level of over 95% is to be maintained. The Annual Delivery Plan as shown on page 19 indicates the areas of efficiency targeted over the next year. The capital requirement and thus the replacement programme has been revised to reflect the current financial position of the OPCC.

The running cost of the fleet has recently been captured by the Home Office in a Regional benchmarking exercise. The comparative costs are contained in Appendix 2

SECTION 11:

11. THE WAY FORWARD AND FUTURE DEVELOPMENT

Following the establishment of the Strategic Partnership with G4S in 2012, the Fleet Management Services has been managed within G4S Facilities Management, with Asset Management, Facilities Management and Support Services. This structure offers additional resilience and closer working with district staff and district based police officers.

This arrangement now enables a more strategic approach to be adopted in terms of fleet support to the wider organisation and delivery of organisation strategic objectives. This has identified the need to review processes, including vehicle tracking and the ability to deploy vehicles, prioritised, in response to incidents and therefore reduce response times, thus improving the quality of the 'Golden Hour' findings.

The level of long term hire vehicles is currently c50 units per day. This area of the fleet will continue to be reviewed, aligned to the main fleet and operational requirements. This will require changes to the way in which hire vehicles are used, covert / operational and special operational policing is managed.

Locally over the next 1 to 2 years the focus of effort will be on the delivery of the 4 key objectives approved by the OPCC. This will include a review of the business case for the fitment of Telematics to the Force fleet in 2015/16 which will be subject to financial approval. Collaboration in transport between UK OPCCs and particularly in region, is set to increase considerably. The benchmarking approach will ensure areas of current good practice are maintained and will provide new opportunities for savings and efficiencies including:

- Improved communication and synergy between fleet operations
- Further refinement of data comparisons
- Development of environmental KPIs and targets thereby reducing the impact of Lincolnshire Police vehicle usage on the environment
- Support of collaborative work between OPCCs, regions and consortiums.
- The evaluation of new technology and its potential for delivering fleet efficiency savings
- The continued procurement and modification of good quality vehicles that meet operational demands whilst maintaining best value

- Support the formation and development of the East Midland Operational Support Service (EMOpSS) to standardise vehicle roles and vehicle choice enabling a corporate approach to operational support policing practices and maximising value for money.
- Processes are in place to provide a safe, efficient and reliable transport system for Lincolnshire Police whilst optimising fleet availability
- Identify and implement a continual improvement scheme for increased vehicle efficiency through vehicle utilisation
- Develop the provision of monthly detailed management information to assist teams with improving their utilisation and driving out efficiencies.

SECTION 12:

12. ANNUAL DELIVERY PLAN 2015/16

The OPCC needs to do more with less, whilst maintaining services and streamlining and centralising of administration functions. In relation to Fleet Services this means less vehicles, less technical resources but continued operational support. The 2015/16 delivery plan assumes that the Telematics proposal will be implemented but that the Sale and Leaseback will not. The plan assumes a timeline for the implementation of these changes. The delivery plan will be revised should these assumptions change.

The table below sets out the Annual Delivery Plan for 2015/16:

| Key deliverables to be achieved in 2015/16 | Supports Fleet Key Strategic Objective | Completion date 2015/16 |
|---|--|-------------------------|
| Implement changes to the fleet maintenance delivery model following review of current practice and processes by Fleet manager. | 2, 1, 3, | Q1 |
| Continue to Implement recommendations of the 2014 Fleet Audit. | 1, 2, 3, 4. | Q1 |
| Review of fleet vehicle models, local / regional / national, post review of Vauxhall Astra performance. (Includes strategic regional directives). | 1,2,3,4. | Q1 |
| Commence preparation of specifications for any long-lead in time vehicle replacements. | 1, 2, 3. | Q1 |
| Review the output of the implementation of the 2014 Fleet Review recommendations. | 1,2,3,4. | Q1 |
| Review of Fuel consumption, cost and fuel cards / bunker provision. | 1, 2, 3, 4. | Q1 |
| Implement findings and approved recommendation in respect of the Fuel management arrangements following 2014 fleet audit. | 1,2,3,4 | Q1 |
| Produce first Telematics data report with recommendations. Subject to initiative being approved by Force / PCC). | 2, 1, 3, 4. | Q2 |
| Continue to work with regional fleet colleagues to support regional operational initiatives and regional procurement opportunities | 1, 2, 3, 4. | Q2 |
| Continue to implement changes to the fleet maintenance delivery model. | 2, 4. | Q2 |

| Key deliverables to be achieved in 2015/16 | Supports Fleet Key Strategic Objective | Completion date 2015/16 |
|--|--|-------------------------|
| Continue implementation of the vehicle replacement programme. | 1, 2, 3. | Q2 |
| Preparation of the 2016/17 Fleet Strategy for LP & PCC consultation and approval. | 1,2,3,4,5. | Q2 |
| Continue review of Telematics data collected and present further recommendations. | 2, 1, 3, 4. | Q3 |
| Review of the implementation of the 2014 Audit recommendations and identification of improvements manifesting therefrom. | 1, 2, 3, 4. | Q3 |
| Finalise implementation of the 15/16 vehicle replacement programme. | 2,4. | Q4 |

13. APPENDICIES

APPENDIX 1

2014 FLEET REVIEW RECOMMENDATIONS (IMPLEMENTATION COMMENCED APRIL 2014)

Fleet Review Recommendations

| RECOMMENDATION | ACTION | OWNER | TIMESCALE |
|---|--|-------------------------------|---|
| 1 Initial removal / re-allocation of: 4 x DNA Expansion vans 2 x ICT Support officers 1 x Firearms Enquiry Officer van 3 x Pool cars | Liaison with Ian Bailey, Ops Manager, EMSOU Forensic Services Vehicles to be withdrawn from G4S use and re-allocated to LP use Vehicles to be withdrawn from G4S use and re-allocated to LP use To be re-allocated to replace current hire cars | CPT Head of FM | To be reviewed April 2015 Complete Complete Complete |
| 2 Each vehicle to be allocated to a manager who becomes the responsible "owner" of the vehicle, and they are aware of this and their responsibility | In alignment with Force structure, a named post be identified as the responsible "owner" and those persons be informed of their responsibilities | Fleet Manager / CPT / Force | Completed |
| 3 Fleet Management to maintain up to date master list of all vehicles including usage in a format which is able to be interrogated and reported on | Format to be agreed with Fleet Manager and process confirmed how this will be maintained | Head of FM / CPT | Completed |
| 4 A zero based review be undertaken across the whole force to ascertain up to date and justified business requirements for vehicles to enable a full and comprehensive fleet requirement to be established. | Details of those vehicles undertaken less than 500 miles per month to be provided to current manager (with copies of last 3 months log sheets) requesting a review of its' usage and the impact if removed from the fleet | Fleet Manager | March 2015 |
| 5 A further more detailed review of those vehicles doing less than 6,000 miles per annum / 500 miles per month should be progressed in the short term | Last 3 months log sheets to be provided to relevant manager for review and justification why vehicle still required. If no log sheets, instruction given of need to complete and if none provided vehicle to be removed | Head of FM / CPT | Complete |

| RECOMMENDATION | ACTION | OWNER | TIMESCALE |
|--|---|---------------------------------|-------------------|
| 6 Hire vehicle approval and review process required. This should include a regular review of the need for the vehicle and the mandatory completion of log sheets and understanding that if not received for 2nd month the hire will cease. | Existing hire car request form has been amended to include Supt level approval. Flowchart to be produced and communicated detailing the process for hire car requests and use of. Process to be agreed and communicated for on-going review of current long term hire cars to include minimum of 3 month formal review of use and future need | Fleet Manager / CPT | Complete |
| 7 Change of location form to be re-introduced. This should include notification to the ANPR Officer. | Existence and use of this form to be communicated to all managers and supervisors who have fleet allocated to their departments/units | Head of FM | Complete |
| 8 Production of quarterly management information by Fleet Management to be introduced. This should include vehicles under each managers responsibility, 3 months use details, any issues re non-reporting of accident damage, no inspection sheets, fuel usage (pump - v - external) | Format of quarterly report to be considered and agreed. This should be developed following consultation with all responsible "owners" to ascertain what information would be considered useful to enable them to manage their fleet allocation. To be developed in time for first formal reports to be issued at end of Q1 2014/15 | Fleet Manager / CPT | Complete |
| 9 Review the need for the local performance information currently being produced. | In conjunction with recommendation 8 above, the provision of locally produced information can be reviewed | Fleet Manager | Complete |
| 10 Regular formal communications to be undertaken by the Fleet Manager with the identified responsible owners of the fleet to be introduced | Upon recruitment of Fleet Manager, a communication process to be introduced to develop strong relationships to enable Fleet Manager to be fully aware of operational requirements and continual review of provision of a fit for purpose fleet Terms of reference to be reviewed in consultation with existing VUG membership and Heads of Departments | Head of FM / Fleet Manager | Complete |
| 11 Vehicle User Group - membership to be reviewed and agreed processes implemented to ensure an effective replacement programme is followed | Terms of reference to be reviewed in consultation with existing VUG membership and Heads of Departments | Head of FM/ Fleet Manager / CPT | Review April 2015 |
| 12 Further review of the Forces regional commitment with vehicles. This should include the requirement of Regional Units and what is the responsibility of the Force to provide vehicles to these units. | Establish current position to confirm which of Lincs fleet is supporting regional units. This work to be incorporated with recent developments in East Midlands collaboration work which is progressing | Head of FM / Fleet Manager | Complete |

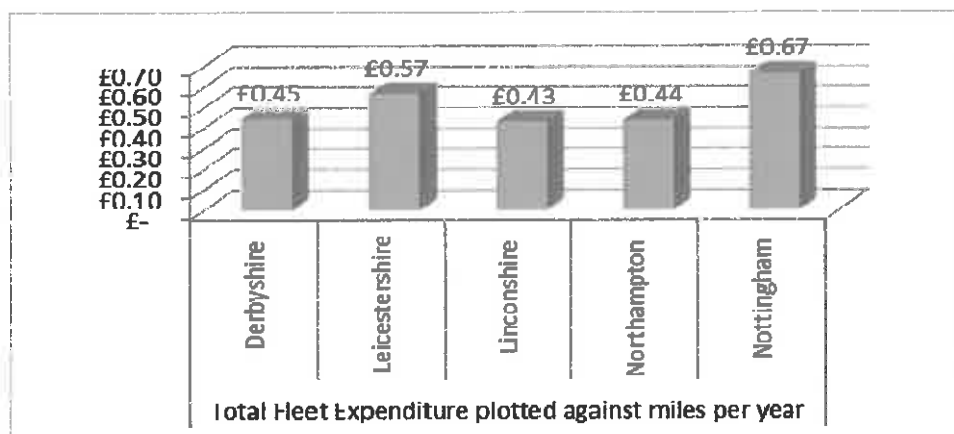
APPENDIX 2

FLEET COST COMPARISON (SOURCE – HOME OFFICE MARCH 2014)

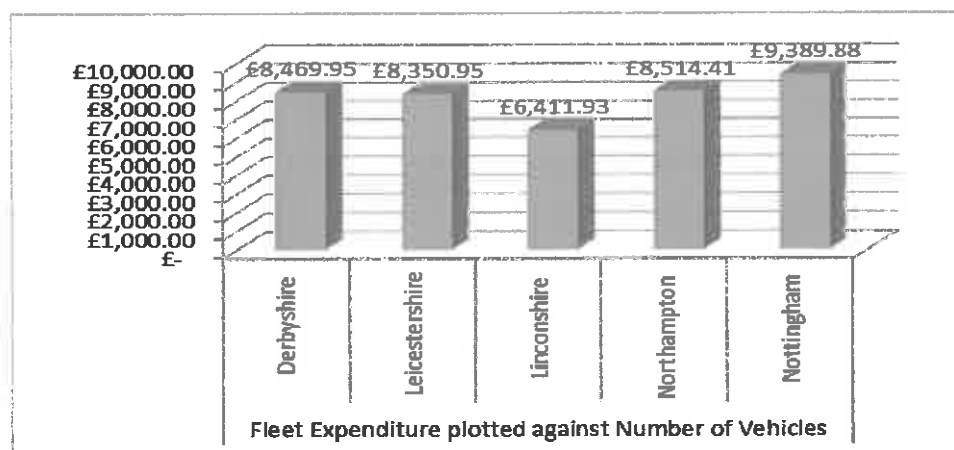
Total Running Cost 2012/13

| 2012 / 2013 | Derbyshire | Leicestershire | Lincolnshire | Northamptonshire | Nottinghamshire |
|-------------|------------|----------------|--------------|------------------|-----------------|
| Total Cost | £4,014,757 | £3,883,193 | £3,148,255 | £3,507,937 | £5,126,874 |

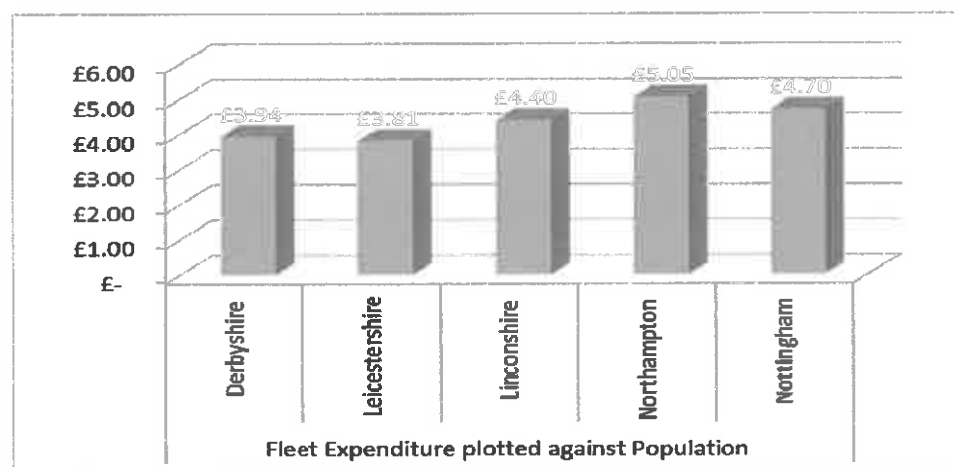
Total running cost per mile per year



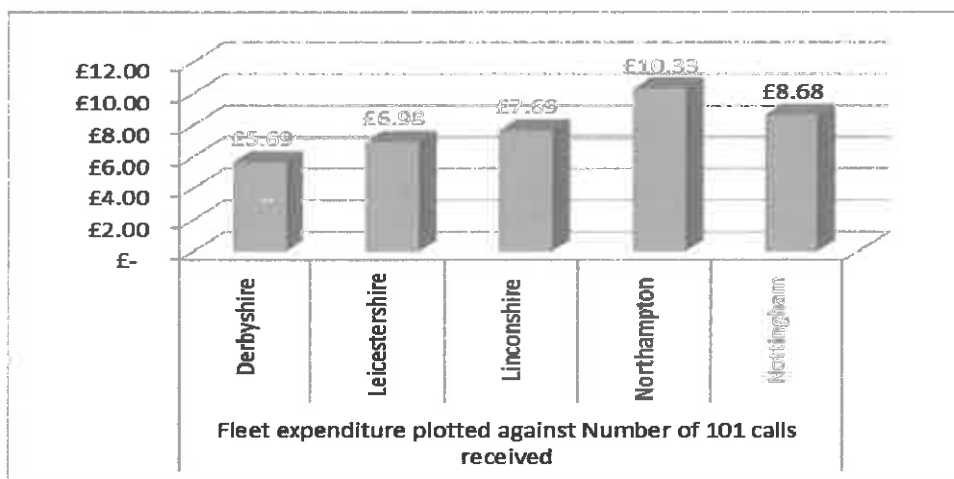
Total vehicle running cost per vehicle (excludes hire car cost)



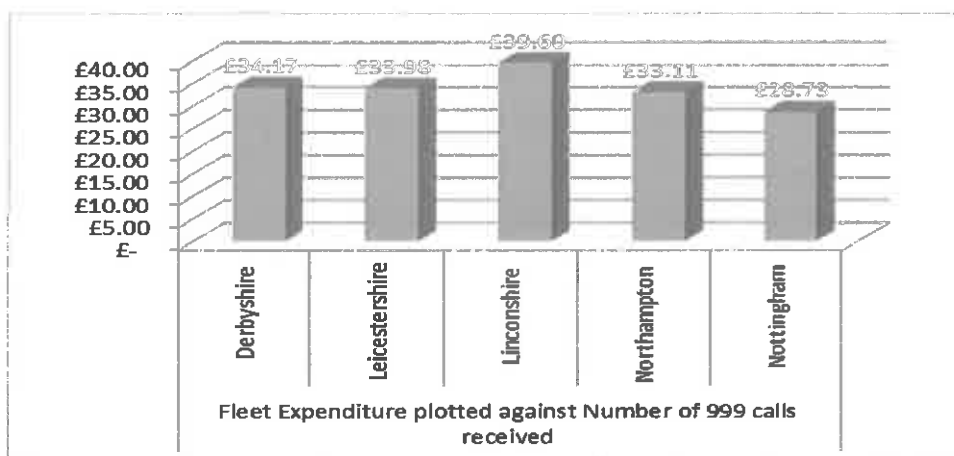
Total vehicle running cost per head of population



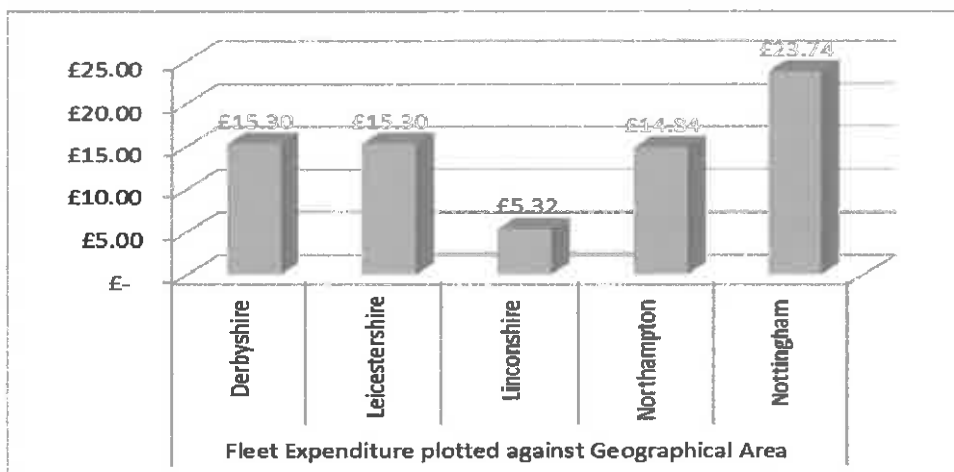
Total vehicle running cost per 101 calls received



Total vehicle running cost per 999 calls received



Total vehicle running cost per hectare – geographical comparison



Appendix 3

FLEET SERVICES DEPARTMENT

The Fleet Management Department based at Force Headquarters provides force wide vehicle support through the four vehicle workshops at Force Headquarters, Skegness, Spalding and Grantham.

The Fleet Management Department has responsibility for fleet management, fuel provision and vehicle disposal.

The Fleet Manager, who reports directly to the Head of Asset and Facilities Management, is supported by a senior motor vehicle technician, 5 motor vehicle technicians, 2 fleet administrators, a workshop receptionist and a workshop coordinator.

1.0 FLEET MANAGEMENT

The department has three primary fleet management functions

1.1 Fleet Resource Management

Fleet Resource Management can be underestimated by service users who may not be aware of the regulations regarding the procurement of vehicles, the insurance and registering of vehicles, specifications, accident management and liability process, the conformity of vehicles and the range of compatible equipment used within them.

The vehicle replacement programme is managed by the Fleet Manager who is responsible for ensuring vehicles are replaced in a timely manner to the agreed replacement frequency guidelines. New vehicles are procured through national and regional procurement contracts ensuring financial savings are maximised through aggregated sales volumes.

The selection of vehicles is critical to support operational policing effectively and maintaining a safe working environment.

The priorities are:

- The selection process for specialist vehicles, that must be fit for purpose
- Efficient acquisition or sourcing of vehicles, long and short term
- Management of a mixed fleet of 438 vehicles covering 7.1 million miles pa
- Timely replacement and disposal of vehicles

A valuable contribution is also made at national level in the development of:

- Vehicle specifications
- Procurement and discount structures for vehicles, parts and equipment
- Suitability and conformance testing
- Standardisation
- Development and innovation for new products
- Promoting environmentally friendly options

This national collaboration helps us to manage the risks collectively. To operate outside of a national strategy would immediately increase vulnerability and cost.

1.2 Fleet Maintenance Management

Fleet Maintenance Management is a commercially focused operation ensuring all vehicles are maintained economically, effectively and efficiently whilst having an awareness of the consequences should there-be a failure.

The priorities are:

- Scheduled maintenance and testing
- Vehicle inspection and repair (mechanical and bodywork)
- Provide maximum vehicle availability
- Vehicle preparation and conversion

Vehicles are increasingly complex electronically and all electrical and electronic items introduced to a vehicle, especially for police use, must be proven to be compatible with the vehicle operating systems. Vehicle servicing and inspections are carried out at four workshop locations to the vehicle manufacturers' recommendations, to ensure all mechanical and electrical items on the vehicles are safe. Pre-use condition checks must be performed at operating centres, which will improve vehicle availability.

1.3 Business Support

Business Support involves the ancillary functions required to ensure the fleet resources and maintenance services are efficiently provided and include:

- Administration and workshop reception duties
- A fuel storage and dispensing infrastructure with fuel use monitoring/reporting
- Management information reports, including vehicle data recorder analysis
- Department performance monitoring for all primary functions
- Staff recruitment, training and welfare
- Management information reports – statistical and dynamic
- Component ordering and invoice processing
- Data processing, record keeping, filing etc.
- Performance monitoring with pro-active Engineering Quality Control
- Inspections
- Health & Safety/Risk Management/COSHH procedures
- Workshop administration systems and support
- Hire Desk Function
- Tyres Management
- Accident Management
- Vehicle Disposal

The management of any vehicle fleet contains risk and the Fleet Services Department advise on, minimise or eliminate the operational, reputational and financial risks to the Force. To this end there is a wealth of specialist knowledge within the department.

Some of the service areas overlap naturally and there is some deliberate multitasking for service resilience. There is active involvement in vehicle standardisation, purchasing frameworks and benchmarking, to identify improvement opportunities via the National Association of Police Fleet Managers (NAPFM).

2.0 FUEL

The Force has 9 bunkered fuel sites across the county with a total capacity of 149,900 litres of diesel.

The fleet is issued with 'go anywhere' monitored fuel cards (337 no). This means fuel can be draw fuel from any fuel station in the country. In addition there are 46 bearer cards available for issue, managed by Support Services. Bunker fobs are issued to vehicles located at bunkered sites. The following table details the locations and capacities of the current bunkered fuel sites.

| Location | Capacity (Litres) |
|---------------------|--------------------------|
| Nettleham HQ | 9,200 |
| Lincoln | 9,500 |
| Gainsborough | 4,500 |
| Sleaford | 27,000 |
| Grantham | 20,000 |
| Spalding | 27,000 |
| Skegness | 14,100 |
| Boston | 11,600 |
| Louth | 27,000 |
| Total Litres | 149,900 |

3.0 VEHICLE DISPOSAL

All vehicles are important assets and their disposal must be authorised and in compliance with the PCC's Financial Regulations and relevant audit recommendations.

In accordance with this, vehicles will be disposed of in line with the following criteria:

- As part of approved vehicle replacement programme
- When the loss of a contract or specific requirement will result in surplus vehicles.
- When vehicles are deemed to be beyond economic repair
- Any other circumstances subject to senior management approval
- Disposal of owned vehicles must be sold through an OPCC approved auction house, thereby ensuring best value and a cessation of liability. The Fleet Manager will advise the reserve price and agree final settlement in consultation with the Commercial Partnership Team
- The timing and location of specific disposals will be managed to ensure maximum receipts are achieved
- All blue light equipment, operational equipment, visual warning systems and livery is removed prior to disposal. If economically viable and operationally suitable this equipment will be re-used on subsequent vehicles to reduce commissioning costs and lessen the environmental impact.

