

**Report of the Chief Constable to the Chair and Members  
of the Policy & Resources / Corporate Development Panel  
22<sup>nd</sup> July 2009**

**Executive & Presenting Officer: Mrs Ann Hall, Assistant Chief Officer  
(Finance & Commissioning)**

**Status: For information**

**2008/9 Annual Fleet Strategy Report**

**1. Purpose**

1.1 To provide Members with an annual progress report with regard to the Fleet Strategy during the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009 respectively.

**2. Recommendations**

2.1 Members are asked to note the contents of the report.

**3 Reasons**

3.1 The Fleet Strategy was approved in 2007 and provides details of a professional fleet management approach employed to deliver a range of services in respect of the efficient and effective acquisition, maintenance and disposal of vehicles in response to operational needs.

3.2 An annual report is produced by the Head of Commissioning in order to keep Members informed, report progress against the key deliverables and to ensure service delivery continues to reflect the strategic aims of the Force.

3.3 The following brief synopsis, provides a snap-shot of the key achievements during the period from April 2008 – March 2009.

3.4 In 2007, HMIC highlighted that *"the use of diesel-powered vehicles (within Cleveland Police) remains comparatively low"* and that *"excellent forces*

*achieve levels of more than 80% diesel-powered vehicles".* Due to the diesel replacement programmes in 2007/8 and 2008/9, the Force has now achieved a level of 84% (excluding specialist vehicles, such as motorcycles, which must remain petrol-powered). Cleveland Police will continue its diesel replacement programmes over the coming years in a bid to increase this percentage to its optimum level.

3.5 During 2008-9, the following three service improvement requests were carried out by the Service Improvement Manager, Fleet Management Team and representatives from the Commissioning Service Improvement Team to assess whether the fleet processes and procedures continue to provide optimum value for money:

- In late 2008, an analysis of the use of Liquefied Petroleum Gas (LPG) was undertaken. In a report to Members on 15<sup>th</sup> January 2009, it was recommended that although there were apparent financial benefits of moving to LPG, these were unlikely to be delivered. LPG also exposed the Force to some operational risks. For these reasons, it was recommended that LPG should not be adopted by the Force. However, the Energy Savings Trust Green Fleet Review, carried out in February 2008, concluded that the Force should reduce its carbon footprint by reducing the mileage of the fleet, reducing its number of journeys, improving driver education and reducing vehicle size to match operational need – each of these is currently being adopted by the Force.
- Another report presented a comparison of police vehicle procurement, assessing the current national frameworks under which Cleveland Police operate alongside 42 other Forces against local, regional and commercial options. It was concluded that the national model, currently used, continues to provide the best value for money for the Force and the best assurance with regards vehicle testing.
- A further report assessed the method by which the capital replacement programme is informed, examining criteria such as vehicle age, mileage and condition. It highlighted areas such as the utilisation of all vehicles around the Force including "non-striped" vehicles. Resulting recommendations were to ensure optimum vehicle usage before disposal and reduce the Force's carbon footprint by purchasing vehicles with smaller engine capacities where applicable. Fleet Management are currently adopting the recommendations of the report through an associated Action Plan.

3.6 Key Performance Indicators are now embedded, in an effort to measure and improve upon the service provided to users of Cleveland Police vehicles. Key Performance Indicator measurements are reported to the Fleet User Group on a quarterly basis.

- 3.7 The Fleet Management Unit continues to monitor and distribute *life cost vehicle data* which forms part of a national periodic benchmarking exercise with other Forces. Other subjective comparison data is also available to the Force via the *National Association of Police Fleet Managers* (NAPFM) website. Information to date suggests Cleveland Police compare favourably against other Forces especially in the area of vehicle commissioning, as Cleveland no longer have workshops. The Force is currently awaiting the latest data from NAPFM for current benchmark comparisons.
- 3.8 The Fleet Management Unit continues to deliver professional fleet services to the *Tees and Hartlepool Harbour Police*, as part of a collaborative service agreement. This arrangement has been a great success for both parties, allowing the client to focus on business critical needs and at the same time generating income for the Force. Three vehicles have been supplied and associated income for the Force was £4,364 in 2008/09 (which includes the purchase of three vehicles) and currently £644 in 2009/10.
- 3.9 A similar, collaborative arrangement has been agreed with the North East Air Ambulance Unit. One vehicle has been supplied and associated income for the Force is £8900, which includes the sale of the vehicle. This story was covered by the local press.
- 3.10 Building on the success of previous years, Cleveland continue to collaborate with Durham Constabulary in the servicing of motorcycles and the commissioning, servicing and maintenance of some operational vehicles.
- 3.11 By working closely with Finance, a suggestion to start the ordering of the vehicle replacement programme prior to the start of the new financial year has started to yield significant budget savings in areas such as repairs and maintenance.
- 3.12 The Fleet Manager has recently been appointed to the *NAPFM* Technical Committee, holding a portfolio for three manufacturers who supply vehicles via *National Policing Improvement Agency* (NPIA) contracts to Forces nationwide. This position oversees the technical compliance of all manufacturers' vehicles to a required level.
- 3.13 The Force is currently involved in investigative work of vehicle journey and accident data units (*i.e. black boxes*), which are fitted to Force vehicles. Results are channelled via the Driving Standards Gold Group to the Executive.

## **4 Implications**

### **4.1 Financial**

There are no financial implications arising from this report.

4.2 Diversity and Equal Opportunities

Diversity and Equal Opportunities implications were reviewed as part of the preparation of this paper. There are no issues to be brought to Member's attention.

4.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

4.4 Sustainability

There are no sustainability implications arising from this report.

4.5 Risk

There are no risk implications arising from this report.

**5 Conclusions**

5.1 The Fleet Management Department continues to underpin the Force's objectives of high visibility policing, public reassurance and reducing crime on the streets of Cleveland through the provision, support and maintenance of police vehicles.

5.2 Significant progress has been made since January 2008 to achieve the actions set out in the Fleet Management Strategy.

5.3 The current strategy will be updated and presented to Members in 2009/10.

Sean Price  
Chief Constable

## Appendix 1 Fleet Management Action Plan (updated May 2009)

No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
1	The need for Fleet Management personnel to be conversant with current vehicle related legislation.	<ul style="list-style-type: none"> <li>• Consultation with National Association of Police Fleet Managers (NAPFM) and Government bodies as regards foreseen changes to legislation.</li> <li>• Implement changes as legislation demands</li> </ul>	<p>Regional (Quarterly)</p> <p>National (every 6 months)</p>	Fleet Manager	Continuous Assessment	<p>Cleveland Police now an active contributing member of the National Association of Fleet Managers (NAPFM) Technical Committee.</p> <p>The Fleet Manager also attends NAPFM meetings where he informed of any changes to National Vehicle Legislation. Staff are briefed and training with every review of vehicle legislation.</p>
2	Fleet Management Department to achieve the aims of the strategy regarding Service Provision and Targets.	<ul style="list-style-type: none"> <li>• Embed Actions and adhere to Fleet Management Strategy Action Plan</li> </ul>	Within the terms of the Strategy Document	Head of Commissioning / Fleet Manager	July 2010 (on re-issue of revised strategy)	The strategy is regularly revised with members of the Fleet User group and the actions and objectives progressed through the MPR and PDR process.
3	Fleet Management will strive to support the Operational Vision of the force.	<ul style="list-style-type: none"> <li>• Striving to <i>Put People First</i> through continuous measurement and monitoring of service delivery and customer satisfaction.</li> </ul>	Monthly (through Fleet Management Monthly Performance Report (MPR))	Fleet Manager	July 2010	<p>The Fleet Strategy is aligned with the priorities of the Local Policing Plan.</p> <p>Monthly Performance Reviews (MPRs) and Key Performance Indicators are embedded to measure and further improve the service provided to users of Cleveland Police vehicles.</p>



No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
5	Performance indicators and targets will be re-aligned with force plans.	<ul style="list-style-type: none"> <li>Targets and performance indicators to be realigned through consultation meetings with the Fleet User Group and District users.</li> </ul>	Completed	Fleet Manager	Completed	Monthly monitoring of Key Performance Indicators takes place and are reported quarterly to the Fleet User Group.
6	Fleet Management will work closely with all users of fleet vehicles.	<ul style="list-style-type: none"> <li>Fleet User Groups</li> <li>District Meetings</li> <li>User Requests and requirements</li> </ul>	Quarterly Updates Monthly updates Daily updates	Fleet Manager	July 2010	Regular meetings now in place as per the required status / measurement. Regular Meetings with District Commanders also take place.
7	Delivery of Vehicle Funding and Acquisition.	<ul style="list-style-type: none"> <li>Capital bid submitted annually for vehicle replacements</li> <li>Budget Monitoring (revenue and capital) and monthly spending review</li> </ul>	Annual Monthly	Fleet Manager Fleet Manager / Head of Commissioning / ACO (Finance and Commissioning)	End of Financial year End of Financial year	Capital replacement programme was accepted for 2009/2010. Early placement of vehicle order allows substantial savings have been made in labour and maintenance costs. Monthly budget monitoring meetings are in place.

No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
8	Maximise residuals through a corporate Vehicle Disposal Policy.	<ul style="list-style-type: none"> <li>Follow National Police Improvement Agency (formerly PITO) guidelines for disposals</li> </ul>	Immediate (upon receipt of national guidelines)	Fleet Manager	Completed	The use of NPPIA agreements is made for vehicle disposals.
		<ul style="list-style-type: none"> <li>Benchmark other auctions</li> </ul>	Annual	Fleet Manager	Completed	Regular benchmarking is undertaken with alternative auction houses.
9	Maximise the use of framework agreements for Force Vehicle Specifications.	<ul style="list-style-type: none"> <li>All vehicles to be purchased through framework agreements where necessary</li> </ul>	Annual	Fleet Manager / Procurement Manager	Completed	<p>With the exception of those used for surveillance, all force vehicles are procured through NPPIA and NAPFM framework agreements.</p> <p>A report was provided to the Force Executive clarifying and supporting the NPPIA and NAPFM framework agreements in January 2009.</p>
10	Maximise the use of vehicles through Fleet Rotation.	<ul style="list-style-type: none"> <li>Review carried out with Districts culminating in a report to the Executive.</li> <li>Review the use of Car Fleet reports</li> <li>Feedback statistics to Fleet User Group</li> </ul>	Started December 2008	Fleet Manager	Report Completed	A report highlighting the under utilisation of vehicles was completed in March 2009 with recommendations to improve Force vehicle usage for improved effectiveness on the front line.

No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
11	Open competitive tendering for the Repairs and Servicing of Police vehicles.	<ul style="list-style-type: none"> <li>Initiate tender process through advertising in partnership the Purchasing department, taking account of the EU threshold, where applicable</li> </ul>	Initiate 6 months prior to contract commencement	Procurement Manager / Fleet Manager	Completed	Next Contracts are due in 2010.
		<ul style="list-style-type: none"> <li>Assess and evaluate tender based on force tender criteria.</li> </ul>	3 - 6 months prior to contract commencement	Procurement Manager / Fleet Manager / Head of Commissioning	Completed	
12	Reduction of vehicle accidents via the use of Journey/Data Recorders to all vehicles.	<ul style="list-style-type: none"> <li>(Relates to Action 10) Embed enhanced software in order to accurately track and record vehicle usage statistics.</li> </ul>	Started December 2006	Fleet Manager	July 2010	Meetings have taken place with the Executive and the Driver Standards Gold Group. Approval has been given to continue with the current pilot.
13	Increase the percentage use of environmentally fuelled vehicles.	<ul style="list-style-type: none"> <li>Replace petrol driven vehicles on decommissioning with diesel vehicles working to HMIC recommendations.</li> </ul>	Gradual introduction and replacement	Fleet Manager / Commissioning Service Improvement Manager	Completed	Fleet Management have increased its use of diesel vehicles on a year by year basis due to HMIC recommendations in 2007. Current levels stand at 84%, which is 4% above recommended levels.

No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
		<ul style="list-style-type: none"> <li>Assess use of bio ethanol vehicles within Cleveland Police</li> </ul>	Continually monitor for infrastructure status	Fleet Manager / Commissioning Service Improvement Manager	July 2010	Research is currently being carried out in an effort to address the most cost effective and environmentally friendly fuel for future use.
14	The operation of the vehicle fleet to conform to the forces Environmental Strategy.	<ul style="list-style-type: none"> <li>Align processes and procedures to environmental strategy</li> </ul>	Annual (dependent on Environmental Strategy Review)	Fleet Manager	July 2010	A Force Environmental Strategy is due for completion within 2009/10 which will also assist with the Force's Police Use of Resources Evaluation (PURE) submission. Fleet Management will ensure alignment with the strategy upon publication.
15	Fleet Management to promote the use of electronic transfer financial information systems.	<ul style="list-style-type: none"> <li>Increased use of E-Procurement System where applicable</li> </ul>	Completed	Fleet Manager / Procurement Manager	Completed	This action is completed. A further review will be carried out as part of the Procurement Transformation Plan.
		<ul style="list-style-type: none"> <li>Increased use of force invoice system (Welcom) for invoices for Repairs and Maintenance</li> </ul>	Under Review	Fleet Manager / Procurement Manager	July 2010	Improved methods of payment are being addressed as part of the Procurement Transformation Plan.

No	Area For Improvement	Action	Status / Measurement	Owner	Expected Completion Date	Update /Comments
16	Fleet Management will continue to Benchmark systems and processes with other organisations both in the private and public sector.	<ul style="list-style-type: none"> <li>Continued benchmarking with national and regional branches of the National Association of Police Fleet Managers (NAPFM)</li> <li>Continued benchmarking of disposals with other public and private organisations</li> </ul>	<p>Annually (Regional &amp; National)</p> <p>Monthly</p>	<p>Fleet Manager</p> <p>Fleet Manager</p>	<p>Completed</p> <p>Completed</p>	<p>National and Regional benchmarking is currently in progress. National Force benchmarking takes place through NAPFM.</p> <p>An NPJA contract in place for vehicle disposals.</p> <p>Random benchmarking with alternative auction houses also takes place to assess market trends.</p>
17	Fleet Management will maintain close liaison with other bodies to seek effective External Partnerships/ Collaboration.	<ul style="list-style-type: none"> <li>Continue partnerships with Durham and North Yorkshire Forces regarding repair and maintenance of covert vehicles.</li> </ul>	Annually	Fleet Manager	Continuous Assessment	<p>Cleveland collaborates with Durham Constabulary through the servicing of motorcycles and some operational vehicles.</p> <p>Provision of vehicles and fleet services to the Tees and Hartlepool Harbour Police and the North East Air Support Charity.</p> <p>Collaboration with West Yorkshire, South Yorkshire and Humberside Police is currently in its initial stages, regarding the procurement of regional contracts for the supply of Police horseboxes.</p>

