



Lincolnshire Police

FLEET MANAGEMENT PLAN

2023 – 2026



Lincolnshire
POLICE & CRIME COMMISSIONER
SAFER TOGETHER

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SECTION 1: INTRODUCTION

The Police and Crime Commissioner for Lincolnshire is the legal owner and public custodian for the vehicle fleet provided to the Chief Constable to enable the delivery of an effective police service.

Lincolnshire Police Fleet Management is committed to successfully managing and delivering appropriately equipped vehicles that meet the operational and organisational needs of the Force. This Fleet Management Plan aims to build on this commitment and enhance service delivery through ongoing continuous improvement.

The purpose of this Fleet Management Plan is to provide a 3-year plan on the strategic direction of the vehicle fleet and how it will be managed to ensure it remains fit for purpose, effective, flexible, safe and sustainable environment for all officers and staff using the fleet.

This Plan outlines:

- The Strategic Asset Management Strategy
- The key objectives to be delivered
- Benchmarking Data analysis
- The future development of the fleet
- The governance to ensure success
- 2023-24 Delivery plan
- Three-year milestones

SECTION 2: STRATEGIC CONTEXT

Asset Management Strategy

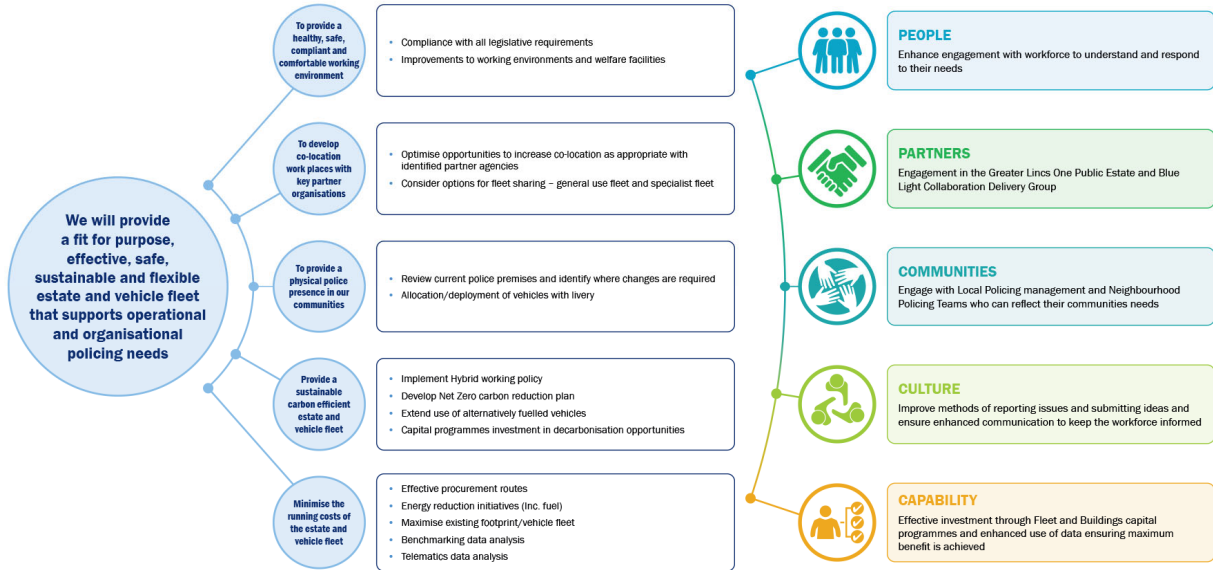
The aim of Asset Management is to use assets to deliver the objectives and priorities of the organisation and they have a fundamental part to play in the delivery of these objectives. Assets can no longer be merely viewed as static resources to be managed as best they can with diminishing resources and investments. The more successful and forward-thinking organisations recognise the potential of their assets and the proactive value of asset management. The tendency to focus on the day-to-day operational management of existing assets at the expense of a more strategic approach brings with it some real risks of a disconnect between asset management activity and the corporate objectives and priorities of the organisation.

The overarching vision of Lincolnshire's Asset Management Strategy is

To provide a fit for purpose, effective, safe, sustainable and flexible estate and vehicle fleet that that supports operational and organisational policing needs.

It will aim to ensure that the asset base is optimally structured to suit the operational policing model and needs along with the corporate needs of the Force.

This will be achieved through the delivery of the following key objectives: -



Estate Management

- Statutory compliance
- Suitability/condition
- Hybrid working
- Security
- Welfare facilities
- Accommodation planning
- H&S
- NPEG data analysis
- Automate processes where possible



Fleet Management

- Statutory compliance
- H&S
- Maximise availability/deployment
- Telematic data analysis
- Accident management
- Driver behaviour
- Specification alignment with operational needs
- Automate processes where possible



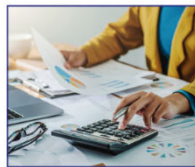
Collaboration

- Maximise asset utilisation
- One Public Estate opportunities
- Blue Light Collaboration Delivery Group
- National Association of Police Fleet Managers
- National Police Estates Group



Net Zero – Carbon Reduction

- Sustainability Plan
- Environmental Impact Assessment
- Expand waste management/recycling
- Reduce energy consumption



Financial Management

- Effective capital programme investment
- Contractor management
- Efficient procurement
- Exploit funding opportunities (i.e. Salix)
- Data analysis



Engagement

- Improve methods of reporting
- Vehicle User Group
- Asset Management Group
- Improve Intranet information

This strategy supports the above and seeks to ensure that the asset base is aligned with the PCC and CC's strategic objectives.

Making Lincolnshire Safe



The Police and Crime Commissioner's (PCC's) Community Safety, Policing and Criminal Justice Plan which this plan supports are: -

- Community safety and prevention in partnership
 - **Collaboration:** *“Develop co-location and sharing of facilities with key partner organisations, including other bluelight services and District Councils, where suitable opportunities arise; ensuring police resources are located where they are needed and accessible within our communities”*
- Protecting and supporting victims and the vulnerable
- Listening, responding and being accountable
- Policing that works
 - **Targeted and Prioritised Visibility:** *“Maintaining and enhancing the visibility of policing across the county”.*
 - **Enabling Business Development:** *“Review the PCC and Force Carbon Reduction Plan annually to ensure investment maximises progress towards the Government’s CO2 emissions target” & “Continue the investment in alternatively fuelled vehicles by introducing 10 alternatively fuelled vehicles per year and developing the forces electric vehicle charging infrastructure”.*

SECTION 3: EXISTING FLEET

Lincolnshire's Police Fleet Portfolio

432 Vehicles
212 Marked
220 Unmarked

2230 users
1182 Officers
837 Police Staff
73 PCSOs
112 Specials

£2,288,000
Asset Value

£1.81m
Annual Running costs

Command / Dept	Marked	Unmarked	Total
East	65	21	86
West	80	34	114
Crime	0	60	60
Specialist Operations	39	32	71
Training	4	5	9
Pool	8	24	32
HQ Other	4	11	15
CSI	0	15	15
EMSOU	0	13	13
LRSP	5	4	9
Rural Crime	7	1	8
Total	212	220	432

SECTION 4: FLEET MANAGEMENT PLAN

If assets are to contribute to the corporate priorities and objectives of Lincolnshire Police, there needs to be a plan to act as the enabler of change and effective management.

Key Objectives of the Fleet Management Plan are:

1. To provide a healthy, safe, compliant and comfortable vehicle fleet
2. To provide a physical and visible police presence in our communities
3. To provide a sustainable carbon efficient fleet
4. Minimise the running costs of the fleet
5. To develop options for fleet sharing arrangements

Key Objective 1

To provide a healthy, safe, compliant and comfortable vehicle fleet

To ensure this key objective is achieved the following principles of fleet management will be adopted:

- Delivery of 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.
- Liaising with Operational and Support Service colleagues to identify and evaluate vehicle suitability for role using the following measures:
 - a. existing fleet mix
 - b. parts availability
 - c. technical expertise
 - d. manufacturer support
 - e. specialist tools
 - f. fuel type
 - g. performance
 - h. load capacity
 - i. vehicle evaluation by Force personnel
 - j. suitability for role
 - k. environmental considerations
 - l. vehicle whole-life costs
 - m. health & safety aspects of prisoner transportation
 - n. compliance with National Association of Police Fleet Managers (NAPFM) stipulations which ensures testing for handling and braking for police use, for radio interference and conformance with police contract requirements
 - o. Driving Licence Requirement
- Provision of defect reporting tools and processes that are fit for purpose ensuring all users are aware of the reporting arrangements.
- Introduce an enhanced "Compliance" records management system to ensure all legislative monitoring and testing and management in accordance with Health and Safety directives and guidance.
- Review options for modernising / automating the weekly inspection process
- Managing all aspects of vehicle accident repairs and claim management via the OPCC's insurance broker and the production of bespoke management information
- 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 disposal arrangements to maximise capital receipts
- Carrying out quality control inspections, technical assessments, and diagnostic checks in compliance with the vehicle manufacturers recommended standards

- Introduce a departmental “Comms Plan” to ensure up to date, relevant and helpful information is available to all users of the fleet; to include regular engagement with Operational Commands and Heads of Departments.
- Support the work of the Culture Board, People Boards and H&S Board, implementing changes to the fleet where required, and affordable.
- Production and management of a suitable vehicle replacement plan: -
 - The vehicle replacement programme is based upon strategically derived allocated capital funding. Vehicles are replaced on an annual rolling programme determined principally by mileage and/or age criteria to ensure the vehicle fleet remains cost effective and reliable within the constraints of the allocated vehicle capital budget.
 - The vehicle replacement programme reflects the affordability to replace existing vehicles with new vehicles within budget. The table below shows the replacement criteria currently being applied by Lincolnshire Police.
 - Any changes to these criteria will be discussed by the Vehicle User Group with any changes being presented to the Asset Management Group.

Role	Years	Miles
RPU Car	4	150,000
RPU Motorcycle	6	60,000
Beat Cars	5	140,000
LP CID Cars	6	120,000
HP CID Cars/Motorcycles	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

Due to the Covid-19 pandemic and worldwide events the supply of vehicles is being significantly affected by the lack of microchip availability. Therefore, we are experiencing significant delays in the delivery date of vehicles. The impact of this is constantly being assessed as it is resulting in the retention of vehicles longer than anticipated.

Key Objective 2

To provide a physical and visible police presence in our communities

The geographical nature of Lincolnshire brings with it significant challenges and the provision of vehicles across the county must be carefully considered to ensure they offer maximum support to operational services.

To ensure this key objective is achieved the following principles of fleet management will be adopted:

- Marked police vehicles provide one of the greatest opportunities for the Force 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
- Regularly evaluate the number of vehicles, their deployment, utilisation, and specification, to ensure the right vehicle is in the right place at the right time. Telematics data is pivotal to support this and therefore maximising the availability and deployability of the fleet.
- Provide senior managers with relevant data to promote challenge to current vehicle deployments
- Review the ratio of Officers to Vehicles ensuring it remains appropriate (see below in benchmarking data)
- Continued operation from HQ Workshop and 3 x Satellite workshops which ensures the shortest abstraction time for operational vehicles
- To explore new opportunities, relevant to the support of operational policing because of development in the county. This will be enhanced if the amendments to the Levelling-Up Regeneration Bill are successfully achieved which are seeking to recognise emergency services as "infrastructure" (which encompasses equipment and facilities).

Key Objective 3

To provide a sustainable carbon efficient Fleet

The Fleet Management Department seek to reduce the adverse environmental impact of our activities. The aim is to encourage the efficient use of resources through the minimising of waste and through the conservation, re-use and recycling of resources wherever possible.

Working towards UK Government vehicle emission targets in 2030 the Fleet Management Department will continue to manage the introduction of fit for purpose alternative fuelled vehicles. The Fleet Management Department will also continue to work in association with Lincolnshire Polices Estates Department to develop the electric vehicle charging infrastructure.

To ensure progress continues towards achieving these targets the following emission reduction ambitions will be progressed:

- To review developments and opportunities in alternative fuel types and carry them through to the vehicle replacement policy and procurement strategy where suitable. 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. Evaluation of potentially suitable products will be in conjunction with operational colleagues.
- Enhance the analysis of data available from Telematics; for example, reduce "idling" whilst vehicles are in police station geo-fences
- Purpose alternatively fuelled vehicles where the role and budget allow.
- Engage with a specialist consultant to develop a Sustainability plan (this is wider than the Force's vehicle fleet as it will need to incorporate the whole Organisation's emissions, including grey fleet, commuter mileage and that of our suppliers)

- Increase waste management opportunities to re-use rather than dispose of vehicle related waste (redundant seats, batteries etc??)
- Continued relevant training for the maintenance and repair of alternatively fuelled vehicles.
- Reuse fit for purpose vehicle equipment on more than one vehicle life.
- Review the use of non-safety critical second-hand parts to repair accident damaged vehicles.
- Identify opportunities for improved use of our own fleet rather than personal mileage (Grey Fleet) payments
- Work towards supporting a Car Sharing portal for business and commuting mileage

Key Objective 4

Minimising the running cost of the fleet

It is essential that the operating costs of running the Fleet are effectively managed to ensure costs are minimised as far as is practicable. The Fleet budget amounts to £4.9m (£1.81m revenue and £2.28m capital – although this is normally approx. £1.6m, with a substantial amount being carried forward in 2022/23 due to the delays in manufacturing and delivery lead in times).

To achieve this objective, the following financial management processes and measures will be adopted:

- **Effective capital investment**
 - Annual / 3-year vehicle replacement programme to be considered by the Asset Management Group, with a prioritised plan being provided to the Chief Officer Team and the OPCC. The vehicle replacement programme uses the criteria detailed earlier and is based on a whole life cost approach
- **Effective revenue spends**
 - Utilise national framework procurement contracts for vehicle related services to include fuel, fuel cards, tyres, ancillary police equipment and vehicle disposal.
 - Utilise telematics data to challenge vehicle utilisation, improve driving standards, investigate accusations of poor driving, improve fuel economy, provide vehicle accident data and to locate vehicles at locations to match operational demand
 - Embrace the introduction of a new Finance Business Partner to the A&FM Senior Management Team
 - Monthly review of spend and commitments
 - Review planned service intervals to ensure vehicles remain safe and compliant whilst still delivering value for money.
- **Efficient procurement**
 - Utilise the National Bluelight Commercial vehicle purchasing framework for new vehicles
 - Work closely with the Contract and Commercial Unit to ensure vehicles and associated parts and services are provided in the most cost-effective way and in accordance with appropriate procurement regulations and the PCC's scheme of delegation.

- Provision of the current 9 bunkered fuel sites across the county with a total capacity of 149,900 litres of diesel, to enable bulk buy cost benefits.
- **Contractor / Contract Management**
 - For those contracts not managed by the Contract and Commercial Unit, ensure effective monitoring processes are in place to ensure all contract deliverables are being provided
- **Exploiting of funding opportunities**
 - Develop process for ensuring all funding opportunities are known and actioned as required, including but not limited to: -
 - Section 106 developments
 - Community Infrastructure Levy
 - Regeneration Bill
 - Sponsorship
- Fleet rationalisation, aligning the size of the fleet to operational need with the aid of vehicle telematics to:
 - Adopt a planned and structured approach to engage with all Operational Commands to better understand their requirements and use of their allocated fleet
 - Maximise efficiency in fleet utilisation
 - Management of any increases in the fleet establishment requests via the Force's a business case procedure. This ensures that a formal justification is evidenced and placed in context of this Fleet Management Plan and 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.
- Produce and implement an accident reduction plan (ARP), detailing number of accidents per annum and projected savings 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 Team to enhance the training programmes

Key Objective 5

To develop options for fleet sharing arrangements

Through the use of Telematics data, it has become apparent that many vehicles are not being used effectively with many incurring very low mileage and not being used for days on end. Initiatives have been introduced to the “pooling” of the unmarked fleet in some locations to address this.

The Lincolnshire Blue Light Programme Strategy “*Strength in Collaboration*” includes the vision that “*Lincolnshire makes the most of opportunities to the benefit of the public and promotes a collaborative culture among partners*”.

To ensure this key objective is achieved the following will be progressed:

- Review current unmarked vehicle “pooling” arrangements to ensure they continue to be used effectively
- Review opportunities to “pool” marked vehicles with the aim of identifying underused vehicles and hold them as “spares” at HQ. This will enable substitute vehicles to be allocated whilst a vehicle is in the workshop
- Work with regional colleagues to support regional collaboration initiatives which involve fleet provision. This to include the regional partnership to ensure standardised fit for purpose vehicles are purchased and supported.
- Consider any vehicle related opportunities through the Collaboration Delivery Group.
- Scope the introduction of an electronic vehicle booking system to provide improved visibility of available fleet.

SECTION 5: BENCHMARKING DATA

There is currently no national benchmarking data available to assess the performance of our fleet against others. The National Association of Police Fleet Managers is currently looking at the development / collation of such data which Lincolnshire Police will engage with once launched.

A regional exercise undertaken by the Fleet Manager in January 2023 identified the following ratios of officers per vehicle across the East Midlands region. This data identified that Lincolnshire Police have the smallest ratio of officers per vehicle across the East Midlands however a more accurate comparison would be achieved by comparing similar data with the Home Office identified ‘most similar’ forces. This data provides a baseline for further work as it may be we have different operational practices to other forces (i.e., single / double crewing).

Force	No. of Vehicles on Fleet	No. of Officers	No. of Police Staff	No. of PCSOs	No. of Specials	Total	Ratio Officers : Fleet	Radio Officers/ PCSO/Specials : Fleet (exc. Police staff)	Overall ratio – Force FTE : Fleet
Notts	575	2401	1303	147	128	3979	4.2	4.7	6.9
Northants	480	1458	945	71	167	2641	3.0	3.5	5.5
Lincs	430	1193	962	85	94	2334	2.8	3.2	5.4
Derbys	582	2038	1317	156	82	3593	3.5	3.9	6.2
Leics	502	2335	1418	176	117	4046	4.7	5.2	8.1

Telematics

Telematics was introduced in November 2020 and many of the predicted benefits have been realised, including:

- Exoneration of false allegations made by the public regarding the driving of police vehicles
- 25% reduction in the use of long-term hire cars

- Any reductions in the size of the fleet have been negated by the approvals given to increase the fleet elsewhere i.e., Roads Policing, Rural Crime, PCC Pool vehicle and additional Driver Training vehicle.
- Better understanding of vehicle performance
- Enhanced, data based, decisions to remove vehicles / re-allocate vehicles
- Automation of usage – removal of manual log-sheets and provides real-time odometer information leading to enhance servicing and maintenance planning
- Provision of detailed information to management teams to enable optimum allocation of vehicles
- Average mpg across the fleet increased from 43.75mpg to 45.86mpg
- Compliance with legal obligations to know who is driving each vehicle at any given time.
- Reduction in speeding miles.

Future benefits still to be realised include:

- Introduction of driver behaviour data which will assist in reducing avoidable costs (such as accidents)
- Reduction in un-necessary vehicle idling to reduce fuel costs and reduce our environmental impact.

SECTION 6: GOVERNANCE

This Plan supports the corporate planning framework, specifically the requirements of the PCC's Capital Strategy 2023/24 which provides the mechanism by which capital investment and financing decisions can be planned in the short to medium (5-year) term.

The Capital Strategy sets the framework so the PCC can provide the assets required for future service delivery by the force, ensuring the force “has the right tools for the job” as set out under the key principle of “Policing that works” in his plan.

The Fleet Plan will set out a coherent plan for effective fleet deployment and usage across the force area, which supports local service delivery in the most cost-effective manner and for the vehicle replacement programme. The Fleet Management Plan will also identify the replacement programme required to ensure a fit for purpose, legally compliant and reliable fleet to support the demands of Lincolnshire Police.

The key priorities for allocating capital funding to schemes are summarised below:

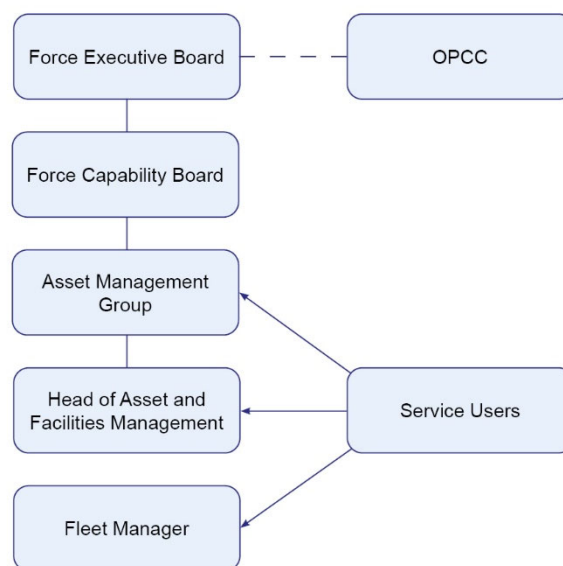
- Meet the key priorities in PCC and CC corporate strategies
- Invest in energy saving initiatives which reduce future running costs and reduce CO2 emissions

- Support investment in joint delivery platforms which support data sharing, improved joint working and sharing of knowledge; where it may be possible to secure significant third-party contributions or match grant funding.

The Corporate Approach

For many years, Lincolnshire Police and the OPCC have supported a “corporate” approach to Fleet management and this plan is based upon this organisational approach continuing as this will deliver efficiencies and corporate outcomes. The general principle being the centralisation of all fleet-related budgets, decision making and activities, with appropriate governance supporting the service users of the fleet.

Operating Model for Effective Governance



Asset Management Group (AMG)

The AMG is chaired by the Director of Finance and Corporate Services. The group is responsible for the development, monitoring of delivery and annual review of the Fleet Management Plan and Capital Programmes.

National Association of Police Fleet Managers

The mission statement of NAPFM is:

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

With the vision of:

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

The Fleet Manager is an active member of this group and is also a member of the Environmental Working group (a sub-group). This enables Lincolnshire Police to be kept informed, and have a voice, at the national level.

Vehicle User Group

An internal Vehicle User Group is established in Lincolnshire Police which provides a forum for operational users and the Fleet Manager to discuss a range of fleet related topics, including but not limited to, allocation of the fleet, specification of requirements, any regulatory or statutory changes, the replacement plan, vehicle equipment, telematics data and identification of any risks.

Pursuit and Driving Standards Review Group

An internal group that is established to review pursuits and driving standards providing assurances that practices are compliant with relevant policies and guidance from The College of Policing. With the assistance of Telematics data identify areas for improvement and best practice.

Key Performance Indicators

The following KPIs are measured internally:

Ref	Indicator Detail	Target Service Level TSL	2022											
			January	February	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Fleet Management														
FMS-SKPI-001-M	Proportion of vehicles that are fit for purpose and available (excluding accidental damage)	94.5%	98.79%	97.15%	96.91%	98.48%	97.33%	97.96%	97.54%	96.99%	97.24%	94.81%	95.30%	month in arrears
FMS-PI-007-M	Proportion of maintained vehicles in accordance with agreed mileage and timescale schedule	98%	99.77%	99.77%	99.31%	99.77%	99.31%	99.30%	99.53%	99.77%	99.05%	99.29%	99.30%	Nil Return
FMS-PI-020-Q	Proportion of quarterly reports sent to allocated Fleet Managers withi 20 working days	98%			100.00%			100.00%			100.00%			100.00%

FLEET MANAGEMENT 2023/24 ANNUAL DELIVERY PLAN

Q1

- Confirm specification for Tranman Fleet Management System Upgrade
- Review Telematics Policy
- Continue to optimise use of Telematics data within Fleet Management and with Operational Managers
- Commence procurement of 2023/24 replacement vehicles
- Commission new vehicles as delivered
- Progress implementation of vehicle "pooling" to maximise vehicle usage / availability

Q2

- Progress procurement of Tranman Upgrade
- Continue procurement of 2023/24 vehicle replacement
- Implement Driver Behaviour process from Telematic data
- Review EV Charging infrastructure and confirm future requirements
- Scope the benefits of an electronic pool car booking diary
- Evaluate the "grey" fleet usage and identify any opportunities for reducing and potential of introducing car sharing initiatives

Q3

- Implement new Tranman system
- Commission work to understand the impact of 2030 (no further petrol or diesel vehicles able to be procured), both financially and operationally
- Review Fleet make up and identify those suitable for electric and those not
- Submit Vehicle Replacement Programme for 2024/25
- Scope the potential for introducing an apprenticeship scheme.

Q4

- Implement new Tranman modules such as Defect Reporting and Accident Management
- Develop Accident Reduction Plan
- Review planned service mile intervals
- Review and update Fleet Management Plan for approval for 2024/25

SECTION 8: FLEET PLAN MILESTONES / 2 YEARS

2024/25

- Continue working towards transition of fleet to alternatively fuelled vehicles
- Evaluate compliance and benefits of pool car sharing initiative
- Continued involvement with the accident reduction initiative
- Develop forcewide communication method to report daily on vehicles off road, current repair status and services due.
- Ongoing staff development to support vehicle technology developments
- Possible expansion of contingency fleet.

2025/26

- Continue working towards transition of fleet to alternatively fuelled vehicles
- Ongoing staff development to support vehicle technology developments

SECTION 9: APPENDICES

Appendix 1 – Capital Programme – Replacement Schedule



Capital
Replacement 23-24 c