TRANSPORT SERVICES STRATEGY

2011-14
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1. **INTRODUCTION**

1.1 Dorset Police has a long history of successfully managing and delivering vehicles and equipment that meet the operational needs of the Force and maximise the benefits to be derived from emergency technology. This transport strategy aims to capture and retain local good practice whilst merging it with new regional and national strategies for an improved and more efficient service in the future.

1.2 The Transport Department is committed to the Force objective of Making Dorset Safer and Feel Safer. We aim to achieve this by:

- Supplying vehicles, equipment and services that directly enable the Force, our partners and our communities to tackle crime and the fear of crime.
- Supporting those services so that they are available whenever and wherever they are needed.
- Continually improving our efficiency and that of the Force so that the best use if made of the resources available.

1.3 This strategy is interspersed with the strategic principles that guide our decisions. Their location and numbering within this strategy should not be taken as a measure of their priority. Each should be an obvious statement that complements the others and there are all summarised in the Our Principles section.

- Force – locally agreed policy, plans and standards.
- National – National Policing Improvement Agency (NPIA) maintained strategies
- Best Practice

2. **STRATEGY INFLUENCES**

2.1 The National Strategy for Transport in the Police Service was produced by the National Association of Police Fleet Managers (NAPFM) in April 2010. The strategy covers the five year period 2010-2015. The NAPFM mission and vision statements are reproduced below.

**NAPFM Mission**

**NAPFM Mission Statement**

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

By means of:

- National and regional procurement initiatives.
- Development of national standards for Vehicles & equipment.
- Providing professional advice and support to ACPO, ACPOS, Home Office, NPIA, staff associations and external suppliers.
- Facilitating & supporting National & Regional collaboration.
- Continuing the development of National Benchmarking fleet data and the sharing of best practice.
NAPFM Vision

NAPFM Vision Statement

“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”

NAPFM Values

The NAPFM will deliver our mission and vision through the individual Force members who commit to the following values:

- To act professionally and objectively.
- To promote impartiality, fairness and integrity.
- To challenge inappropriate behaviour by others.
- To actively promote diversity.
- To promote collaboration by working in partnership on a National & Regional level.
- To develop the skills, expertise and talents of its members for the benefit of the service, through means of specialist training.
- To work at a national and regional level with appropriate partners in the service to drive forward continuous modernisation and service improvements.
- To aim to protect and enhance the environment and support the concept of an environmentally sustainable Transport & Logistics service.

NAPFM Environmental Strategy

NAPFM members undertake to:

- Seek to reduce adverse environmental impact of their activities including air, land, water, pollution and noise disturbance.
- Encourage efficient use of resources through the minimising of waste and the conservation, re-use, and appropriate recycling of resources wherever practicably possible.
- Ensure that all contracts are placed with environmentally responsible suppliers who have a commitment to reducing the carbon footprint their products and manufacturing process create.

2.2 NAPFM, working with the NPIA, has recently concluded a national procurement framework for the 21 classes of police vehicles. The use of this framework has now been mandated on all forces.

2.3 Whilst there is provision for a standard, fully built police car, individual forces will have to run their own procurement exercise for each vehicle type. The procurement will be limited to those suppliers and vehicles on the framework and will have to be conducted in accordance with EU procurement laws.

2.4 Across the framework there are 25 suppliers with a total of 512 vehicle combinations available to each force.
3. REGIONAL STRATEGY

3.1 The five forces in the South West have come together to form a Regional Transport Strategy Board. The aims of the Board 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.

3.2 Significant progress has already been made through standard specification of patrol cars, shared training and regional contracts for livery. Work is currently taking place to run collaborative procurement for the Region within the national framework.

3.3 The Region has set a long term target to achieve 90% standardisation across the marked fleet.

4. LOCAL STRATEGY

4.1 The regional and national strategy for choosing common vehicles and equipment will be delivered in sync with local replacement plans, so a local strategy is still very necessary to determine when vehicles are due to reach the end of their predicted life, determined by contractual terms, technology refreshes, affordability or due to the changing needs of the Force.

4.2 There is also a need to capture local best practice in order to maintain our high standards and to influence regional and national direction.

4.3 The Force Strategic Plan sets policing priorities and targets which give direction to the annual Transport Strategic Plan as follows:

- The Transport Strategic Plan is initially developed taking account of regional or national programmes. The local strategy also recognises that transport is significantly more than managing the purchase and maintenance of a fleet of over 400 vehicles. A police vehicle is instrumental to the delivery of effective services. The vehicle provides access to data, a communications hub and an intelligence gathering capability. The understanding of how and where vehicles are utilised is also essential for the effective management of the fleet; identifying training requirements and understanding resource deployment.

- When the annual Policing Plan is launched, the Transport Strategic Plan is aligned with the Force capability improvements for that year.

- The Transport Strategy Board will then review the Plan and weed out or postpone any tasks if they do not suitably support the Policing Plan or if they did not secure a budget in the Force financial planning process.

- The Transport Strategy Plan is then published on the Force Intranet, kept up-to-date throughout the year with the progress of each task and is reviewed by the Transport Strategy Board.
5. TRANSPORT SERVICES DEPARTMENT

5.1 The Department incorporates three sections with clear primary functions:

Fleet Resource Management

5.2 Fleet Resource Management can be underestimated by service users who may not be aware of the many regulations regarding the procurement of vehicles, the insurance and registering of vehicles, the conformance of vehicles and the equipment used within them that must be compatible.

5.3 Incorrect selection and acquisition of vehicles could invoke financial penalties, would certainly damage our reputation and at worse could introduce inappropriate vehicles and equipment that could endanger life. The priorities are:

- The selection system 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 460 plus vehicles covering 7 million miles pa
- Timely replacement and disposal of vehicles.
- Meeting a 1 million mile pa “business travel” requirement.

5.4 A valuable contribution is also made to a national process for the:

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

5.5 This national collaboration helps the management of many of the risks. To operate outside of a national strategy would immediately increase vulnerability and cost.

Fleet Maintenance Management

5.6 Fleet Maintenance Management is by necessity a commercially focused operation both for (a) ensuring all vehicles are maintained effectively, efficiently and with an awareness of the consequences should there be a failure and (b) the fact that there are always contractors bidding for this business opportunity. The priorities are:

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

5.7 Vehicles are increasingly complex electronically and all electrical and electronic items introduced to a vehicle, especially for police use, must be proven to compatible with the vehicle operating systems. Vehicle servicing and inspections are carried out to the vehicle manufacturers’ recommendations to ensure all mechanical and electrical items on the vehicles are safe. Many condition checks are performed at operating centres to improve vehicle availability.
Business Support

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

- Administration and reception duties at three sites.
- 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 inspectors, a dedicated vehicle data collection manager and the use on National Benchmarking
- Quality assurance including ISO 9001.2008 accreditation.
- Health & Safety/Risk Management/COSHH procedures.
- Workshop administration systems and support.

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

5.10 Some of the service areas overlap naturally and there is some deliberate multi-tasking for service resilience.

5.11 There is active involvement in vehicle standardisation, purchasing frameworks and benchmarking to identify improvement opportunities via the National Association of Police Fleet Managers (NAPFM).

Locations and Accessibility

5.12 There are three operating centres strategically chosen to service the demand and they are:

- **Winfirth** Fleet Resource and Business Support (01305 223699)
- **Ferndown** Eastern Vehicle Maintenance (01202 226262)
- **Weymouth** Western Vehicle Maintenance (01305 226594)

5.13 All staff have the standard e-mail address format and there are also department direct e-mail addresses to assist contact accuracy and to manage direct enquiries for pools car, vehicle data and general information.

Line Management

5.14 The Head of the Department reports to the Command Team through the Assistant Chief Officer (Director of Finance) who in turn reports to the Chief Constable of Dorset and the Dorset Police Authority.

5.15 The Managers of Fleet Resource, Business Support, Fleet Maintenance East and West report to the Head of the Department. Each of these managers has a small team to perform specific and specialised functions.
5.16 Staff and tasking are reviewed regularly to ensure only necessary functions are being performed and that all tasks are being performed as efficiently as possible.

5.17 This strategy has kept growth of staff numbers down to 10% in 20 years whilst the vehicle demand and activity growth has been 84%.

6. STRATEGIC PRINCIPLES

6.1 Operational single point of contact for the Transport Service Department to aid understanding and communication. This is an essential element to ensure the service continues to meet the operational requirements and does so in a consistent basis. Working with a single point of contact in each area reduces the risk of conflicting demands and ensures transport is dealt with as both a strategic and tactical asset.

6.2 Securing strategic and resource alignment across the Force, regionally and nationally with regard to service provision. The NAPFM strategy and national mandated contracts are used to inform and direct local decisions. In relation to vehicle specification and supply, these are used within the Regional structure to maximise the buying power and facilitate interoperability for the benefit of all forces.

6.3 Collaborative purchasing of all transport related products and services over as wide an area as possible and as often as possible. This applies to both internal and external management. All Force transport requirements are managed under a direct delivery model. The approach taken seeks to minimise demand through effective cooperation and collaboration within the Force.

6.4 Formal Fleet Strategy Board meetings involving service user single points of contact to evident Transport Services is customer focused and encourages fresh ideas. The Board enables transport users to meet, identify changing requirements, improve collaborative working and review fleet profile against current and anticipated demand. The Board is consultative and advises the Fleet Strategy Board.

6.5 Standardising transport assets and collaborating regionally and nationally where benefits are achievable. The development of role specific specifications and matching vehicle categories is a key feature of Regional collaboration. This requires close working with operational officers to identify the different working practices that could lead to increased fleet diversification.
6.6 **Sharing information in accordance with NAPFM principles and published strategy.** By taking part in the national benchmarking run by NAP/FM and attendance at national and regional forums, the Force ensures it maintains best practise and benefits from the expertise of the wider transport community.

6.7 **Implement and promote ISO 9001.2008 Quality Management Systems methodology, ensuring a continual cycle of review and service improvement.** ISO 9001 has been established across the entire Department and has resulted in re-accreditation without a non-conformance for seven consecutive years. The use of the standard ensures consistency, quality and resilience in the delivery of the service and is a fundamental aspect of the quality assurance and performance regime.

6.8 **Clear responsibilities for service management and function ownership.** ISO links the Transport Strategic Plan to individual job roles and ensures absolute clarity on individual and section responsibilities; policy and procedures are provided to transport users to ensure they comply with best practice; daily and weekly vehicle checks are undertaken and effective use of the vehicle made. The use of two mobile technicians / quality assurance officers provides a control mechanism to support this.

6.9 **Focus on direct delivery of support to ensure requests are dealt with as quickly and cost effectively as possible.** Recognising that the supply of fit for purpose vehicles is critical to service delivery, the Department prioritises vehicle availability and maintains a call out rota to address urgent requirements. This is supported by mutual aid, arrangements with local contractors, a pool fleet and an information base of all assets to enable prompt redeployment to meet operational needs.

6.10 **Management Information.** The Department has invested in Vehicle Incident Data Recorders and is developing its reporting systems. The data provide management information on utilisation, driving style, predictive maintenance and fuel economy. The system also provides a high level of detail that is used to rapidly investigate and support investigation into accidents and complaints involving police cars. Such information is utilised in accordance with protocol agreed between Professional Standards, the Federation and Transport.

6.11 **Performance Management.** The Assistant Chief Officer holds the Department to account through regular performance meetings which focus on availability, budget (reserve and capital), user feedback and benchmarking. The Department subscribes to the NAPFM benchmarking club which provides analysis of Force performance covering a wide variety of indicators in two broad areas:

- Cost of vehicle ownership.
- Utilisation of vehicles.

The benchmarking information will be reported to the Audit, Resources and Continuous Improvement Committee on an annual basis.

7. **LINKS TO OTHER DOCUMENTS**

7.1 The Department maintains an Intranet site providing key information, contract points and guidance.

7.2 This Transport Strategy takes account of and is developed in conjunction with:

- The Force Strategic Assessment
- The Force Annual Policing Plan
8. SUMMARY OF KEY PRINCIPLES

8.1 To summarise, the key principles are:

- Operational single point of contact for the Transport Service Department to aid understanding and communication.
- Securing strategic and resource alignment across the Force, regionally and nationally with regard to service provision.
- Collaborative purchasing of all transport related products and services over as wide an area as possible and as often as possible.
- Formal Fleet Strategy Board meetings involving service user single points of contact to evident Transport Services is customer focused and encourages fresh ideas.
- Standardising transport assets and collaborating regionally and nationally where benefits are achievable.
- Sharing information in accordance with NAPFM principles and published strategy.
- Clear responsibilities for service management and function ownership.
- Focus on direct delivery of support to ensure requests are dealt with as quickly and cost effectively as possible.
- Management Information.
- Performance Management.