

SERVING A CHANGING SCOTLAND

Fleet Strategy 2019



**POLICE
SCOTLAND**
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
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1| Foreword



Our Fleet Strategy is another important building block as we seek to achieve a sustainable, modern and flexible Service which better meets the needs of our fellow citizens.

The national implementation of mobile working will enable our people to fulfill their duties in a flexible way which allows them to be more visible within communities.

We must invest in vehicles that are fit for purpose and provide officers and staff with the safe, mobile working environment they need.

This strategy sets out our ambition to be the first emergency service in the UK to have an Ultra-Low Emission Vehicle (ULEV)* Fleet, a change which can remove 60% of our vehicles' CO2 emissions.

Our strategy sets out the fundamental shift from Internal Combustion Engine (ICE) vehicles to ULEVs and shows how we will embark on the journey to becoming more sustainable.

Our intention is to shift our unmarked fleet to ULEV in the early years of strategy, before transitioning marked vehicles in later years.

*Ultra-Low Emission Vehicles (ULEV) is a low emission car or van that emits 75g/KM CO2 or less. ULEVs include pure electric vehicles, electric range extender vehicles and plug-in hybrid vehicles.

Such an approach will enable us to invest the ULEV market as quickly as possible but also allow us to take advantage of technology as the market develops.

Significant investment in our infrastructure will also be required to enable this transition.

In line with our Estates Strategy, for future collocated buildings yet to be built, close collaboration will be required to ensure appropriate infrastructure is put in place from day one. We know that working in collaboration with partners is the best way to maximise resources and serve the public.

We want to develop strong strategic partnerships with blue light services in Scotland to support the transition to a ULEV fleet and to service and maintain vehicles.

This will provide an integrated and effective pool of resources, allowing for innovation and collaborative working across public services.

We are committed to working with the Scottish Government and partners, ensuring that we are contributing to the climate change policy in Scotland.

Embracing this change will bring savings, enable public resource to go further and deliver enhanced outcomes for the people of Scotland.



Iain Livingstone QPM
Chief Constable



Earlier this year, the First Minister acknowledged that we are facing a Global climate emergency. Climate change is happening and is something that we must all contribute to tackling now.

Police Scotland's new Fleet Strategy has a focused drive towards decarbonising its fleet of vehicles, and demonstrates ambitious leadership in this area; through its plans to reduce the impact that the organisation will have on the environment, increased sustainability and a focus on using technology to support their workforce to provide services in a safe, flexible and mobile way.

The 2019/20 Programme for Government outlined our commitment to phase out the need for all petrol or diesel cars in the public sector fleet by 2025 and for all other new petrol and diesel vehicles by 2030. This new approach from Police Scotland directly supports this commitment, alongside our Climate Change Plan and our ambition for Scotland's air quality to be the best in Europe.

This government will continue to provide support through our 'Switched on Fleets' Fund to help Police Scotland to make this transition, as we will to other public sector organisations who require a cleaner and more modern fleet. This is in addition to an increase in the 2019-20 police budget of £42.3 million, which takes the annual policing budget to over £1.2 billion, including a 52% increase to the capital budget.

This will ensure Police Scotland can continue to provide a fleet that is fit for purpose, safe, reliable and sufficiently flexible to be responsive to the dynamic nature of policing

We must all raise our game to respond to this global emergency, and we hope that Police Scotland's plans will inspire others to adopt new technologies.

Humza Yousaf
Cabinet Secretary for Justice



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Executive Summary



Introduction

Recognising the successful progress to date, we are building on the existing foundations from the 2014 Fleet Strategy to ensure that we continue to provide our people with a safe and flexible mobile working environment. Our Fleet Strategy will focus on shifting our existing ICE fleet to sustainable ULEVs with an emphasis on collaboration with our public sector partners to deliver the best service for Scotland's communities.

Our 3,400 vehicles make up the largest blue light fleet in Scotland. We recognise that the world is changing, and climate change is acting as a catalyst for the vehicle manufacturing market investing in the production of ULEVs. Combined with this shift, is the Scottish Government's

commitment to low carbon public sector fleets by 2025, as outlined in their Programme for Government. We want to be at the forefront of the technological advances and are committed to decarbonising our fleet.

By necessity our strategy is ambitious and this challenge is best met through working collaboratively with others. We are working closely with our blue light colleagues (Scottish Ambulance Service (SAS) and Scottish Fire and Rescue Service (SFRS)) to identify opportunities where effective and practical collaboration will bring benefits to us all. We are engaging closely with other public sector partners, the Scottish Government and the private sector to develop the most efficient strategies and implementation plans to achieve our collective ambitions.

The operational capability of our people remains paramount in our decisions. Operability (the ability of our vehicles to effectively support operational police officers and staff in their duties), charging infrastructure, battery range, cost and

network capacity are all factors that will be carefully considered and we will engage with our workforce. We will ensure that our fleet staff are equipped with new skills in ULEV engineering and maintenance. The transition will follow a phased approach and align closely with Scotland's nationwide infrastructure development, supporting the Scottish Government commitment to a low carbon economy and public sector fleets.

Change naturally brings some concerns and we have engaged with our people and multiple key stakeholders to develop this strategy. Our eight focus groups and internal survey results have ensured that we have taken the views of our people into account when developing this strategy. Similarly our external engagement has supported the strategy, with details being set out in Appendix 1.

We will continue to pro actively engage as we develop and execute our implementation plan.

Strategic Vision & Values

Our vision is to operate and maintain a class leading, future proof, and sustainable ULEV fleet that is technologically advanced and will meet operational requirements.

Underpinning our vision are values for developing our fleet model including:

- Ensuring our fleet allows our people to work safely and supports their wellbeing
- Making changes to our fleet so that we contribute to national climate change policy and carbon reduction / ULEV targets

- Delivering in partnership with internal and external bodies to ensure greater collaboration, knowledge sharing and delivery of efficiencies
- Using our resources efficiently and effectively to deliver the strategy and provide best value to Police Scotland

The Police Scotland core values of fairness, integrity, respect and human rights are embedded within our Fleet Strategy.

Case for Change

The case for change is driven externally and internally across three key areas:

- Operational change
- Government action on climate change
- Technology

Operational change: There are a number of organisational strategies and transformation programmes underway to enhance how we respond and deliver effective policing. These include the Contact Assessment Model (CAM), mobile working, estates modernisation, Transforming Corporate Support Services (TCSS) and the Digital, Data and ICT (DDICT) Strategy.

Modernising our fleet is a component of the overall strategic development of Police Scotland and is an integral part of our new operating models and overall strategic vision of being a fit for purpose, efficient, effective and sustainable 21st century police service.

Government action on climate change: The Scottish Government has set a legally binding target of net zero greenhouse gas emissions by 2045. To do this, the Programme for Government outlines the next steps and aligning our Police Scotland vision to supporting this is a key component and driver for change.

Technology: It is vital that we get the best value from our fleet and prioritise investment accordingly to ensure our assets are fit for purpose and technologically advanced but meet the demands of policing, which means they have the performance and range necessary for their operational purpose, whether daily use, high performance or specialised vehicles. Our aim is to be at the forefront of the advances in the ULEV market and integrate these vehicles into our operational environment.

Fleet Strategic Objectives

There are five key strategic areas which will be the focus of the strategy. These are:

-  **1. Safe and Well-equipped** How we will improve access to vehicles which are a safe and fit-for-purpose mobile working environment
-  **2. Improving Current Fleet** How we will make short term improvements to our existing fleet to meet operational requirements
-  **3. ULEV by 2030** How we will invest in ULEV vehicles to significantly reduce CO2 emissions and build the infrastructure required for the shift towards new technology
-  **4. Strategic Collaboration Partnerships** How we will significantly grow and drive our partnership working within the blue light market and build the capability and skills required for servicing ULEVs
-  **5. Technologically Advanced Fleet** How we will use technology to understand our fleet operations in-depth through telematics and use future technologies to support policing

The key changes will be:

- Increasing our contingency fleet to maximise operational officer time
- A revised replacement schedule, reducing the mileage before a vehicle is replaced
- Replacing our fleet with ULEVs over ten years, unmarked fleet initially, followed by marked fleet, and building the appropriate infrastructure to support this
- Utilising telematics and technology to enable us to deploy the right vehicles to the right locations at the right time
- Working collectively with our blue light colleagues to identify opportunities where effective and practical collaboration will bring benefits across all blue light services

Funding & Finance

Significant investment will be necessary. Due to the nature of depreciating fleet assets, capital investment will continue to be a requirement to provide officers with fit for purpose vehicles to carry out their roles. The overarching principles of investing in ULEVs and strategic partnerships in this strategy will ensure that we are reducing ongoing costs whilst investing in future technology.

The pace of change will be driven by the funding available for fleet. Furthermore, we recognise that strategic partnerships will take time to set up and are dependent on being able to work with our partners to fund, manage and deliver services.

Implementation

The implementation programme, setting out how we will deliver and subsequently measure the success of this strategy, is aligned with our other enabler strategies and will feed into our plans, including our Local Police Plans. Engaging with our people during development and future implementation will be key to successfully delivering this strategy.

Conclusion

Our fleet is essential to enable our people to do their jobs. This new strategy is ambitious but will provide vehicles that operationally support and enable our people to do their jobs efficiently, effectively and in a sustainable way. A ULEV fleet will bring cost reductions that will enable us to be more efficient in our use of public funding, and the strategy is predicated on the fullest collaboration with partners across public and private sectors. It will, alongside our current capabilities, also enable us to develop our fleet workforce with new skills in ULEV engineering and maintenance. Finally, it will demonstrate our commitment towards a low carbon footprint within one of the largest public sector fleets in Scotland.



David Page
Deputy Chief Officer

Fleet Strategy in Numbers

Fleet Strategy in Numbers

Current State - 2019

Future State - 2030

Police Scotland operate internal combustion engine vehicles

First emergency service in the UK to have an Ultra-Low Emission Vehicle Fleet



96% vehicle availability to officers



98% vehicle availability to officers



5.3 years is the average age of a Police Scotland vehicle



4.3 years will be the average age of a Police Scotland vehicle



15,897 tonnes of CO2 emissions produced by Police Scotland annually



6,257 tonnes of CO2 emissions produced by Police Scotland annually



Maintenance costs are an average of **£4.7m** per annum



Maintenance costs reduced to an average of **£2.4m** per annum



63% of respondents in the internal staff wide survey scored **3/10** or less for the current state



58% of respondents in the internal staff wide survey scored **7/10** or more for the future state

3 | Background and Context



Purpose of the Fleet Strategy

Our fleet assets support Police Scotland's priorities and strategic outcomes to ensure the delivery of effective operational policing services. Our Fleet Strategy will aim to provide our people with the right working environment, sustainable tools and support to deliver the best service for Scotland's communities and achieve Police Scotland's strategic outcomes.

We need a renewed Fleet Strategy to build on the successful progress made to date in our previous strategy to ensure

we can provide a modern fleet service that meets the current and future needs of policing in Scotland. We recognise the changing landscape of the fleet market, the advancement of technology and the need to move towards a sustainable fleet that is fit for purpose. The pace of change is such that we need to take account of innovative technologies now to make appropriate investment for the future.

It is fundamental that the Fleet Strategy is aligned to the overall Policing Strategic Outcomes.

OUTCOME: Threats to public safety and wellbeing are resolved by a **responsive** police service

OUTCOME: The needs of **local** communities are addressed through effective service delivery

OUTCOME: Public and communities are **engaged, involved** and have **confidence** in policing

OUTCOME: Our people are supported through a **positive working environment** enabling them to serve the public

OUTCOME: Police Scotland is **sustainable, adaptable** and **prepared** for future challenges

Strategic Alignment

This document is set in the context of the long term police strategy for Police Scotland. The strategy covers fleet services and the end-to-end lifecycle of vehicles, including purchasing, maintenance, operations, and disposal. The Fleet Strategy is aligned with the Police Scotland enabler strategies across the organisation – Estates, Corporate Support Services, Digital, Data & ICT Strategy and the Contact Strategy.

Our Annual Police Plan 19/20 (APP) and supporting delivery plans are the enablers to deliver the Fleet Strategy. The Fleet Strategy is aligned to the objectives of the APP which outline how we will improve our support services to enable delivery of local policing; promote the health, safety and wellbeing of our people and develop and maintain the right crime and specialist support services for policing in Scotland.

The diagram shows the strategic context of the Fleet Strategy:



This Fleet Strategy outlines our long-term approach to delivering high quality, sustainable fleet assets and services that contribute to our strategic outcomes. This will include benchmarking data to allow us to assess the performance of our fleet against other UK police services, and other comparable public and private sector fleets.

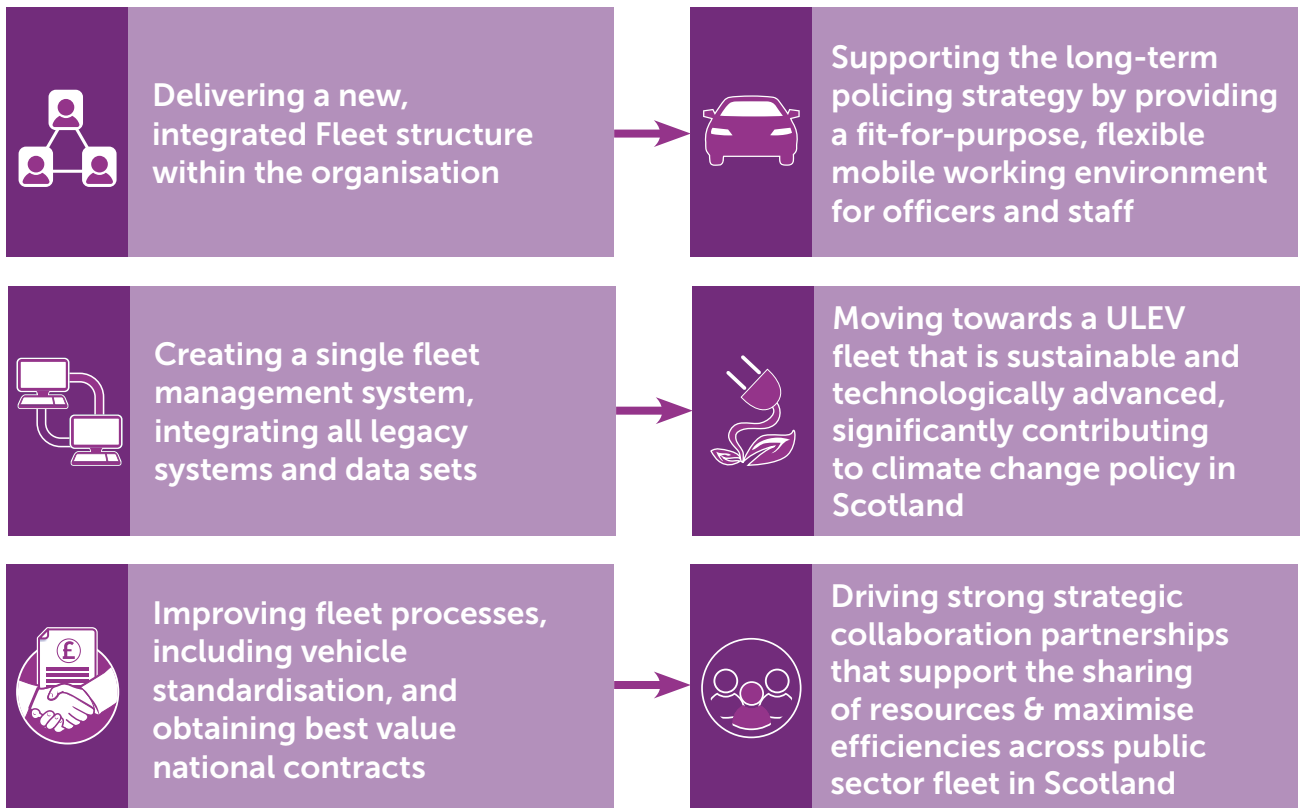
We will monitor and report on progress of the delivery of this strategy by means of our outcomes-focused Performance Framework. This will allow us to measure the impact of our fleet services and their contribution to Police Scotland’s strategic outcomes.

What will the 2019 strategy focus on?

The progress made to date on fleet has been informed by the 2014 Fleet Strategy which focused on supporting the integration of ten legacy organisations into Police Scotland. Recognising the successful progress made to date, the renewed strategy will build on the existing foundations by providing a safe, flexible mobile environment for officers and staff, as well as a sustainable ULEV fleet with a focus on collaboration.

2014 Fleet Strategy

2019 Fleet Strategy



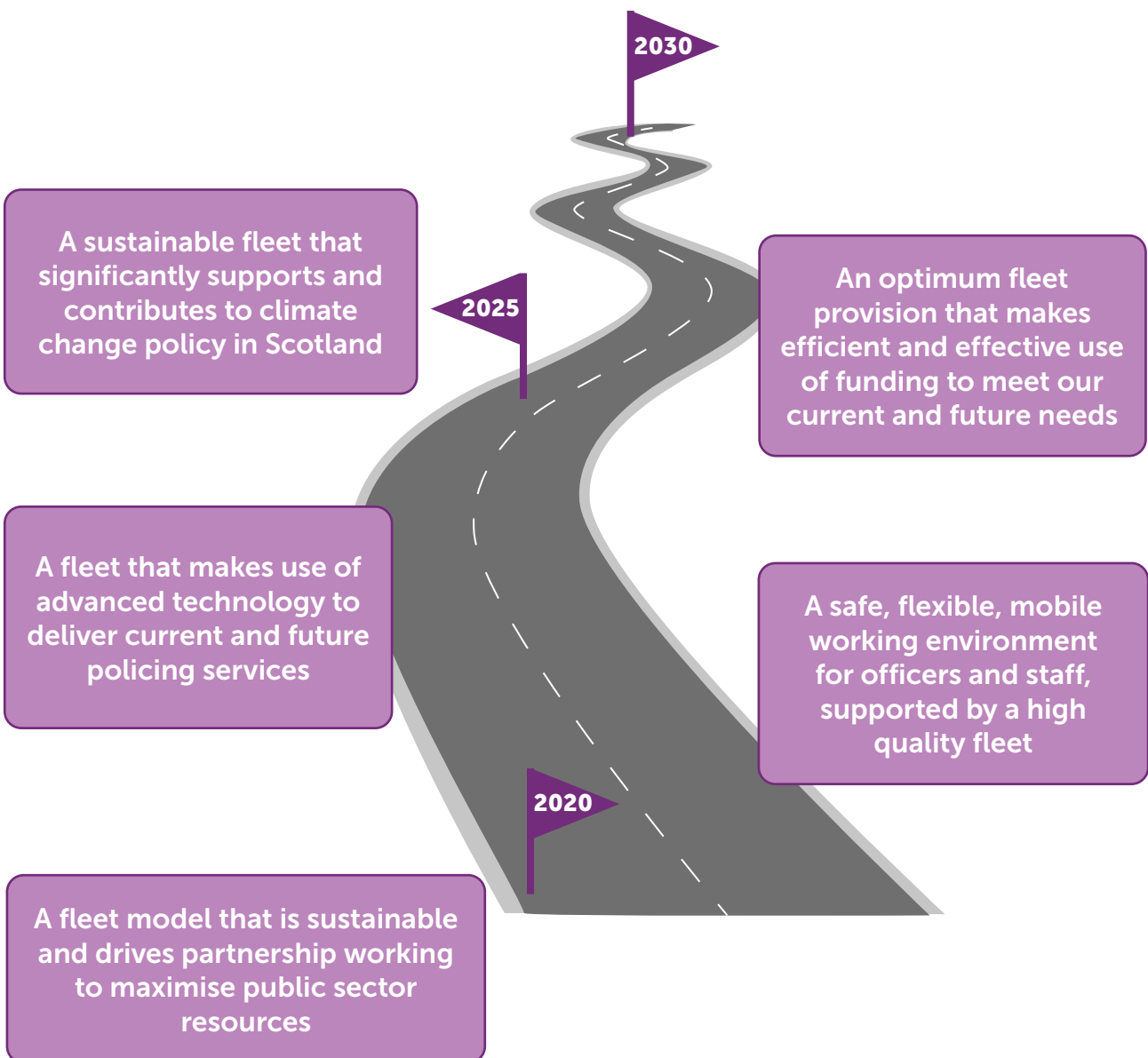
4 | Fleet Strategic Vision and Values



Our long-term fleet vision supports our journey to implement a sustainable operating model that provides officers with the right resources and technology to meet the future demands on policing and achieve our overall strategic outcomes.

Our vision is:

“To operate and maintain a class leading, future proof, and sustainable Ultra-Low Emission Vehicle fleet that is technologically advanced and will meet operational requirements”



The core values of Police Scotland are Fairness, Integrity, Respect and Human Rights.

The values relating to the Fleet Strategy, which also incorporate Police Scotland's overall values, are determined below. Throughout the development of the strategy and beyond, these will be consistently applied.

Values

- Ensuring we have a fleet that allows our people to work safely and supports their wellbeing
- Creating a working environment where we continually develop our skills and capabilities to support our people and provide high quality fleet services
- Using our resources efficiently and effectively to deliver the strategy and provide best value to Police Scotland
- Being innovative in accessing technology to enable policing delivery in new ways
- Being flexible and adaptable, aligning to our strategic direction and meeting future demands on policing
- Making changes to our fleet so that we contribute to national climate change policy and carbon reduction / ULEV targets
- Delivering in partnership with internal and external bodies to ensure greater collaboration, knowledge sharing and delivery of efficiencies

5| Current State Assessment



Police Scotland currently operate the largest blue light fleet in Scotland with over 3,400 vehicles being utilised for a wide range of requirements from basic transport to front line policing. In comparison to other UK Police Services, we operate the second largest fleet in the UK.

Since the reform of policing in Scotland in 2013, a significant amount of work has been undertaken to successfully amalgamate our legacy fleet departments into one centrally operated fleet function, standardising policies and delivering year-on-year cost savings.

This has recently been recognised at a national level demonstrating that Police Scotland are class leading in the UK. This section outlines the current progress across our Fleet Services and the areas where change is required to continue to deliver high quality, agile fleet services.

Structure

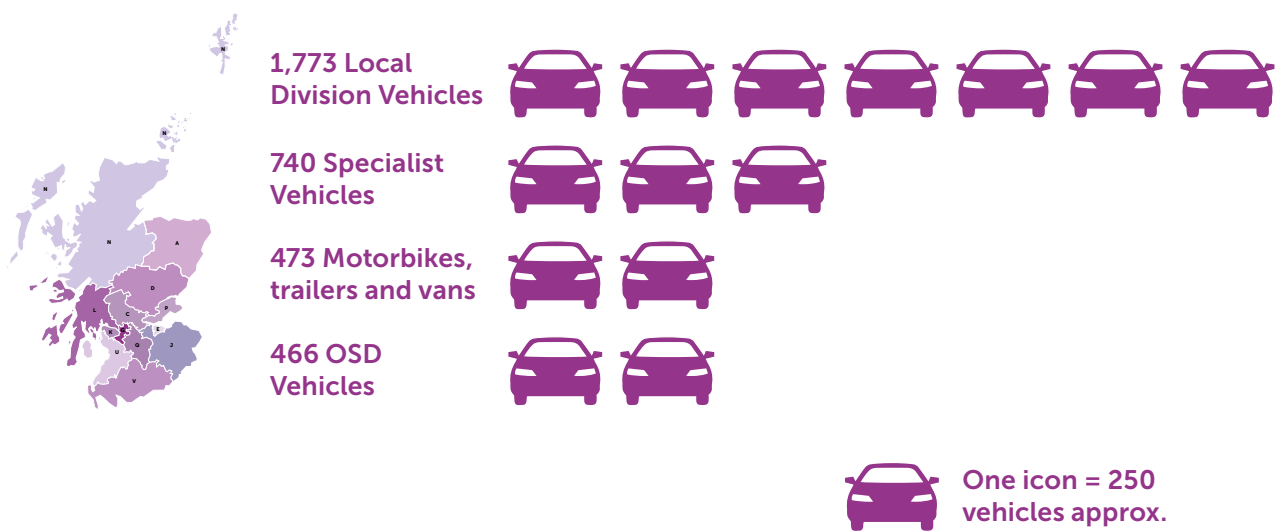
Police Scotland has a national fleet management structure in place that has been maturing over the last few years, in line with our Fleet Strategy.

Fleet services are centrally managed and coordinated with three regional management teams in the North, East and West of Scotland. This structure has enabled:

- The centralisation of all vehicle purchases enabling procurement efficiencies to be made;
- Standardisation of the vehicle fleet, livery, equipment, servicing and replacement;
- Centralisation of fuel management with one supplier providing fuel cards and monitoring refuelling;
- A single national ICT Fleet Management system (Civica Tranman); and
- The introduction of national, regional and local vehicle user groups (VUG).

Size and Scope

As at May 2019, the Fleet Service maintain approximately 3,452 vehicles, ranging from motorcycles to marked cars to LGVs. The volume of vehicles that Police Scotland own and operate does not fluctuate significantly year-on-year. The makeup of vehicles can be split into four high-level categories as shown below:



Over 50% of Police Scotland's fleet is within local divisions, which include both marked and unmarked vehicles. The remainder of the fleet are specialist vehicles used for Road Policing, operational support, surveillance, and other vehicles such as motorbikes, vans and trailers.

Current Replacement Schedule

The mix of vehicles is currently 85% diesel, 14% petrol and 1% electric/hybrid. In total there are 41 electric vehicles within the fleet. The current average age of a vehicle is 5.34 years. The current vehicle replacement schedule is to replace vehicles when they reach five years old or have travelled 150,000 miles. Due to budget constraints over a number of years, the average age of a vehicle is currently above our replacement schedule. Operating an older fleet has increased the frequency of repairs and the length of time for repairs to be undertaken. This has created a reluctance for officers to put vehicles in for repair as more time off the road is required and there is no guarantee of a replacement vehicle, particularly for emergency repairs. This creates a make do and mend culture and increases the risk of DIY fixes as a result of the lack of funding.

Maintenance and Servicing

The majority of maintenance work is carried out by the three main Police Scotland workshops – Glasgow, Edinburgh and Aberdeen. To support these, there are also six localised workshops located in Stirling, Inverness, Motherwell, Glenrothes, Dundee and Dumfries. The exception to this are vehicles located on the Islands, which are serviced by local garages. The optimal positioning of the workshops allows us to provide high quality and timely support for operational policing. For specialised services, such as body repairs, these are outsourced to contracted suppliers that service all areas of the country.

Each vehicle is currently serviced every 12,000 miles or 12 months. For a small percentage of the fleet, the service interval is 8,000 miles due to the rigorous demands placed on those vehicles. It is deemed that this service plan is fit for purpose for our diesel vehicles which represent the majority of our fleet. The current service, maintenance and repair costs per annum are £4.7m. This includes both internal and external work.

Contingency Vehicles

Currently there are 87 contingent vehicles which are all end-of-life vehicles. These are used as replacement vehicles for officers and staff who have taken a vehicle into a workshop for a service or for scheduled repairs. We are currently operating a 2% contingency fleet. Best practice has shown that a 5% contingency is a suitable level to operate.

Due to the lack of funding available, Police Scotland is using contingent vehicles that are old and these are only available to officers for scheduled work. This impacts officers who are required to take a vehicle to a workshop as they may on occasion not be supplied with a replacement vehicle. This can result in officers being reluctant to take a vehicle in for minor repairs and in officers improvising minor or short term repairs rather than being without a vehicle because no contingency vehicle is available.

Having a 5% contingency will enable Fleet Services to provide a vehicle to officers when vehicles are in workshops for accident damage, breakdowns or non-scheduled maintenance.

Technology

In a modern fleet management operation, the fleet management system is the single most important non-staff resource at our disposal. We currently use the Civica Tranman system, which is widely used across UK policing, by all three national blue light fleets across Scotland, and more than 50% of the local authorities in the country.

The functionality of the system includes asset management from cradle to grave including all maintenance histories and costs associated with the running of the vehicles. This information is crucial to understanding the efficiency of our fleet but also informs us of the whole life cost of a vehicle when looking at future vehicle purchases. This is pivotal to successful future planning.

Our current system provides a web portal which provides all relevant information 24/7 on fleet vehicles for divisions. This enables users to report defects and check service details, along with vehicle availability at anytime.

Telematics

The telematics solution is an in-vehicle fleet management device that is widely used by organisations aiming to obtain best value from their fleet. Police Scotland currently have telematics installed into approximately 85% of the fleet. Telematics will primarily be used as a fleet management tool to assist Police Scotland's Fleet Services to ensure the right vehicle is being used in the right location at the right time to achieve the best possible, economic, efficient and effective fleet.

Telematics combines a GPS system with the on-board diagnostics to extract real time and rich data on the vehicle location and performance while delivering a safer and more economical operation of the fleet. Continued investment in telematics will bring benefits in terms of safety, functionality and accountability.

Current Partnership Working

We can provide more efficient and effective Fleet Services through greater collaboration with our partners and stakeholders. In line with Police Scotland's Corporate Support Delivery Plan we continue to collaborate and co-locate workshops with other emergency services where there is mutual agreement to do so.

Our current partnerships include working with other blue light services to provide space and maintain vehicles in a mutually beneficial way. For example, we have arrangements with both Scottish Ambulance Service (SAS) and Scottish Fire & Rescue Service (SFRS):

- Police Scotland's vehicle workshop in Glenrothes currently carries out the service and repair of 100 ambulances for the SAS
- Police Scotland and SAS share workshop space in Ayrshire, with over 100 vehicles being serviced and maintained in this shared resource
- SFRS provide Police Scotland with workshop space at the Fire Service Centre in Edinburgh

These partnerships operate successfully and demonstrate the viability of continuing to grow our strategic collaborations to enable our resources to be maximised.

Support for our People

Our Fleet Services provide essential support for people ensuring that they have the right resources to support the public and communities in Scotland. The efficient maintenance of our fleet means that we provide a safe working environment for our people.

The needs of our people are a priority and we continue to engage with our fleet users via Police Scotland's Vehicle User Groups (VUG). These groups help to shape and improve our services and fleet assets. In order to ensure our people are represented appropriately, the Strategic VUG meet twice a year and includes national leads from across Scotland, encompassing urban, rural and remote divisions. The group, chaired by the Head of Fleet, is also attended by Health & Safety and Scottish Police Federation representatives.

In addition to the Strategic VUG, Fleet Services engage regularly with local divisional groups – meetings take place at least quarterly, but more often if required. The divisional meetings allow us to understand the requirements of each division. This level of engagement

means that the needs of divisions can be addressed efficiently and ensures operational requirements are met.

To help inform the development of this strategy, we have engaged with our people regarding their fleet requirements to inform planning and delivery. Areas of improvement identified by users include the age and condition of the fleet, as well as the lack of contingency vehicles available. Our officers and staff want the fleet to be a safe and comfortable work space. Understanding the needs of our divisions and their geographical locations is key to providing the most appropriate support. Throughout the development of the strategy, engagement and consultation with eight focus groups has been undertaken as well as an internal survey being issued to all staff members. The outcomes from these have been documented, with key themes and how the Fleet Strategy will aim to address stakeholder asks in Appendix 1. Our Fleet Strategy will continue to have officer and staff needs at the forefront of any changes being made.

6| The Case for Change

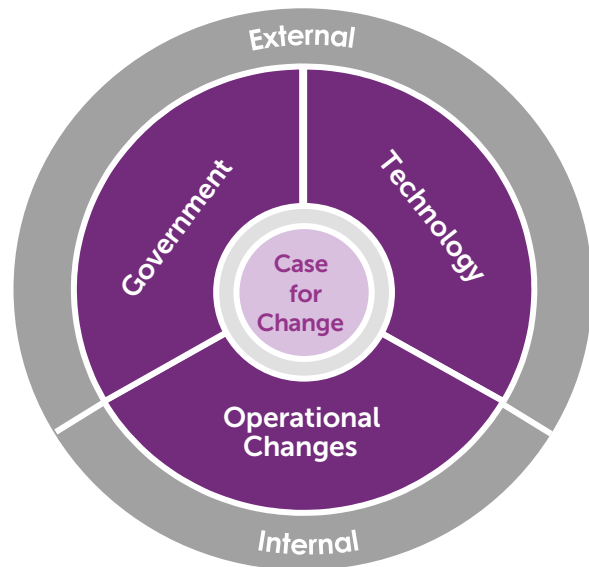


The need for an updated Fleet Strategy is driven both internally and externally. The key internal driver is the changing nature of our organisation as we move towards a Police service that is agile and well-equipped for the future. We are continuing to make significant progress across a range of areas such as corporate services, estates and ICT. Aligning our fleet operations to the internal changes we are making is fundamental to successfully supporting policing in Scotland.

Externally, there are a wider set of external policies and government initiatives that have significant implications on our future fleet. As a public sector service with a significant fleet, we are committed to aligning ourselves with the Scottish Government and demonstrating progress towards decarbonisation. The second external factor driving the need for a renewed Fleet Strategy is technology. As the ULEV market is maturing, the availability and viability of ULEVs is being continually advanced. Police Scotland want to be at the forefront of adopting this technology into our operational policing.

Enabling Policing in Scotland

There is a need to ensure that the existing fleet and operations are optimised whilst also ensuring that the future Fleet Services are flexible and adaptable to meet future challenges. The changing demographic characteristics and requirements of the public mean that our policing model needs to be agile to meet these demands. Whilst all are important, the following programmes and strategies will have the most significant impact on our Fleet Strategy:



Contact Assessment Model

The Contact Assessment Model (CAM) will impact the services fleet provide – it is vital that we understand and meet future demand relating to new and emerging work practices. The way in which we triage and respond to contact from the public will ensure that every individual gets the right response when they contact us. This transformation in our way of working will have direct impact on how operational officers are deployed and change the demand for fleet. We need to ensure that our renewed Fleet Strategy takes account of the CAM changes and enables our people access to the right vehicles to successfully meet the variable demands that our people face on a daily basis.

Mobile Working

The national implementation of mobile working will improve frontline productivity and effectiveness through investment in digital technology. Mobile Working will enable officers to work in a more flexible way which allows them to be more visible within communities.

Improved mobile working can also be extended to our maintenance services, with advancing technologies allowing for remote diagnosis of vehicle faults. We must recognise that the vehicles used by operational officers are not just a tool but a working environment. Our vehicles must meet the needs of the user and provide a safe and practical space for our people to work. The implications of improving these spaces for our people will have direct impact on improving health and wellbeing.

Corporate Transformation

As our Corporate Support Services are transformed to improve service quality and efficiency there is an opportunity to ensure our fleet operating model is flexible and aligned with the transformation of Corporate Support Services. Our organisational changes will strengthen how we deliver the best possible support for policing and our Fleet Strategy will contribute to this.

Estates Strategy

Our Estates Strategy sets out the need for a visible, flexible, modernised estate. It is recognised that investment in modern buildings and co-located buildings with public sector partners is necessary to deliver a police service that is appropriate for the 21st century.

The Estate Strategy provides the strategic framework for demand-led property planning which is tailored to divisional policing needs and the local delivery of specialist and national resources. We will develop detailed local and specialist policing estate plans to deliver our estate vision closely aligned to the Fleet Strategy by providing the right level of infrastructure required to

service the increased electrification of our fleet. Throughout the delivery of the Fleet and Estates Strategies, we will work together closely to ensure the success of both strategies can be met.

DDICT Strategy

The DDICT Strategy sets out a multi-year approach to replace ageing infrastructure and build the technology capability required for a modern Police Service. A key theme of the DDICT strategy is to connect systems to enable seamless working. Several areas of this strategy will impact the Fleet Strategy. For example, the roll-out of 10,000 mobile devices and the introduction of new airwave systems will allow our officers and staff to spend more time in the communities they serve. Aligning our Fleet Strategy by providing safe and comfortable vehicles will support the DDICT Strategy and ensure the wellbeing of our people.

Government Action on Climate Change

The Scottish Government has set a legally binding target of net zero greenhouse gas emissions by 2045 at the latest with Scotland becoming carbon neutral by 2040. As one of the largest public sector bodies, Police Scotland are committed to working in partnership with the Scottish Government to significantly contribute to the delivery of this strategic objective.

The Programme for Government (19/20) sets out some of the next steps on Scotland's journey to net zero emissions. There is a need to ensure that our Fleet Strategy is aligned to this. Without making changes, the implications in terms of our future funding and increased costs are significant.

Four of the key areas from the Programme for Government (PfG) which are directly applicable and highlight why we need a renewed Fleet Strategy are set out below:

Key Programme for Government area	Why the Fleet Strategy needs to be revised
<p>Public Sector Fleet We will work with public bodies to phase out petrol and diesel cars from our public sector fleet and phase out the need for any new petrol and diesel light commercial vehicles by 2025</p>	<p>The 2025 target set by the Scottish Government for public sector fleet shows the importance of the public sector in transitioning to ULEVs. Our Fleet Strategy needs to be aligned now to set out our strategic direction for phasing out fossil fuel vehicles</p>
<p>Low Emission Zones We are introducing Low Emission Zones in Scotland. The first phase of Scotland's first Low Emission Zone (LEZ) was launched in Glasgow last year. Plans are progressing to put LEZs in place for Edinburgh, Aberdeen and Dundee by next year</p>	<p>The 2025 target set by the Scottish Government for public sector fleet shows the importance of the public sector in transitioning to ULEVs. Our Fleet Strategy needs to be aligned now to set out our strategic direction for phasing out fossil fuel vehicles</p>
<p>Electric vehicles We will continue to support the ongoing development of charging infrastructure, and will provide in excess of £20 million to support investment by local authorities, homes and business</p>	<p>Building the infrastructure for transitioning to ULEVs is fundamental. There is a significant opportunity for Police Scotland to collaborate and make use of the funding provisions being made available to build charging infrastructure</p>
<p>Supporting transport innovation We will establish a new supply chain accelerator programme to help public bodies and commercial partners develop innovative solutions to the challenge of decarbonising public sector vehicle fleets</p>	<p>Through adopting an innovative and forward thinking approach to fleet in the revised strategy, there is an opportunity for Police Scotland to work in collaboration with private and public bodies. Without changing, opportunities will be limited</p>

Work on decarbonisation is ongoing. The Infrastructure Commission for Scotland will publish its advice on priorities by the end of this year. The Scottish Government will use this advice to produce their next infrastructure plan early next year. Low carbon will be the key theme. As part of the Scottish Government's budget setting process for 20/21, assessing where government investments are focused and the extent to which these can accelerate emissions reductions and tackle climate change will be carried out. Police Scotland will keep up to date with the evolving policies and plans. Building these aspects into our plans will ensure we keep up with developments.

Technology

E-mobility is one of the biggest drivers for change across the fleet industry. It is recognised that the market is on the cusp of a paradigm shift from ICE vehicles to zero emission vehicles. This switch is driven by both demand and regulatory government interventions on a global scale in response to rising greenhouse gases. The advancement of electric vehicles in the market, and the continuing speed of development of these demonstrate the rapidly changing move towards electric vehicles. By 2030, nearly half (48%) of the total global vehicle sales will be EVs¹.

Police Scotland wants to be at the forefront of e-mobility in policing, providing ULEVs to officers and staff that are fit for purpose and advanced. We recognise that investing in new technology will provide our people with highly efficient vehicles that enable them to do their jobs in the most effective way possible whilst reducing our carbon footprint.

¹ Source: LMC Automotive, Bloomberg

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Fleet Strategic Objectives



Fleet Strategic Objectives



To operate and maintain a class leading, future proof, and sustainable Ultra-Low Emission Vehicle (ULEV) fleet that is technologically advanced and will meet operational requirements



Taking into account the vision for Fleet there are five key strategic areas which will be the focus of the strategy:



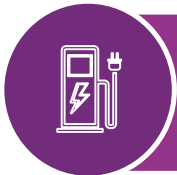
1. Safe and Well-equipped

How we will improve access to vehicles which are a safe and fit-for-purpose mobile working environment



2. Improving Current Fleet

How we will make short term improvements to our existing fleet to meet operational requirements



3. ULEV by 2030

How we will invest in ULEV vehicles to significantly reduce CO2 emissions and build the infrastructure required for the shift towards new technology



4. Strategic Collaboration Partnerships

How we will significantly grow and drive our partnership working within the blue light market and build the capability and skills required for servicing ULEVs



5. Technologically Advanced Fleet

How we will use technology to understand our fleet operations in-depth through telematics and use future technologies to support policing



1. Safe and Well-equipped

We recognise the importance of providing the right resources and technology to support our people in effective service delivery. Fleet Services aim to develop a sustainable, high quality fleet that meets operational requirements while always considering the safety and wellbeing of our people. To enhance the experience of our people, our strategy will aim to minimise downtime of resources through planning and technology and ensure that there is a positive and collaborative working environment.

Contingency Vehicles

Feedback from the focus groups and comments from the internal survey recognised that there is a need for an increased number of contingency vehicles. As part of the strategy, we will commit to allocate a proportion of available fleet investment to follow best practice and have a contingency of 5%. This will mean increasing the number of contingency vehicles available by 3% from current levels. An increase in these vehicles will allow officers and staff that require unscheduled maintenance of their vehicle to receive a new, fit-for purpose vehicle whilst their vehicle is being repaired. We will replace our end-of-life contingency vehicles with new vehicles. 150 vehicles (split by 100 marked and 50 unmarked) will be purchased and subsequently incorporated into the replacement schedule to ensure the standard of contingency vehicles is maintained.

The addition of new contingency vehicles will be an incentive to users and enable them to release their vehicles for maintenance when needed. The safety of our people is paramount. Being able to provide a contingency vehicle is key to ensuring our fleet is safely maintained and unscheduled maintenance can be quickly responded to without impacting operational duties. The overall impact of this strategic change will improve the wellbeing of our people, reduce operational time lost and encourage all users of vehicles to contribute to maintaining our fleet to a high standard.

Mobile Working




The roll out of mobile working devices means that officers and staff have the capability to work in an agile manner while providing increased visibility in the communities we serve. The reliance on vehicles as a work space will be increased, resulting in more time being spent in our fleet assets. The focus groups identified that understanding how vehicles are used on a day-to-day basis is fundamental to providing a comprehensive service and vehicles that enable mobile working. We will continue to engage with our people to understand changing requirements as mobile working is implemented across all divisions. We aim to make our vehicles a comfortable and practical place to work and spend time.

Fleet Services will look to optimise the space available in vehicles for operational purposes. Fleet Services, along with the National Vehicle Governance Group will continue to ensure that our people have a comfortable working space with the right equipment for operational needs. We will continue to work to identify suitable equipment which is lighter and will free up capacity within vehicles. Regular risk assessment reviews of our fleet will take place to ensure that the health and safety of our people is prioritised.

Fleet Engagement

We have a wide range of ways to engage with the vehicle users across the organisation. As we move forward to reform this area we will look to continuously improve our current engagement practices in order to help us understand and respond to operational needs.

To further enhance our user engagement, we will continue to introduce innovative technologies, to enable dialogue and ensure that we continue to improve. Engagement with our Corporate Support Services and ICT will facilitate this. The engagement methods detailed below will look to enhance our current channels.

	 CLICK	 CALL	 COMMENT
Self-Service	<ul style="list-style-type: none"> • Accessing routine service and repair FAQs • Vehicle Hire FAQs • Disposal preparation • Fuel and insurance claims • Requests for drivers 	Mobile	Face-to-Face
Chat	<ul style="list-style-type: none"> • Discussing vehicle Health & Safety issues 		
E-mail	<ul style="list-style-type: none"> • Interaction with function to inform policy • Operational planning & scheduling discussions • Supporting major events • Special incident investigations • Driver performance management discussions 	Telephony	Post
		<ul style="list-style-type: none"> • Raising missed or unsatisfactory delivery • Raising unfair wear and tear issues with vehicles 	<ul style="list-style-type: none"> • Returns (Light bars, Auxiliary Equipment etc.)

Positive Working Environment – Fleet Services

We will have a positive working environment that supports the wellbeing and development of our people aligned to Police Scotland’s People Strategy and strategic outcomes. We will continue to contribute to Police Scotland’s

equality and diversity outcomes biannually. Our activities will promote equality and diversity initiatives both externally and internally, ensuring that the services and the working environment we provide are inclusive.

Key benefits

Provision of contingency vehicles enhanced

Optimising contingency vehicle availability will enhance officer experience and reduce operational time lost as officers will have access to a replacement vehicle short term

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Safety and condition of vehicles improved

The overall safety and condition of vehicles will be improved as it will be easier for officers and staff to get a contingency vehicle and it will decrease the make do and mend culture

.....

Greater engagement

The strategy will increase two-way communication, aiding continuous improvement and ensuring that operational insights and needs are included in future decisions



2. Improving Current Fleet

We recognise that there is a need make short term improvements as well as delivering the longer-term vision of the Fleet Strategy. Our model for policing will require fleet services to be flexible to meet future demand. For example, programmes, such as the Contact Assessment Model, will impact the services we provide – it is vital that we understand and meet current and future demand due to emerging work practices. As a result, we recognise the need to align the shorter-term Fleet Strategy to the imminent changes in the way that we serve Scotland’s people. In order to improve the current fleet, there are two key areas in which there will be a focus.

Providing the right vehicles, in the right place, at the right time

Ensuring our people have access to the tools and resources to fulfil their operational duties is critical. Due to the diverse and large geographical area that Police Scotland cover, understanding where and how our vehicles are used is fundamental. Such knowledge will help us to make improvements in the short-term, ensuring that vehicles are available to our people.

A key component of our Fleet Strategy is to understand the utilisation and location of the fleet. Whilst limited data on this is currently available through reporting from Civica Tranman fleet management system, telematics will provide real-time

data on the utilisation of vehicles. By making use of technology to understand our demand, we will be able to allocate vehicles to the areas with the most critical need. Through continuing to build up an understanding of the patterns and trends of our utilisation, we can be adaptable and make changes in an agile manner. This knowledge will allow any necessary changes to be made to the allocation of vehicles as well as inform future planning decisions. The overall aim will be to improve access to vehicles for our people when they need them.

Selecting the right vehicles for operational policing requires an understanding of the roles our people do. We will continue to standardise the fleet through vehicle role type. Selecting the right type and the right mix of vehicles allows fleet services to support operational demand. Continued engagement with the users of vehicles alongside our utilisation data will allow Police Scotland to achieve this objective.

Improving the Vehicle Replacement Cycle

Our strategic approach to vehicle replacement is determined through striking a balance between the optimum replacement criteria and the amount of capital funding available. To improve the condition of our vehicles and enhance officer and staff experience, a revised replacement schedule will be initiated.

The impact of implementing this will be to reduce the age of the fleet by almost a year from the current average age of our fleet.

The Police Scotland replacement programme is based on a combination of age and mileage. If a vehicle has met the age and also the mileage criteria, it is replaced. If a vehicle reaches its age and the mileage is lower than the replacement criteria, an assessment is taken by the fleet department. Where a vehicle is assessed to be in a safe condition, these will continue to be used for a short period until the mileage is reached.

Previously, the vehicle replacement strategy for Police Scotland was to replace marked and unmarked vehicles at 150,000 miles after 5 years.

These two categories of vehicles represent the majority of our fleet.

Two key changes will be made in the revised replacement cycle. Across all categories, the mileage will be reduced to 120,000 miles from 150,000 miles. The second key change will be to marked response vehicles, where the age of replacing these will be reduced to 4-5 years. This recognises the feedback from our people that these assets are critical to providing a robust and responsive service to the public. For unmarked vehicles, the replacement age of these will increase to 8-10 years. Such a strategy enables Police Scotland to focus our available resources on marked response vehicles, as well as reducing the overall vehicle maintenance and repair costs.

Replacement Criteria

Type of Vehicle	Replacement Miles	Replacement Age
Marked Response	120,000	4-5 years
Marked PPC and Minibus	120,000	10 years
Marked Motorcycles	60,000	4-5 years
Unmarked SCD	120,000	6-8 years
Unmarked Vehicles / CID	120,000	8-10 years
Specialist Vehicles and Trailers	Individually assessed	Individually assessed

This replacement programme, alongside an increase in our contingency vehicles, will allow Police Scotland to maintain a modern, efficient fleet, meeting the demands of our people and operational requirements across a wide and varied geographical terrain.

Key benefits

Utilisation of vehicles improved

Telematics will enable demand to be more fully understood and allow us to allocate vehicles to the areas with the most critical need

Better fleet for Policing

Overall reduction in the number of miles across all categories before a vehicle is replaced which will improve the overall condition of the fleet

Age of vehicles reduced

The average age of our vehicles will decrease by almost a year through following the replacement schedule meaning that our officers and staff have access to newer vehicles

Maintenance costs reduced

Reduced maintenance costs as vehicles are travelling less miles before being replaced meaning that our funding can be utilised for investing in ULEV



3. ULEV Fleet by 2030

Successful delivery of this objective will mean investing in ultra-low emission vehicle solutions and the required infrastructure being in place to realise the long-term environmental sustainability and to future proof the fleet.

Transitioning to ULEVs

The strategy will be to shift our unmarked fleet to ULEV in years 1-5 of the strategy. A systematic and steady approach will be adopted, ensuring that the pace of change is aligned to all enabler strategies across Police Scotland. For example, in Year 1, 186 of the current fleet will be replaced with ULEV vehicles. This will be increased to 450 marked vehicles being replaced in year 5 showing the accelerated increase in the shift toward a ULEV fleet in years 3-5. The number of vehicles being replaced will be dependent on the necessary funding being secured. Such an approach will enable Police Scotland to invest the ULEV market from year 1 but also allow us to take advantage of technology as the ULEV market develops.

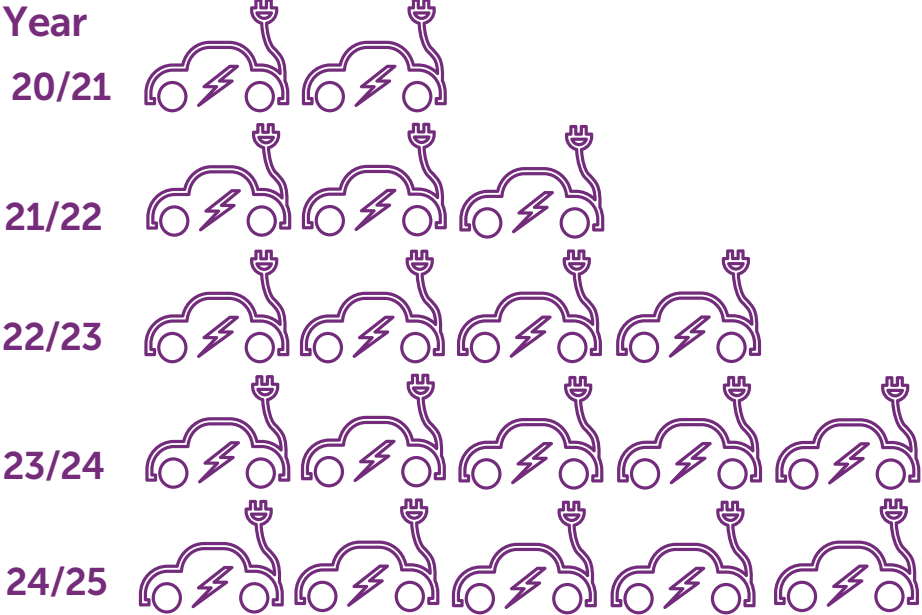
During the first five years, we will continue to invest in ICE vehicles for the marked response and other categories of fleet to improve the overall fleet. After year 5, and once unmarked vehicles have transitioned, significant investment in replacing marked vehicles with ULEVs will commence. This strategic approach ties into the Programme for Government target for phasing out new ICE vehicles in the public sector by 2025. It also ensures that the viability of ULEVs has been established in a Policing environment and will be appropriate for marked response vehicles. Other benefits of focusing on replacing the unmarked fleet initially are that the infrastructure for ULEVs will be embedded into our estate, the mileage range of ULEVs will be greater and our officers and staff will be comfortable in using ULEVs in their operational duties.

Through fully executing the Fleet Strategy, the diagram shows the replacement of unmarked diesel vehicles to ULEV during the first 5 years and the fleet becoming fully decarbonised in 10 years.

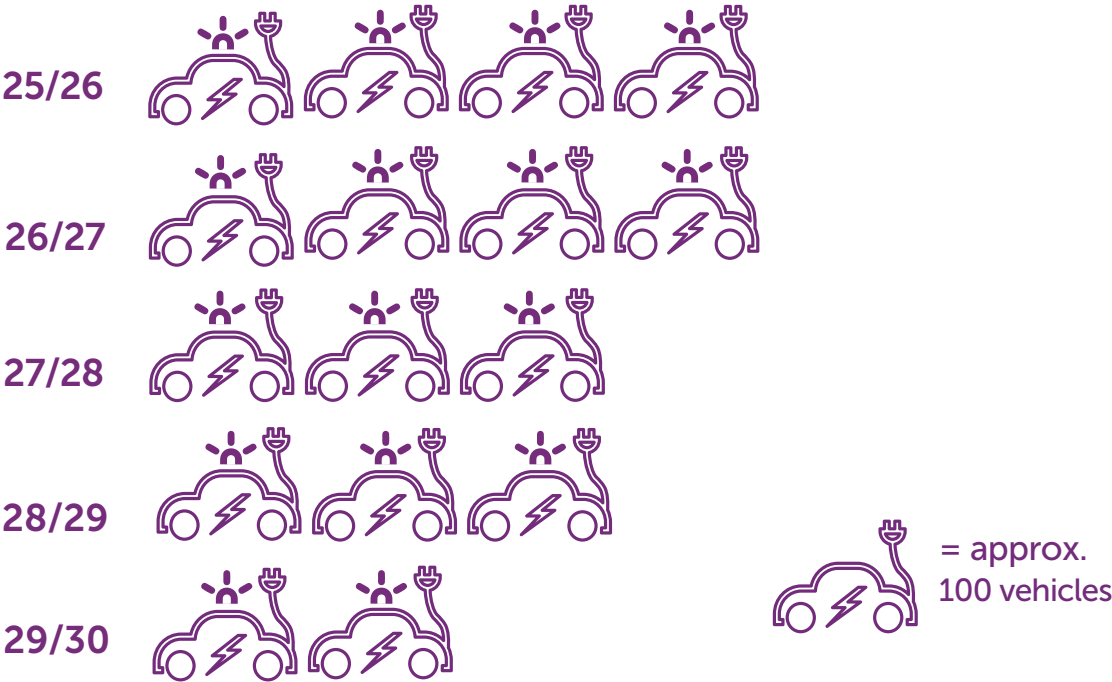
Ultra Low Emissions Vehicles

Fossil Fuel Vehicles

Unmarked Vehicle transition to ULEV

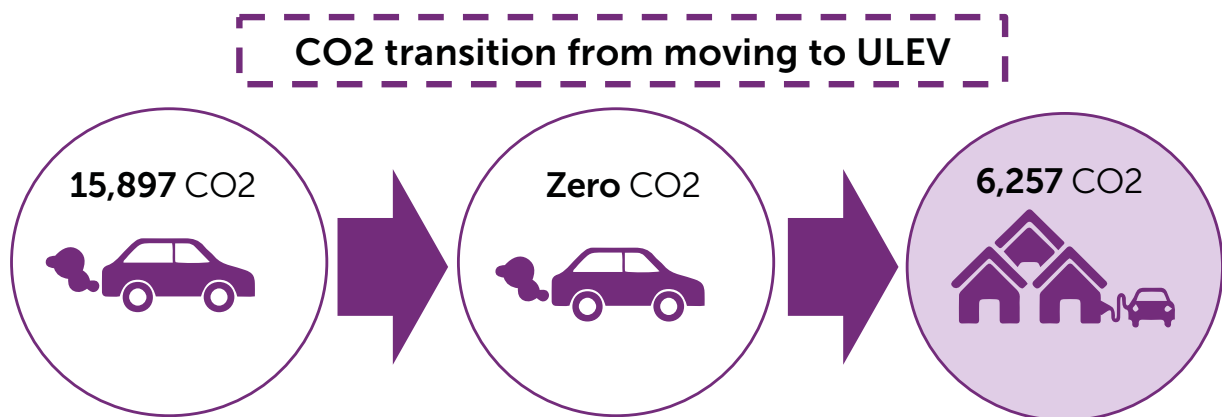


Marked Vehicle transition to ULEV



Police Scotland's carbon emission output is currently 15,897 tonnes of CO2 per annum. If the replacement of vehicles to ULEVs is fully executed, we anticipate an ongoing reduction of CO2 each year with an overall reduction of approximately 61% by year 10. Our projected emissions after implementing the Fleet Strategy is 6,257 tonnes of CO2. This would be classed as scope 2 emissions as this CO2 is not directly emitted from

the vehicle but rather from additional electricity on our estate for charging our ULEVs. The significant reduction in CO2 demonstrates the contribution and benefit that this strategy will bring to the environment. Police Scotland will continue to look to reduce their CO2 through further initiatives. For example sourcing fully renewable energy would provide zero CO2 in the future transition.



Investing in infrastructure

Significant investment in our infrastructure will be required to enable the transition to ULEVs. In line with the Estates Strategy, for future co-located buildings that are yet to be built, close collaboration with Estates will be required to ensure that the appropriate infrastructure is put in place from day one. For our existing buildings, which will remain in the estates portfolio, understanding the viability of inserting charging points will need to be undertaken. Charging points will be based on the number of vehicles that are anticipated to be located at a site and the appropriate charging ratio adopted. Current guidance is one charging point for every three vehicles.

As part of the innovative approach of this strategy we are looking to utilise the wider charging infrastructure being developed across Scotland to minimise costs. This, however, will need to be balanced against operational requirements and security. We will also look to partner with the public and private sector to secure investment and partnerships to build the infrastructure in a collaborative manner. This will bring mutual benefits to both parties and will aid the funding challenges that investing in ULEV on a large scale brings.

Capability of vehicle technicians

The switch to EV's will have implications on the training needs of our people. In some cases, there is a requirement for our vehicle technicians to develop new skills. This will require Fleet Services to work alongside Training & Development to ensure that our people have the right skill set to maintain and operate electric vehicles.

Key benefits

Significantly reduced CO2 Emissions

Our CO2 will be reduced by 61% through transitioning our fleet to ULEVs. This will significantly reduce our carbon footprint and support the environment in Scotland

Development of our people

The skills of our people will be enhanced as training will be provided to service, maintain and operate ULEVs. This is an opportunity to upskill our people and enhance their working experience

Alignment to the Scottish Government

Our strategy is aligned to the Programme for Government and will allow Police Scotland to work in partnership with the Scottish Government to support the delivery of national outcomes and CO2 reductions

Technologically advanced fleet and infrastructure

The strategy will provide our people with technologically advanced vehicles and appropriate infrastructure that is at the forefront of the fleet market, future-proofing our operations



4. Strategic Collaboration Partnerships

Police Scotland, as a public sector service can work most effectively and efficiently and best maximise its resources by utilising all available resources from the public, private and third sectors. This means that collaborative working and partnership delivery is essential to the operating of an efficient and sustainable fleet.

Strategic Blue Light Fleet Collaboration

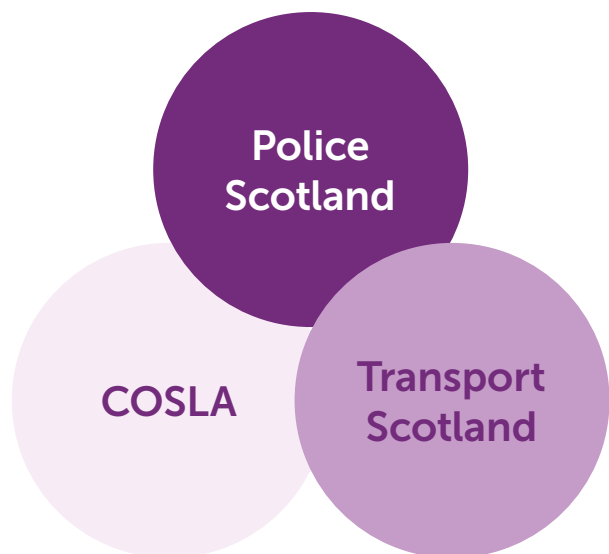


Our partnerships with other blue light services will continue to be developed in a way that is mutually beneficial. We will continue to share workshop space in our existing partnerships and develop opportunities to enhance these arrangements. We are actively working with Blue Light colleagues in exploring and developing further

collaboration based opportunities to maximise the utilisation of assets across all Blue Light fleets.

With the introduction of ULEV into public sector fleet in Scotland there will be a developing need to share capabilities and skills with other blue light services. The maintenance of ULEV and associated electric charging infrastructure will require a skill shift for vehicle technicians. This long-term plan aims to deliver meaningful collaboration that will improve our fleet services for our officers and staff by enhancing our capabilities and capacity.

Public Sector Collaboration



We work closely with other public sector organisations, such as the Convention

of Scottish Local Authorities (COSLA), to ensure that key shared objectives are met. Police Scotland work with Transport Scotland, alongside the Scottish Government to provide an efficient, cost-effective and sustainable fleet that serves the needs of the public and communities.

We will continue to work with Transport Scotland as part of their 'Switched on Fleets' initiative. Our current fleet includes 20 funded ULEVs through Transport Scotland and a further 50 will be leased shortly for a period of three years. We will continue to work in collaboration to identify new opportunities for the cost-effective deployment of ULEVs and infrastructure.

Private Sector Collaboration

The introduction of an ULEV fleet is dependent on collaboration with

some private sector organisations, such as energy suppliers. The electric charging infrastructure will be developed to meet the needs and requirements of an operational fleet. Energy suppliers will act as enabler to the development of our future fleet. We will work with them closely to ensure that our fleet is efficient, whilst meeting our low carbon objectives.

Academic Collaboration

We will work closely with our existing academic partners. The Scottish Institute for Policing Research (SIPR), and other academic institutions. Our partnerships with academia ensure that our practices are evidence based, as well as keeping our Fleet service up to date with key technological developments in policing and the automotive sector.

Key benefits

Partnership delivery

Potential to deliver efficient, effective Fleet Services with partners. This will include the sharing of resources and electric charging infrastructure

Sharing knowledge

Sharing knowledge and skills with partners will enhance our capability and capacity

Innovative working

Working in a way that drives innovation across the public, private and academic sectors ensuring that our fleet is prepared for the future



5. Technologically Advanced Fleet

Innovative technologies will play a significant role in achieving this objective. Maintaining our understanding of current and future developments in technology will help us plan for future changes in demand. Fleet services will continue to invest in innovative technological solutions to improve service delivery including the latest in-vehicle technologies and will continue to play an active part in UK Policing strategy, policy and technology developments.

Tranman Application

Our Fleet Services aims to make the processes around daily checks of our vehicles as efficient as possible for our officers and staff. In order to support our engagement with the vehicle users, we will look to pilot an app that allow making daily vehicle checks easier. The application (app) development will be aligned with our mobile working practices and will be accessed via mobile devices.

The Tranman Daily Vehicle Checks app will allow drivers to input a vehicle registration, which in turn will pull through some basic vehicle information. From there our people will be able to input the vehicle mileage and complete the check. This information is fed automatically back to our existing Tranman system. More frequent readings will help us refine the dates of upcoming scheduled maintenance and aid in Fleet Services future planning.

Fleet services and Police Scotland ICT will work with the Application Developers to ensure the app is tailored to the needs of Police Scotland and will continue to actively engage with our Vehicle User Groups throughout development and pilot phases.

Fleet of the Future

Fleet services aims to run a modern and fit for purpose fleet. To continue to do so, we will remain cognisant of future technological advances and aim to remain aligned to them when considering future fleet models. There are a number of technological trends that will have implications on our Fleet Services in the short, medium, and long term. For example, 5G enabled autonomous vehicles, and widespread use of hydrogen fuelled vehicles will become reality in the near future. Further, as we transition into ULEV vehicles developments in the automotive sector will mean that electric vehicles will become more advanced. Wireless electric vehicle charging is being developed internationally and will culminate with the roll out of charging pads and roads.

We will remain up-to-date with developments in the automotive sector and will actively work with partners to ensure that our Fleet Strategy meets the pace of advances in technology.

Integrated In-Vehicle ICT

Police Scotland's ICT Department is working closely with Fleet to ensure the best possible in-car solution is achieved for every vehicle type. This involves looking at the available estate within a vehicle and maximising the user experience.

Currently there are a number of systems deployed in Specialist vehicles. These include:

- Airwave TETRA terminals (Repeater and Gateway)
- ANPR equipment
- Speed detection equipment
- Video recording equipment
- Light-bar control equipment
- Satellite navigation equipment
- Matrix sign equipment

Police Scotland aim to minimise the number of "stand-alone" systems within vehicles and move towards

an integrated system. This will maximise the user experience. ICT is closely monitoring development of the new Emergency Services Network (ESN) with regard to power consumption/loading requirements to ensure future compliance with vehicle battery specification. As ESN develops, a wide range of benefits will begin to be realised, including:

- Improved operational efficiency as officers and staff will be able to complete documentation remotely, eliminating unnecessary journeys back to a fixed location.
- Fuel and CO2 savings
- Joint collaboration and the sharing of information across the blue light market, enhanced by technology
- There will be further opportunities to enhance access to applications deemed essential to improving operational efficiency.

Key benefits

Integration of technology

As we look to move towards having a fully integrated system, the user experience and functionality of vehicles will be enhanced significantly. Less space will be required for stand alone systems improving the mobile working environment for officers and staff

Investment in Technology

Through investing in technology such as telematics and the Tranman App, officers and staff will be able to focus on their operational duties as less time is required for administrative reporting

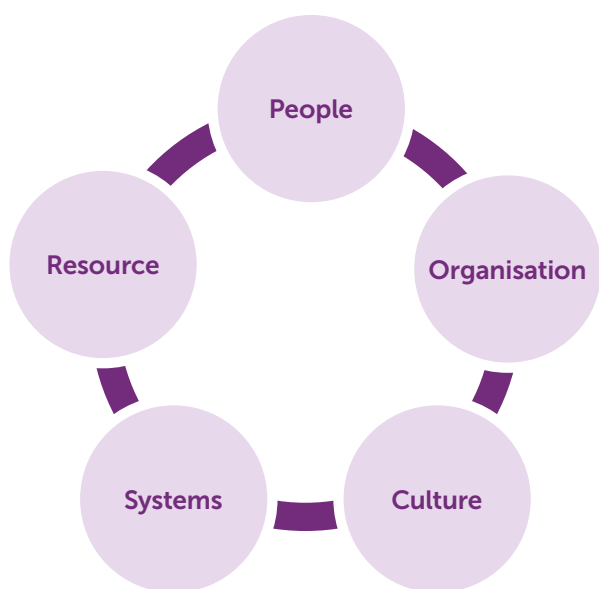
Supportive environment for future technology

The strategy sets out a focussed effort at looking at innovative ways in which to use technology to support operational policing. This will continue through keeping up with advancements in technology and understanding the viability of options

8| Implementation



This strategy sets out the vision and strategic direction for Police Scotland's fleet assets and Fleet Services over the next ten years. The implementation of such an ambitious Fleet Strategy will require careful planning, collaboration and taking opportunities to maximise funding and resources available to deliver this strategy. As with any change, understanding the aspects that will contribute and determine the success of a strategy is important. There are five key areas which will need to be considered throughout the implementation of the strategy.



1. People: Having the right officers, staff and their representatives, such as SPF, ASPS and Unions, from across the organisation involved in developing and implementing the plan will enable the strategy to move forward most effectively. We will establish an appropriate project team that is responsible for driving forward the delivery of the strategy. Consideration will also be given to appropriate areas for training and development such as our approach to driver training.

2. Resources: Securing the appropriate funding, through all available sources, as well as ensuring that there is sufficient time allocated to implement the fleet objectives is key. Seeking opportunities and maximising the allocated funding available will provide the best possible base for achieving the strategy.

3. Organisation: We recognise that there are a number of transformational activities occurring within the organisation. These improvements will help to support the strategic goals of Fleet Services to be achieved.

4. Systems: Investing in the right tools and technology is key. The existing infrastructure will be utilised. We will invest in this strategy and fully integrate with the wider shift of Scotland's Public Sector to a low carbon environment.

5. Culture: Creating an environment that supports the collective completion of activities to reach the vision statement for fleet over the next ten years will be required. Understanding the operational impact as implementation progresses and ensuring that feedback is incorporated into future delivery activity will create a culture of innovation and progression.

Communication

Continued communication and engagement both internally and externally will be fundamental to supporting the successful implementation of the strategy. We will communicate progress through a variety of channels as well as obtain feedback from a wide range of stakeholders. We will continue to use the VUG forum as well as the focus groups that were initiated to help shape and input on the requirements for this Fleet Strategy. We

recognise that change requires stakeholder buy-in and sustained communication will be necessary to drive the change.

Engagement with our partners in the public and private sector will allow well informed decisions to be taken as the implementation of the strategy progresses over a number of years. The strategic collaborations that will be established will require trust and ongoing communication to ensure that these partnerships are successful.

Go to Market Approach

A significant aspect of implementing this strategy will be to procure vehicles that are fit for purpose and meet operational requirements. Police Scotland currently use the Home Office/CCS framework. This framework is due to be renewed in April 2020 and will now include 24 categories of vehicles as well as Electric/Hybrid/Alternative fuel vehicles for the first time. Current practice is to procure vehicles through this Framework as it meets Police Scotland's specifications, offers best value and provides a compliant solution due to the input from NAPFM and the Home office Collaborative Police Procurement Programme (CPPP). Police Scotland will remain open to selecting the best procurement method and will continue to keep up with developments and opportunities to procure collaboratively with Forces. We will also continue to develop innovative ideas and approaches which will produce the best results for delivering the strategy.

Vehicle Selection

Future vehicles, aligned to role requirements, will be agreed in consultation with end users through the strategic VUG. This will ensure that the vehicles procured are appropriate and effective for policing in Scotland. As part of the Fleet Strategy, we will continue

to test vehicles. The importance of this testing aspect will be enhanced as we transition to ULEVs. Other aspects including power requirements for equipment, and health & safety will also be taken into account as part of this testing. All vehicles must pass the new UK Police Vehicle test on performance and suitability before being accepted as a police vehicle. We propose to further test these using the Police Scotland Vehicle Hazard assessment developed alongside both the SPF and Health and Safety.

Whole Life Costs






As part of the evaluation process during procurement, the whole life cost of a vehicle from purchase to disposal is used in order to provide best value to Police Scotland. We will continue to take this approach as part of this Fleet Strategy. As we transition to ULEVs we will monitor the reduction in fuel costs as well as take account of electricity costs in our whole life costing.

Implementation Plan

A set of activities for each of the five key strategic areas of the strategy will be developed and fully integrated into the appropriate Policing Plans in order to execute the strategy. The indicative high-level implementation plan outlines the top-level activities in each of the five strategic areas that Police Scotland will aim to undertake over the next ten years. Once stakeholder engagement and clarity of funding is fully understood, a full implementation plan will be developed.

Throughout the process there will be a need to ensure strategic evaluation is performed during the execution phase. This cycle of feedback will allow Police Scotland to understand what is working well, identify challenges, and record lessons learnt throughout the process.

Indicative High-Level Implementation Plan to deliver the Fleet Strategy

	Year 1-2	Year 3-4	Year 5-6	Year 7-8	Year 9-10
 <p>1. Safe and well-equipped Officers and Staff</p> <p>Procurement of Contingency Vehicles</p> <p>Engagement and Communication Plan developed and executed including: Equality and Diversity initiatives, Fleet Services People Plan, Continuous Improvement Plans, Continued Engagement with VUGs</p> <p>Replacement of Marked Contingency Vehicles</p> <p>Replacement of Unmarked Contingency Vehicles</p>					
 <p>2. Improving Current Fleet</p> <p>Implement revised vehicle replacement cycle. Report on progress. Source replacement vehicles in line with procurement process. Continue to standardise and select vehicles based on role type</p> <p>Make use of Telematic technology to enable future decisions on location of vehicles where demand is highest. Implement the necessary changes</p>					
 <p>3. ULEV by 2030</p> <p>Procurement of unmarked ULEVs in line with the strategy</p> <p>Initial roll-out of ULEV training</p> <p>On-going training plan executed to provide the skills and capabilities to meet future changes in technology</p> <p>Develop and implement a detailed infrastructure plan across our Estate to insert charging points, working with partners where possible to accelerate the building of the required infrastructure</p> <p>Procurement of marked ULEVs in line with the strategy</p>					
 <p>4. Strategic Collaboration Partnerships</p> <p>Establish co-located blue light strategic maintenance sites which enable partnership working. Activities will include: Undertaking analysis of Fleet Services, setting up the appropriate structure for strategic collaboration, sharing funding, and operationalising the function and facilities</p> <p>Work in partnership with COSLA and Transport Scotland to develop and implement a plan for shared infrastructure</p>					
 <p>5. Technologically Advanced Fleet</p> <p>Run the Tranman App as a pilot</p> <p>Continue to invest in Telematics technology</p> <p>Set up and establish a working group to look at emerging technologies and how they could be applied to Policing. Membership would include automotive industry experts, internal representatives, private sector and academia</p>					

9 |

Funding and Finance



The Fleet Strategy has been developed to ensure that value for money is achieved through investing in both the current and future fleet. Our fleet assets are a key tool to enable our people to deliver their operational duties. Continued investment will always be necessary to maintain depreciating assets and it is critical that Police Scotland look to invest in a sustainable manner. Recognising the future changes in the vehicle market and the opportunities for partnership working within this strategy, there is an opportunity for Police Scotland to change how we use our funding, by spending to save, to invest in the future. Such a change will ensure that value for money continues to be achieved and the total life cost of our assets will be reduced over time.

It is recognised that funding constraints have put pressure on our existing assets and limited the ability of Police Scotland to meet the current replacement schedule. The impact of this has been a significant increase in the age of our vehicles and the associated repairs and maintenance costs, increasing our revenue spend. Further impacts include limited investment in new technology to support operational policing and a restricted ability to grow our partnership working. By investing upfront capital now to deliver the Fleet Strategy through spending to save, we will ensure that we future proof our fleet and move towards a more sustainable cost base, subsequently reducing capital and revenue spend in future years.

In order to examine financial impact of the Fleet Strategy, a strategic options appraisal has been undertaken with three options assessed:

- Do nothing (status quo)
- Do minimum
- Fleet Strategy

The table sets out the capital required for the purchase of vehicles over the 10 year strategy period to deliver against each option, as well as the associated revenue costs (servicing, repair, maintenance & fuel) for each.

The associated costs of infrastructure have not been included in the table below. Police Scotland will look to secure funding through public and private sources as well as work with the Scottish Government as they expand their public infrastructure network. Through adopting this approach, it is anticipated that partnership working will develop the required infrastructure in a collective manner that drives economies of scale and maximises benefits to all partners.

It is recognised that funding will also be required to train our people in using ULEVs for operational purposes as well as investing in our vehicle technicians to provide them with the skills to service and maintain ULEVs. The costs of this training will be part of the revenue budget and are not included in the figures below. Finally ICT fit out costs will need to be taken into account. The cost of this is not anticipated to be more than current fit out costs therefore, this has also not been included in the table.

Options	10 Year Capital Investment	10 Year Revenue Cost
1: Do Nothing (Status Quo)	£44.2m	£127.7m
2: Do Minimum	£64.1m	£119.2m
3: Fleet Strategy	£129.2m	£84.9m

The “Do Nothing” (status quo) would mean continuing to invest an average of £4-5m per annum into Fleet. As demonstrated by our ageing fleet and increasing maintenance costs, this is already below the required levels of funding to maintain our fleet in a sustainable manner. Continuation of capital investment at existing levels will increase the pressure on the revenue budget as well as decrease vehicle availability associated with an ageing fleet. The levels of capital funding under this option could only be utilised to cover existing urgent replacements of ICE vehicles with like-for-like ICE vehicles. It could not provide the level of contingent vehicles outlined in the strategy to minimise the amount of lost operational time. This option does not progress the Fleet Strategy or meet Police Scotland’s carbon reduction targets. As a result, it is not a viable option and should be discounted.

The ‘Do Minimum’ option will see an investment of £64.1m over the 10-year strategy period. Although this would mean an increase in capital spend of £20m more than the ‘do nothing’ option, the revenue costs will still be significant due to the servicing and maintenance of ICE vehicles. This option would enable Police Scotland to deliver the replacement schedule (age and mileage criteria) as outlined in the strategy, realising a more modern fleet. However, it would not allow the future investment in ULEVs to be progressed as the capital required to purchase ULEVs is currently higher than ICE vehicles. If Police Scotland was to invest in ULEVs with this level of capital funding, there would be a decrease in vehicle numbers. Operationally this would not be an acceptable position for Police Scotland. This option does not provide best value, allow us to meet our environmental responsibilities or meet operational requirements. As a result, this should be discounted as a viable option.

The “Fleet Strategy” option will require significant capital investment of £129.2m over the 10-year strategy period. However, this is a spend to save initiative that will deliver significant revenue savings as well as delivering a sustainable future model for investing in fleet.

This option will enable the key objectives of the Fleet Strategy to be met as outlined below:

- The replacement cycle will be met, providing a safe working environment for our people
- An adequate number of contingency vehicles will be purchased and maintained, ensuring that our people have access to replacement vehicles which are fit for purpose during servicing and maintenance.
- Investment in ULEV vehicles in line with the Strategy will be executed.
- Significant contribution to reducing our CO2 emissions will be realised
- Partnership working can be explored which will offer an opportunity for Police Scotland to further minimise their revenue spend
- Increase to overall vehicle availability
- Scottish Government low carbon target requirements can be achieved

At its core, the Fleet Strategy delivers against the spend to save principles, delivers a more cost efficient and sustainable long term cost model, enables Police Scotland to meet the Scottish Governments low carbon requirements and provides our staff with modern, fit for purpose vehicles that serve our communities. As a result, this is the only viable option to progress.

Risk and Sensitivities

The financial modelling of the Fleet Strategy is sensitive to a number of key assumptions which will continue to be tracked. They are:

Pace of technology advancement

– requirement for specialist vehicles (e.g. public order vehicles) to have the same mileage range as response vehicles. Currently there isn't the ability to purchase these vehicles as ULEV.

Appropriate levels of funding – multi-year investment commitment is required to deliver the Fleet Strategy to enable the benefits to be fully realised.

Build-out of charging network – a nation-wide investment in charging infrastructure is required to enable the Fleet Strategy option.

Funding

The current assumption is that the Fleet Strategy will be delivered through an increased capital allocation to Police Scotland to invest in ULEVs and the Fleet Strategy. It is recognised that there are a number of funding options available to Police Scotland for the execution of the strategy.

As part of the implementation planning, the procurement of vehicles will be undertaken, taking into account the whole life cost of a vehicle (including funding options) to ensure that Police Scotland continue to deliver best value with our available funding.

10 | Measuring Success



Measuring the success of the Fleet Strategy will be fundamental to allow Police Scotland to understand the impact of the transition to ULEVs, establishing strategic collaborations and how it is has improved the operational performance of our people.

We will monitor the success of the key strategic areas of the strategy using a balanced scorecard. A range of

qualitative and quantitative performance indicators will be measured to show progress. Understanding the efficiency of Fleet Services will enable Police Scotland to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the Fleet Service and vehicles will be equally important. Both these areas will enable the success of the Fleet Strategy to be measured.

Effectiveness

- Officer and staff satisfaction
- Access to a contingency vehicle
- Average age of fleet
- Fleet services team satisfaction
- Reduction in co2 emissions
- Workshop productivity

Efficiency

- Vehicle utilisation
- Vehicle downtime
- Whole life cost of a vehicle
- Maintenance costs
- Revenue savings generated
- Financial benefits from strategic partnerships

How we measure our Effectiveness will be as follows:

- **Officer, staff, blue light and Fleet Services satisfaction** – Tailored surveys will be developed, with a robust methodology and questions that allow rich insights to be gained. These surveys will be undertaken regularly to demonstrate progress and feedback from a wide range of stakeholders.
- **Workshop productivity** – This performance indicator will measure the performance of all vehicle technicians collectively. We will benchmark the number of vehicles per vehicle technician against the mean average in the UK which will highlight our productivity.
- **Reduction in CO2 emissions** – This is completed as part of our mandatory Carbon Management reporting. Monitored of this performance indicator will allow us to show progress towards the 61% CO2 emission decrease that is anticipated from transitioning to ULEVs.
- **Average age of the fleet** – Data monitoring the average age of our entire fleet will be refreshed regularly to show the progress towards decreasing the age of our fleet by almost a year.

How we measure our Efficiency will be as follows:

- **Whole life costs** – Data from Civica Tranman allows this to be measured for individual vehicles and across categories. All costs in including purchase, running, maintenance costs and disposal receipts are included in this calculation. As we transition to

ULEVs, comparisons of ICE vehicles to ULEVs will be measured.

- **Maintenance costs** – The transition to ULEVs and the revised replacement cycle will mean that maintenance costs should decrease. The Civica Tranman data will allow progress on this performance indicator to be shown.
- **Vehicle utilisation and vehicle downtime** – Telematics will provide detailed data on vehicle utilisation and downtime. This real time data will provide reporting to enable future strategic decisions to be made and allow the impact of changes made to be shown through utilisation.
- **Financial benefits from strategic partnerships** – As part of the development of the strategic partnerships, the economic and financial aspects will need to be determined. This data will allow us to then monitor progress on delivering the benefits.
- **Revenue savings generated** – Revenue savings from ICE fuel savings as well as maintenance costs will be generated. Measurement of these will be supported through our internal revenue reporting.

As the strategy progresses, there will be a need to review the Efficiency and Effectiveness measures for appropriateness. This will ensure that measuring our success remains dynamic and responsive to changes as the Fleet Strategy progresses. Effective communication of our measures of success will highlight progress made and show our commitment to delivering a Fleet Strategy that is fit for the 21st Century.

11 | Appendices



Appendix 1: Stakeholder Engagement with Focus Groups

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Road Policing	<p>Right vehicle, right kit – Vehicles used by RPU need to be fit to work across different types of road. It is recognised that some types of vehicle are more suitable for this business area. There needs to be the right mix of vehicle types in order to meet operational requirements. It would be helpful if vehicle users were part of the procurement process.</p>	<p>Fleet services aims to work with business areas to discuss their operational needs and regularly meet with Vehicle User Groups. Engagement with the Vehicle User Groups means that we are able to ensure that the right vehicle is being used at the right time in line with operational demand.</p>
	<p>Vehicle reliability – The reliability of vehicles is important to this business area. The miles travelled in the vehicles on a day-to-day basis means that the vehicles require regular maintenance and vehicles can be off the road for long periods of time. There is a lack of contingency vehicles that would suit their needs.</p>	<p>Fleet services will continue to work with our business areas to ensure that vehicles are serviced and maintained to the highest standard. The turnaround of vehicles that require maintenance will be alleviated some by the introduction of mobile maintenance which could be introduced with the implementation of the strategy.</p>
	<p>Right vehicle mix – There is a perception that there is an over reliance on one make and model of vehicle. A solution to this would be to vary the make and model of vehicles across Police Scotland.</p>	<p>Fleet services will continue to work with business areas and their associated Vehicle User Groups to understand their vehicle requirements. We will work to ensure that the right balance of vehicle type is found across our specialist policing areas.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Armed Policing	<p>Integrated technology – The integration of technology within the vehicles was highlighted as an area that could be improved. This would make the vehicles more conducive to mobile working. There was a concern that IT within vehicles is not as efficient as it could be.</p>	<p>The Fleet Strategy is aligned with the role out of mobile working devices, as well as the DDICT and Estates strategies. We will continually engage with fleet users to assess business area needs and make improvements where necessary.</p>
	<p>Modernised fleet – The age and condition of some of the fleet was an area of discussion. It was considered that specialist ARV's should be replaced more regularly. Vehicles should also be replaced in line with developments in the specialist field and in line with other Police Services.</p>	<p>The implementation of the Fleet Strategy will mean that the average age of our vehicles will decrease. Fleet services will work with specialist business areas to ensure that procured vehicles are fit for purpose and meet operational requirements.</p>
	<p>Specialist ULEV – It was recognised that as a public sector organisation we should look to invest in ULEV. There was concern that this might be difficult for our specialist vehicles as the technology and infrastructure is still in development.</p>	<p>The phased introduction of electric vehicles will mean that Police Scotland will have a modern fleet that is fit for purpose and a comfortable space for officer and staff to work from. The phased roll-out of ULEV will start with our unmarked and marked cars. As automotive technologies advance we will aim to transition to ULEV for our larger vehicles.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
SCD	<p>Mobile working – The interior of the vehicles was important our people. Spending long periods of time in vehicles and using them as ‘office’ space means that they have to be both comfortable and safe.</p>	<p>The Fleet Strategy is aligned with the role out of mobile working devices, as well as the DDICT and Estates strategies. We will continually engage with fleet users to assess business area needs and make improvements where necessary.</p>
	<p>Right vehicle, right kit – It was recognised that different business areas within SCD have different needs with regard to vehicle type.</p>	<p>Engagement with specialist business areas will help us understand their specific requirements. We will select the right balance of vehicles that allows fleet services to support operational requirements.</p>
	<p>Modernised fleet – The age and condition of some of the fleet was an area of discussion. A modern fleet which is well maintained is perceived to be more credible.</p>	<p>The implementation of the Fleet Strategy will mean that the average age of our vehicles will decrease. The phased introduction of electric vehicles will mean that Police Scotland will have a modern fleet that is fit for purpose and a comfortable space for officer and staff to work from.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
OSD	<p>The right number of vehicles – Our specialist business areas provide a national service. There is some concern that there are not enough of some vehicle types to meet operational demand.</p>	<p>Fleet services will work with specialist business areas and their associated Vehicle User Groups to understand their vehicle requirements. They will work to ensure that the right balance of vehicle type is found across our specialist policing areas including the right number required to meet operational demand.</p>
	<p>Maintenance logistics – The geographical location of workshops means there is significant officer time spent taking vehicles to maintenance workshops. Some vehicles spend significant time in the workshops and often contingent vehicles do not fit their specialist requirements.</p>	<p>Fleet services will continue to work with our business areas to ensure that vehicles are serviced and maintained to the highest standard. The turnaround of vehicles that require maintenance will be alleviated some by the introduction of mobile maintenance which could be introduced with the implementation of the strategy.</p>
	<p>Vehicle procurement – Some felt there was a lack of communication between the business area and fleet services with regard to vehicle requirements and procurement.</p>	<p>Engagement with specialist business areas will help us understand their specific requirements. We will select the right balance of vehicles that allows fleet services to support operational requirements.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Forensics	<p>Mobile working – Long periods working out of cars and other specialist vehicles mean that the comfort and logistics of a mobile ‘office’ are important. Work must be able to be carried out in a discreet manner.</p>	<p>In the strategy we outline how we will develop our engagement methods with business areas. We will continue to engage with specialist business areas via our Vehicle User Groups. This will help us understand the impact mobile working has on our officers and staff and make sure the right types of vehicles is being used.</p>
	<p>Specification of specialist vehicles – It is important to understand how specialist vehicles are used on a day to day basis. Having the right specification of the vehicles is vital to the efficient running of specialist business areas, where there needs are not met by standard vehicles. Engagement is key to making sure that operational requirements are met.</p>	<p>We will continue to engage with all business areas via our Vehicle User Groups. As operational requirements change we will work with business areas to ensure that their vehicles are the right specification, and all officers and staff have the right equipment to carry out their roles.</p>
	<p>Specialist ULEV – There are some concerns about how the use of ULEV will translate in our specialist policing areas, particularly those that use larger vehicles or are required to power charge in-vehicle equipment.</p>	<p>The phased roll-out of ULEV will start with our unmarked and marked cars. As automotive technologies advance we will aim to transition to ULEV for our larger vehicles.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Regional (urban)	<p>Fit for purpose vehicles – The fleet needs to meet the requirement of the individual divisions. There need to be some level of tailoring to specific requirements and consultation on what is needed.</p>	<p>Fleet services aims to work with business areas to discuss their operational needs and regularly meet with Vehicle User Groups. Engagement with the Vehicle User Groups means that we are able to ensure that the right vehicle is being used at the right time in line with operational demand.</p>
	<p>Modernised fleet – The age and condition of some of the fleet was an area of discussion. A modern fleet which is well maintained is perceived to be more credible.</p>	<p>The implementation of the Fleet Strategy will mean that the average age of our vehicles will decrease. Fleet services will work with specialist business areas to ensure that procured vehicles are fit for purpose and meet operational requirements.</p>
	<p>The right number of vehicles – There is some concern that there are not enough of some vehicle types to meet operational demand.</p>	<p>Fleet services will work divisions and their Vehicle User Groups to understand their vehicle requirements. They will work to ensure that the right balance of vehicle type is found across all areas of our Police Service including the right number required to meet operational demand.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Regional (rural)	<p>Maintenance logistic – The geographical location of workshops means that those working in rural regions find booking scheduled and unscheduled maintenance difficult. There is significant officer time spent taking vehicles to maintenance workshops.</p>	<p>Some maintenance concerns will be alleviated by the introduction of EVs, with mobile maintenance becoming a reality with the implementation of the strategy. This is outlined in the strategy.</p>
	<p>Electric charging Infrastructure – It was recognised that the current electric charging infrastructure is limited, particularly in rural areas.</p>	<p>The strategy actively addresses the need for increased electric charging infrastructure and outlines the funding required to implement the vision. The strategic roll out of electric vehicles across Police Scotland will ensure that the right infrastructure will be in the right place, at the right time – including our rural regions.</p>
	<p>Space within vehicles – Space within the vehicle is constrained. This makes the day-to-day use of the vehicles challenging.</p>	<p>Fleet services will work closely with the Health and Safety working group responsible for the safety equipment held within operational vehicles.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Regional (islands / remote)	<p>Fit for purpose fleet – The fleet needs to meet the requirements of the individual divisions. There need to be some level of tailoring to specific requirements and consultation on what is needed, particularly in rural and remote areas.</p>	<p>Fleet services aims to work with business areas to discuss their operational needs and regularly meet with Vehicle User Groups. Engagement with the Vehicle User Groups means that we are able to ensure that the right vehicle is being used at the right time in line with operational demand.</p>
	<p>Space in vehicles – Space within the vehicle is constrained. This makes the day-to-day use of the vehicles challenging.</p>	<p>Fleet services will work closely with the Health and Safety working group responsible for the safety equipment held within operational vehicles.</p>
	<p>Modernised fleet – The age and condition of some of the fleet was an area of discussion. A modern fleet which is well maintained is perceived to be more credible.</p>	<p>The implementation of the Fleet Strategy will mean that the average age of our vehicles will decrease. The phased introduction of electric vehicles will mean that Police Scotland will have a modern fleet that is fit for purpose and a comfortable space for officer and staff to work from.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Scottish Police Federation	<p>Innovation – We should look to explore different makes and models of vehicles. Using case studies from international police services could lead to more innovative working with manufacturers.</p>	<p>We will explore opportunities to work collaboratively with partners and vehicle manufacturers. We will look to gain insight from our international counterparts and understand how this can be applied to Police Scotland.</p>
	<p>Vehicle User Groups – The vehicle user groups should be representative of our business areas. These groups should be involved throughout the procurement process.</p>	<p>Fleet services aims to work with business areas to discuss their operational needs and regularly meet with Vehicle User Groups. Engagement with the Vehicle User Groups means that we are able to ensure that the right vehicle is being used at the right time in line with operational demand. We will aim to involve our Vehicle User Groups in the procurement process where possible.</p>
	<p>Training requirements – We must ensure that there is adequate training for vehicle users as we phase in our ULEV fleet.</p>	<p>This strategy recognises that there will be training requirements for vehicle users as we move towards using ULEV. We will explore our options for training, and work with partners to ensure that the right training is provided at the right time.</p>

Area	Feedback from the Focus Groups	How the Fleet Strategy will aim to address the feedback
Trade Unions (Local Engagement)	<p>Staffing Implications – It is recognised that the Fleet Strategy will have some implications on staff.</p>	<p>Our people will be positively impacted by the implementation of the Fleet Strategy. As we transition to ULEV we will upskill our staff to ensure they have the right skills and expertise to support the maintenance of our fleet.</p>
	<p>Engagement – There is a requirement to continue to engage with trade unions throughout the implementation of the strategy, ensuring adequate time for response.</p>	<p>The strategy is the start of an ongoing conversation with our people. We will engage regularly with staff and relevant trade unions throughout the implementation of the strategy. We will ensure that engagement takes place at the appropriate time, allowing for adequate time for response.</p>
	<p>Training requirements – We must ensure that any training requirements as a result of the implementation of the strategy are met.</p>	<p>This strategy recognises that there will be training requirements for vehicle users as we move towards using ULEV. We will explore our options for training, and work with partners to ensure that the right training is provided at the right time.</p>

Internal Survey Feedback

An internal survey focussing on the Fleet Strategy that provided all officers and staff within Police Scotland an opportunity to feedback was developed as a result of the insight gained from the focus groups. The survey was open for two weeks and attracted responses from a wide range of officers and staff across all divisions and business areas.

The survey received a total of 883 responses. The feedback from the survey is aligned with that of the focus groups and has provided a holistic understanding of officers and staffs perception of the current and future fleet. The results of the analysis and feedback received have informed the strategy and have been incorporated throughout.

Survey participants were asked to what extent they agreed or disagreed with the five key strategic areas set out within the Fleet Strategy. The percentage of respondents who 'agreed' or 'strongly agreed' were:

- Objective 1 – Safe and well-equipped: 75%
- Objective 2 – Improving current fleet: 73%
- Objective 3 – ULEVs by 2030: 57%
- Objective 4 – Strategic collaboration partnerships: 52%
- Objective 5 – Technologically advanced: 69%

In addition to this, participants were asked to rate their perception of the current state of the fleet versus how they think that they would rate the fleet after the changes within the Fleet Strategy have been implemented. The results were:

- Current State: 63% of respondents scored the current state as 3/10 or less
- Future State: 58% of respondents scored the future state as 7/10 or more

These findings indicate a positive level of support for the approach set out within the Fleet Strategy. Overall, respondents consider that the fleet will improve following the implementation of the Strategy.

Respondents had the opportunity to utilise the 'free text' fields to add additional comments – these comments have provided an in depth understanding of respondent's views. Analysis of these comments has highlighted a particular focus and interest across the following areas:

- Safe and well equipped – The investment in contingency vehicles was positively welcomed. There is a need for the ergonomics of Police vehicles to be looked at so that space can be optimised for mobile working.
- Improving current fleet – Public perception is key and having a well maintained fleet is important

both for serving our communities and for the safety and comfort of Police Scotland users. There is some concern on the replacement mileage is higher than anticipated.

- ULEVs by 2030 – Overall a significant number of positive comments towards ULEV, recognising Police Scotland responsibility to the environment. There is some apprehension on the suitability of ULEV for marked police cars and if the technology in ULEVs is sufficiently advanced at this point.
- Strategic collaboration partnerships – A number of comments indicate that individuals are in agreement with the concept in principal, but many do not understand how partnership working will benefit them on an individual level.
- Technologically advanced fleet – General agreement that vehicles need to have technology added or incorporated into vehicles.

Appendix 2: Documents Reviewed

Document	Author	Date
2014 Fleet Strategy	Police Scotland	2014
2026 Serving a Changing Scotland	Police Scotland	2016
Estates Strategy	Police Scotland	2019
Public Contact and Engagement Strategy (Draft)	Police Scotland	2019
People Strategy: Empower, Enable, and Develop our People	Police Scotland	2017
Annual Police Plan 2019/20	Police Scotland	2019
Transforming Corporate Support Services (Extract only)	Police Scotland	2019
Three Year Financial Plan, 2018/19 – 2020/21	Police Scotland	2018
Corporate Support Delivery Plan 2019/20	Police Scotland	2019
Performance Framework 2019/20	Police Scotland	2019
Carbon Management Plan	Police Scotland	2015
Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020	Scottish Government	2019
Climate Change Plan 2018-2032	Scottish Government	2018
SPF Study Visit to Swedish Police	SPF – David Hamilton and Brian Jones	2019

Appendix 3: Engagement with Stakeholders

Police Scotland identified and engaged with the following key stakeholders during the development of the strategy.

Our officers and staff

Scottish Police Authority

Scottish Police Federation (SPF)

Trade Unions - Unison and Unite

Association of Scottish Police Superintendents (ASPS)

Transport Scotland

Scottish Government

Scottish Ambulance Service (SAS)

Scottish Fire and Rescue Services (SFRS)

NHS Scotland

CoSLA

Local Authorities

Energy Suppliers

National Association of Police Fleet Managers (NAPFM)

Her Majesty's Inspectorate of Constabulary in Scotland (HMICS)

Vehicle & Operator Services Agency (VOSA)

Environmental Agencies

Scottish Institute for Policing Research (SIPR)

Scottish Futures Trust

