



**Police Service**  
of Northern Ireland

# Fleet Strategy

2021 AND BEYOND

**we care  
we listen  
we act**





modern, technologically  
advanced and sustainable

Transport Services Branch  
Corporate Services Department

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# Message from the Chief Constable



Building and maintaining an effective vehicle fleet is an integral part of our ambition to be more visible, accessible and responsive to the public.

Over the course of this strategy, we will increase the number of marked high visibility vehicles, we will reduce costs by more standardisation having less vehicle variants and better maintenance.

We will improve your working environment by making sure the inside of vehicles have enough

space for officers and their daily use equipment, we will improve your protection, renewing the armoured Land Rover fleet and we will fit more technology to our vehicles to fight crime and make our roads safer.

By working in smarter, more intelligent ways, we will build a fleet to be proud of helping us protect communities across Northern Ireland.

*Sema Byrne*



# Foreword from the Head of Transport

This Fleet Strategy for 2021 and beyond, maps out our journey to invest in a fleet to be proud of, aligned to corporate priorities. We will continue to exploit developments in vehicle technologies in collaboration with our public sector partners to ensure our colleagues can confidently rely on an increasingly green mobile office environment. We will aim to make our police service more visible and accessible.

Our Transport Services Branch (TSB) sources and manages the police fleet and systems that support 24-7 policing. Our commissioned fleet of almost 2,700 vehicles covers some 27 million miles across 5,400 square miles of land, including 15,286 miles of public road and 303 miles of international land border, every year.

The fleet enables officers to provide a visible presence in our community and, to respond to calls and incidents whilst protecting those officers. At all times, reflecting our brand and providing communities with reassurance in public spaces.

Our vision is to have a modernised, technologically advanced and sustainable green operating model that provides our colleagues with the right safe mobile working environment they need to meet future demands on policing.

Our specialist team, supported by key external partnerships, will ensure our fleet is maintained in a state of readiness to respond. Our people and their capability will remain key in this time of transformation. We will engage with colleagues and our workforce to ensure they are equipped with new skills in relation to enhanced technologies and decarbonisation.

The case for change is underpinned by our Police Service's Horizon 2025 principles and the Programme for Government outcomes. It is part of the transformational change program of the Chief Constable to modernise how we work and to evolve our culture.

**Marcus Belshaw**  
*Head of Transport Services Branch*



# Strategic Themes

Fleet Strategy is a key foundation to our business ambition to be a sustainable, modern and flexible service with service delivery which meets the needs of the communities we serve. These overarching organisational priorities are covered in three strategic outline cases (Digital Police Service of Northern Ireland', 'Police Service of Northern Ireland Estate' and 'Additional Officers').

These SOC's set out the transformational agenda which Police Service of Northern Ireland is seeking to develop in order to attain the overarching goals outlined in the Police Service of Northern Ireland's Service

Modernisation Plan, 'Horizon 2025'. This sets out a range of foundation principles, a revised Service Operating Model and a Strategic Performance Framework on how the Police Service of Northern Ireland will deliver a modern fit for purpose policing service. These priorities have been reflected in the development of the Fleet Strategy and beyond and will be consistently applied.

# Northern Ireland Context: Programme For Government

Our strategic themes support the Service's seven strategic work areas.

The Programme for Government is based on a shared and strategic vision for the future focused on delivering lasting, real and positive change for all.

Our community approach, means that prevention is our priority and we will work with communities to problem solve and prevent harm.

It also means that when crime does occur our response is swift, effective and sensitive to the needs of victims

**PfG Outcome 7:**  
We have a safe community where we respect the law and each other

PURPOSE	Keeping People Safe
WHAT WE DO	We Care, We Listen, We Act
HOW WE DO IT	By delivering visible, accessible, community focused policing

STRATEGIC PRIORITIES FROM HORIZON 2025





# Our Purpose

The purpose of the Police Service is to Keep People Safe by delivering a service that is

## Visible, Accessible, Responsive and Community Focused.

### Case for Change

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

**Modernisation** - how we work and deliver a policing service

**Technology** - increasingly mobile with solutions delivered at point of service

**Sustainability** - government action on climate change

### Vision

To provide and maintain a fleet to be proud of in terms of flexibility, performance, and green credentials.

### Mission

To support the delivery of a Visible, Accessible, Responsive and Community Focused policing service with a technologically advanced, highly visible, fleet mobile office environment.

The key principles driving the development of our fleet model include:

- Ensuring our fleet lets our people 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 the Police Service

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



# Strategic Drivers

## Police Service's Fleet Strategy 2021 and Beyond



### Vision

To provide and maintain a fleet to be proud of in terms of flexibility, performance, and green credentials.



### Mission

To support the delivery of a Visible, Accessible, Responsive and Community Focused policing service with a technologically advanced, highly visible, fleet mobile office environment.



### Horizon 2025

Police Service Modernisation Plan



### Corporate Services

Business Plan 2021-22

The fleet strategy will reflect the vision and mission of Transport delivering against corporate modernisation plans and Corporate Service business plans.



# Our Existing Fleet

The Police Service commissioned fleet of almost 2,700 vehicles is made up of armoured cars, armoured public order vehicles (ALRs), soft-skin cars and commercial vehicles, as well as a number of aircraft, boats and motorcycles.

The road fleet currently travels in the region of 27 million miles per year covering some 5,400 square miles including 15,286 miles of public road and 303 miles of international land border.

PSNI fleet size is driven by operational requirements and a need to maintain vehicles for particular functions. Decisions are driven collaboratively through the Transport Delivery Group (TDG), a multi-user strategic planning and decision-making internal body.

Compared to UK colleagues, the Police Service has unique policing challenges. The Police Service has an imperative legal duty to ensure officers and staff are protected from harm. This is reflected in the current mix of fleet assets with 31% of fleet protected, 33% liveried and 66% unmarked.

There are 1,474 vehicles assigned to patrol duties with 809 (55%) of these vehicles are liveried.

Fleet mix is reflective of vehicle type, its primary function in fleet and the number of manufacturers on collaborative Frameworks able to supply that need.

With significant rationalisation of makes and models in recent years, 90% of fleet is provided by 5 core manufacturers with 3 each providing 77% of soft skin fleet and 87% of armoured fleet.

The full road fleet remains split across three main vehicle categories:

DESCRIPTION	ARMOURED LAND ROVER	ARMOURED	SOFT SKIN	TOTAL
Protected Personnel Carrier	415			415
Protected & Soft skin & 4x4s		52	105	157
Small Saloon Cars/Vans			67	67
Medium Cars			732	732
Large Cars		452	589	1,041
Transit/LDV-Vans/Mini buses			206	206
Motorcycles			72	72
Total Fleet	415	504	1,771	2,690

Different vehicle roles dictate different requirements in terms of performance and fitment:

DESCRIPTION	NUMBER IN FLEET	DESCRIPTION	NUMBER IN FLEET	AVERAGE AGE
Local Policing	890	Local Policing	890	5.34
Response Policing	157	Response Policing	157	6.77
Roads Policing	143	Roads Policing	143	5.54
Armed Response	25	Armed Response	25	3.90
Investigations	667	Investigations	667	5.86
General Purpose	400	General Purpose	400	5.86
Public Order	369	Public Order	369	10.12
Specialist Vehicles	39	Specialist Vehicles	39	8.84
Grand Total	2,690	Grand Total	2,690	6.53

Fleet maintenance cycles are key to keeping vehicles on the road and available. Transport Services operates a bespoke maintenance and inspection service, with 90% of work being performed in-house at one of its 3 workshop locations, either Seapark, Gough or Maydown.

A whole life approach is used to measure vehicle costs, and replacement cycles, subject to funding being available, are a matrix of age, mileage and condition reporting. Police fleet average age should be < 5 years, especially for frontline response / roads and patrol vehicles. Funding constraints have prevented the minimum 10% annual refresh rate needed to achieve this with fleet average age ranging from 3.9 to 10.12 years currently:

The maintenance consequences of operating an older fleet are costly, with, for example,

new soft skin vehicles incurring running costs of £.01 per mile, compared to a 7 year+ vehicle cost of £0.13.

20% of our fleet is marked (including 55% of response vehicles), with 80% being unmarked. Recent changes in agreed police car livery schemes will see partial livery options removed, providing increased standardisation, consistency and visibility going forward. A recent example would be the launch of our new ANPR Interceptor vehicles.

In terms of a green agenda, currently, electric vehicles account for 2% of the UK Police fleet of almost 40,000 vehicles, with hybrid vehicles making up a further 2%, whereas diesel vehicles still make up 80% of the fleet. Our fleet is 90% diesel currently, 10% petrol – split E5 and E10.





# Principles for Transformational Change

Starting from the ten strategic objectives of the Horizon 2025 Plan, the Fleet Strategy Identifies a set of fleet-specific goals that will drive, enable and support the service.





# Our Future Fleet

## Fleet Modernisation

**Our Fleet strategy will be fully integrated with end user engagement on vehicle specification needs and supply chain capacity to reflect operational requirements in an effective, efficient and economic manner.**

Our air fleet will be refreshed to reflect operational requirements and advances in technology.

Our future fleet will be reflective of our policing environment with armoured requirements to reflect our need to protect our officers.

Direct engagement with, and end user involvement in a number of fleet projects including armoured search vans, high performance motorcycles and the armoured vehicles will be escalated.

Our patrol fleet is currently 55% liveried. Subject to changing operational requirements 80% of the response fleet will be liveried. This will lead to increased visibility using, standardised livery to ensure Police Service vehicles are consistently recognisable.

When possible we will, further rationalise manufacturers and vehicle model variations to minimise costs and increase end user familiarity.

We will have reviewed specifications across vehicle types (Response/Patrol, Public Order, armoured and non-armoured) taking ergonomics, police equipment and other evidence into specification requirements.

Increased standardisation will increase opportunities for cross-deployment and contribute to a 15% reduction target in the current fleet.

Savings will be made in (grey fleet) costs through improvements in fleet utilisation and accessibility.



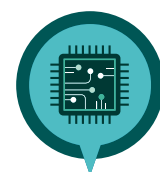
## Fleet Technology

**The future fleet will be more technologically advanced with latest safety systems and driver aids.**

Vehicles will include additional technology to support an effective police service. Workstations will be included in vehicle designs including changes to vehicle infotainment systems. ANPR will be increased across the fleet with an aspiration for 80% of our liveried fleet being equipped with ANPR and vehicle mounted video recording.

Transport Services currently uses a number of systems to underpin vehicle management, maintenance and performance.

The current telematics solution used for vehicles is approaching end of life. Transport is engaged with ICS for an enhanced replacement and will seek to leverage opportunities for technology to improve fleet utilisation and provision, contributing to the targeted reduction of 15% reduction in the current fleet.



## Fleet Sustainability

**Sustainability will remain high on the Fleet Agenda. Estimated CO2 emissions based on fuel used was (2018/19) 8,114 tons and (2019/20) 8,039 tons.**

The primary focus for sustainability will be developing an approach to reflect the replacement of ICE vehicles with ULEV vehicles. This will see the development of an approach to both provide vehicles and infrastructure to meet organisational needs.

We will introduce 689 electric vehicles over 5 years – 39% of soft skin fleet.



In the interim, fleet replenishment of internal combustion engine vehicles needs to continue. We will undertake to ensure that engines are at least Euro 6 compliant with a preference for incorporating hybrid technology.

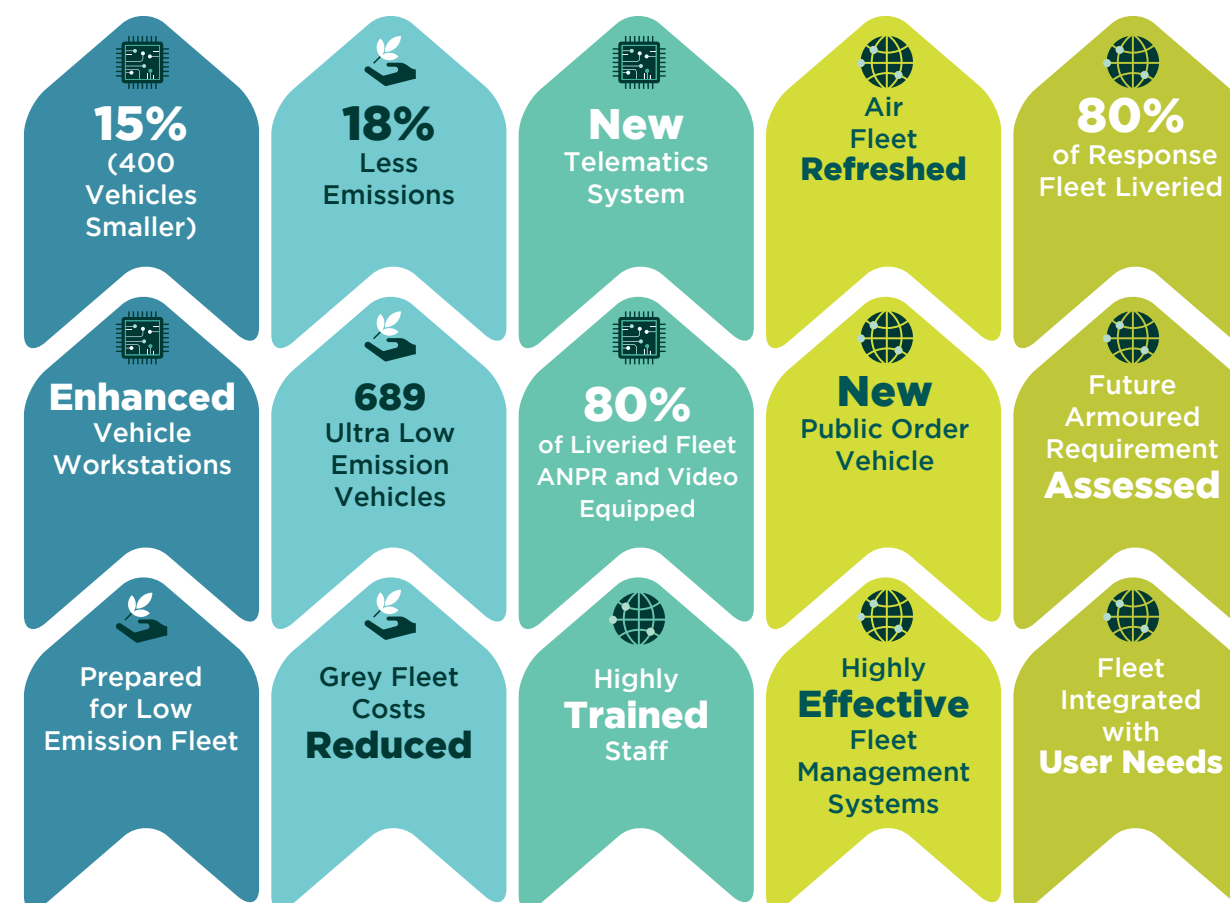
Non response vehicle specifications will include a requirement to use the lowest polluting engines possible. We will also work with end users to reduce engine idling time, a consequence of police use.

We already have recycling contracts in place for fluids, main component parts and tyres as well as recycling end of life vehicles and will continue to ensure recycling opportunities are maximised.

Initiatives will be developed to encourage staff to adopt a more sustainable approach to vehicle use, both inside and outside of work. The grey fleet refers to the use of personal vehicles for business purposes. Pre pandemics levels were £3m per annum

Transport Services Branch also has a seat on the National Association of Police Fleet Managers environmental committee. This national group reviews the impact and leads on the roll out of electric vehicles. Moving forward there will be a requirement for significant support from Estates Services in addressing infrastructure challenges.

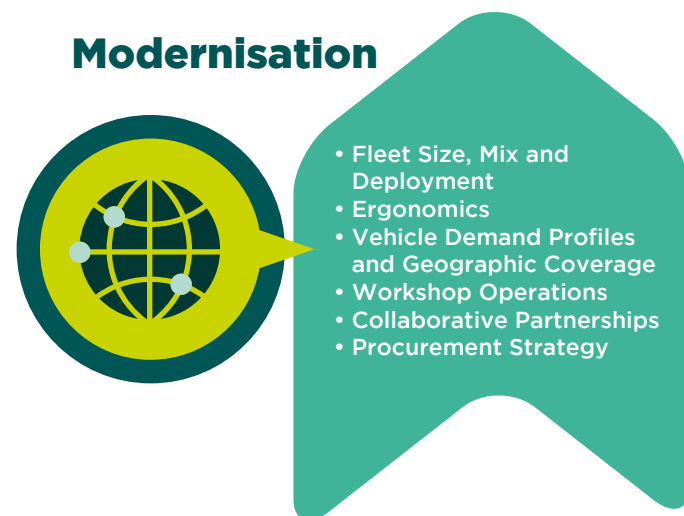
## Summary of Our Commitments





# Implementation

## Modernisation



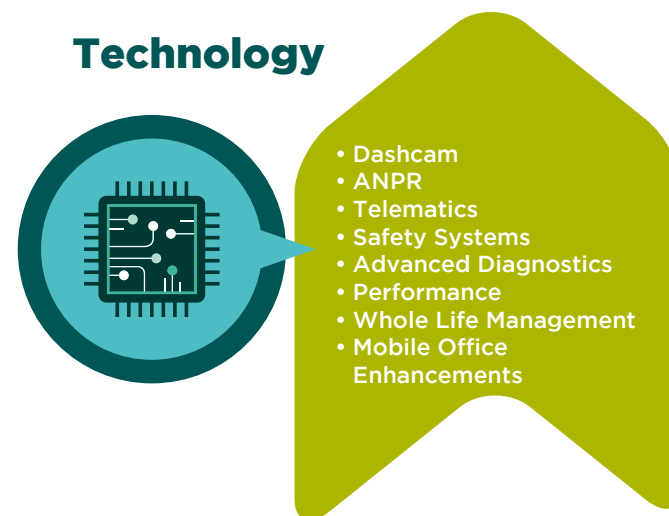
**We will draw on best practice and collaboration, user engagement, accident information and our own data to ensure vehicles are:**

- a best fit for deployment type in terms of protection, size, ease of vehicle access and ergonomics, as well as officer and offender well-being and safety
- more visible using increased livery improving public confidence
- More efficient with less faults, better fuel economy (existing fleet) and reduced whole life costs
- Collaboratively next generation, especially public order alternatives and armoured fleet.

### We have already

- implemented a number of pilot schemes to assess appropriate SUVs for firearms teams,
- upgraded estates fuel pump management systems
- generated business cases for funding approval for both internal combustion engine and electric fleet vehicles
- absorbed an upgraded ergonomic armoured car specification into current business plans
- sought approval to rationalise, centralise and upskill vehicle maintenance to drive fleet availability.

## Technology



**Technological advances will improve how officers deliver a service to our community. This will be through improvements to in vehicle technology and in how technology is used to manage the fleet by:**

- supporting fleet allocation and redeployment decisions so the right vehicle is in the right place at the right time
- leveraged, alongside dash-cams, to understand driver behaviour to inform driver training and performance resulting in better safety outcomes
- used to analyse vehicle performance and fuel consumption to manage efficiencies.

**Mobile office technological solutions will be implemented, initially across marked fleet**

- ANPR – recent Interceptor launch one example of extended use, with the focus on including as standard in marked fleet
- In-car Cameras – increasing officer security – ongoing pilot
- ‘Next Generation Mobility’ – providing relevant information at the point of need, leveraging mobile-only capabilities to drive innovative uses, with approaches that provide agility and represent value for money.

## Sustainability



The Government Strategy on environment will ensure the UK is at the forefront in design and manufacture of zero emission vehicles, with an end target of all new cars and vans being effectively zero emission by 2035 and the sale of new conventional petrol and diesel cars and vans to cease from 2030. By then, it is expected that the majority of new cars and vans being sold will be 100% zero emission and all new cars and vans must have significant zero emission capability. The interim target to 2030 is to have at least 50%, and as many as 70%, of new car sales and up to 40% of new van sales being ultra-low emission, with a progress checkpoint review scheduled for 2025. In tandem with this, significant CO2 reduction targets have been enshrined in legislation and reflected in innovation grants to produce low carbon fuel alternatives or equivalents. E10 has been part of the industry standard for petrol since March 2013, and became the mandated reference fuel for official testing of fuel consumption and emissions for new models in March 2016. A vehicle using E10 would emit around 2% less CO2. With advances in fuel economy, this now brings petrol vehicles back to the fore for consideration in place of the 80% of diesel fuelled police fleet vehicles across the UK alongside a strategy for a transition to ultra-low or zero emission fleet alternatives.

Currently, electric vehicles account for 2% of the UK Police fleet of almost 40,000 vehicles, with hybrid vehicles making up a further 2%, whereas diesel vehicles still make up 80% of the fleet.

### We will

- pilot ULEVs across key frontline teams – a key pilot is already running with 8 mild hybrids to full electric and use the learning determine deployment suitability
- replace general fleet with ultra-low emission vehicles (ULEVs) over the next 10 years. Current fleet business cases out for approval have allowed for 689 vehicles over the next 5 years, with a number of E-bikes already in-fleet
- deliver net fuel savings of £3 million over next 5 years with ULEVs
- deliver CO2 reductions of 18% annually
- engage with Estates to implement required charging infrastructure – costs in relation to 689 vehicles are subject to approved business case funding
- Review fossil fuel vehicle replenishment to substitute in E10 vehicles, yielding up to £2 million cost savings over next 5 years.

The move away from ICE will also need to be reflected in modernisation plans for armoured vehicles. Transport will push collaboration with potential suppliers to drive capability requirements to a point where a ULEV solution can be implemented.

Our people's capability is key –operational availability of our vehicles to effectively support operational police officers and staff in their duties, charging infrastructure, battery range, and 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.



## Project Delivery

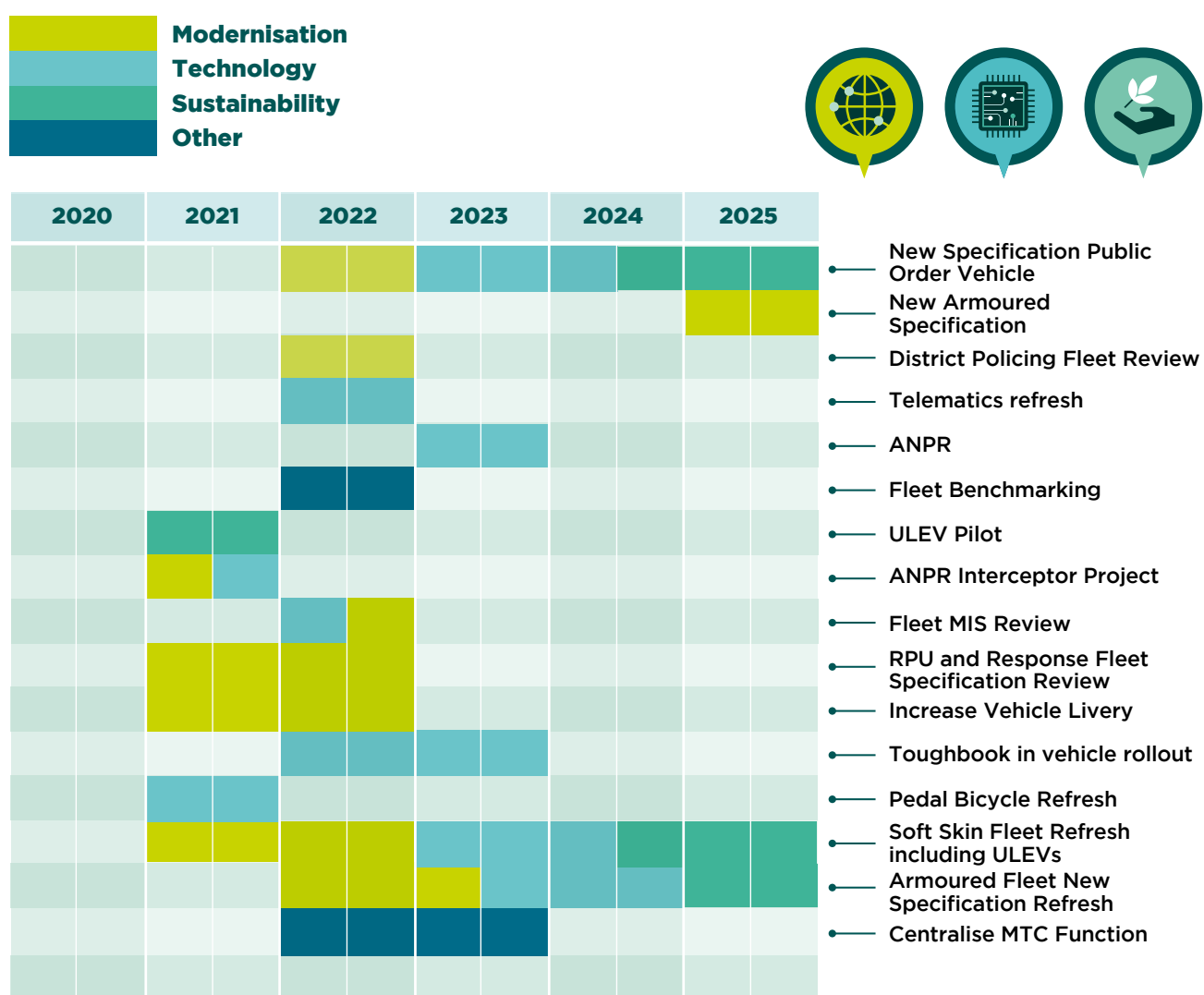
A set of activities for each of the 3 key strategic areas of the strategy will be developed and fully integrated into the appropriate Policing Plans in order to execute the strategy.

The indicative high-level implementation plan outlines the top-level activities in each of the 3 strategic areas that we will aim to undertake over the next 5 years.

Once stakeholder engagement and clarity of funding is fully understood, a fuller 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 us to understand what is working well, identify challenges, and record lessons learnt throughout the process.

Current and future planned programmes, subject to approval, are detailed below:




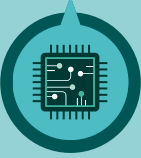

Continued communication and engagement both internally and externally will be fundamental to supporting the successful implementation of the strategy. We will communicate progress through a variety of channels as well as obtain feedback from a wide range of stakeholders. Buy-in and sustained communication 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.





# Measuring Impact

Strategic Areas	How Measured	Public	Policing	Partners
<b>Modernisation</b> 	<b>EFFECTIVENESS</b> Annual Survey Public Perception Fleet Age Workshop Productivity Fleet Availability	I am re-assured that police are more visible	A fleet vehicle that lets me carry everything I need for my job easily and is comfortable as there are days when I spend a lot of time travelling in one	There are opportunities to learn from the organisation's expertise and knowledge on running a large fleet and making sure the right vehicle is in place at the right time
<b>Technological</b> 	<b>EFFICIENCY</b> Whole Life Costs Revenue Savings Vehicle Utilisation Benefits of Strategic Partnerships	Police are more visible and accessible and spend more time in our communities on local community issues	Increasingly a fleet vehicle is a mobile office, allowing me to do my job there and then	Police officers are not confined to their locations and can be collaborative in delivering an on the ground policing service
<b>Green</b> 	Reduction in CO2 Emissions Number of EVs in Fleet	I care about the environment and I am pleased that you do too	I am confident that my employers will make sure I am trained to use the new greener vehicles and I am glad we can do something to help the environment too	It is re-assuring to see a high profile big fleet user like the Police take a stand on the environment where they can

Measuring the success of the Fleet Strategy will be fundamental to allow PSNI to understand the impact Technology, Modernisation and Sustainability initiatives on the performance of our people and the contribution to desired corporate outcomes.

We will monitor the success of the key strategic areas of the Strategy using a balanced scorecard approach. A range of qualitative and quantitative performance indicators will be measured to show progress. These performance measures will be visible on the corporate PULSE system.

These measures will also be supported by a number of key tasks assigned within Transport and monitored through agreed corporate KPIs.



# Fleet Funding and Finance

The Fleet Strategy has been developed with value for money objectives to be achieved from investing in both existing and future fleet. Fleet assets are a key enabler to our people delivering their operational duties. Continued investment will always be necessary to maintain such depreciating assets and it is critical that we look to invest in a sustainable way.

Transport Services Expenditure 2020/21

EXPENDITURE TYPE	£M
<b>STAFF</b>	
Payroll (excl Overtime)	3.3
Overtime	0.3
Other Staff Costs	0.5
<b>Total Staff Costs</b>	<b>4.1</b>
<b>TRANSPORT COSTS</b>	
Air Support & Maintenance	2.0
External repairs + Collisions	2.6
Fleet Insurance	1.2
Fuel	2.6
Workshop Spares	2.6
Other Transport Costs	0.1
<b>Total Transport Costs</b>	<b>11.1</b>
<b>Other Non-Staff Costs</b>	<b>0.3</b>
<b>Total Non-Staff Costs</b>	<b>11.4</b>
<b>Resource Receipts</b>	<b>(0.4)</b>
<b>Total Transport Services Resource DEL Expenditure</b>	<b>15.1</b>
<b>Total PSNI Resource DEL Expenditure 2020/21</b>	<b>823.6</b>
<b>Transport Services Expenditure as a % of total PSNI Resource DEL</b>	<b>1.8%</b>

It is recognised that funding constraints have put pressure on our existing assets and limited the ability of the Police Service 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.

This has also negatively impacted on investment in new technology to support operational policing and a restricted ability to grow our partnership working.

By investing to deliver the Fleet Strategy 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.

It is estimated that up to 10% of the fleet per year should be replaced, costing £8 million and upwards.

A new public order vehicle replacement would cost in the region of £71 million over 5 years.

Soft skin fleet refresh over 5 years has been calculated at £39 million. This includes initial estates recharging infrastructure for the 689 ULEVs.

Armoured cars upgrade and replacement costs are indicatively £15 million for a 30% replacement.

These projects will generate considerable annual revenue savings as they bring in advanced engine dynamics and economy; in the region of £8 million, but only if scalability is achieved.

The risks of not upgrading fleet are manifold and range from a loss of confidence by officers in vehicles, lower levels of re-assurance to communities of a visible presence, lost opportunities by not creating a truly mobile office, increased vehicle downtime and additional maintenance costs on ageing fleet. Those additional costs of inaction will be as much as £2 million per year, once the opportunity costs of not moving towards electrification of fleet are taken into account.

Equally, a failure to introduce new and improved engine dynamics and technologies on a scale will act as a barrier to any potential for fleet rationalisation in the future, creating another lost opportunity for generating ongoing revenue cost savings of almost £1 million over 5 years.

As a de Minimis solution, we will bid for capital to at least achieve the minimal 10% fleet refresh per year. This will at least ensure that we maintain vehicle age at 5 years or below across a number of front line deployment categories. This will help counteract issues with abstraction, lack of ability to respond to calls and diminishing community perception if needs are not met promptly.







**By working in smarter,  
more intelligent ways,  
we will build a fleet to  
be proud of helping us  
protect communities  
across Northern Ireland.**









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