



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS Driving Academy: Fleet Requirements

MOPAC Investment Advisory & Monitoring Meeting: 8th December 2025

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Part 1 - This section of the report will be published by MOPAC. It is classified as OFFICIAL - PUBLIC

EXECUTIVE SUMMARY

The Metropolitan Police Service (MPS) is committed to ensuring officers receive the highest standards of driver training to keep London safe. The Driving Academy currently relies on 25 on-loan vehicles as part of the overall fleet that are aging and increasingly unsuitable for training. They are also not covered by the corporate fleet replacement programme. To address this, this paper seeks approval to draw down £1.244m of capital funding provisioned for within a New Met for London budgets to replace these temporary vehicles with a permanent, modern fleet.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

- 1. Approve the release of £1.244m of the £1.26m of capital funding already provisioned under A New Met for London budgets in order to replace 25 on-loan and unsupported vehicles with permanent fleet for the Learning and Development (L&D) Driving Academy.**

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

1. As part of A New Met for London (NMfL) Fixing Foundations activity, in April 2023, an independent maturity assessment of the L&D function was commissioned. This highlighted that, whilst L&D services and capabilities were rapidly developing, further work was needed to transform the function in a sustainable way to maximise its impact on operational performance.
2. More specifically, it recommended that a 'deep dive' was undertaken into the Driving Academy to inform work to optimise training management against a backdrop of demand continually outstripping supply and to ensure that the benefit of the additional 14 Full-Time Equivalent (FTE) Instructors invested into the Driving Academy under the Police Uplift Programme is fully realised. In recognition of this uplift in Driving Instructors, a corporate performance indicator was introduced in 2024/25 setting a target of ensuring that a minimum of 30% of

eligible Emergency Response Patrol Teams (ERPT) officers are qualified response trained drivers.

3. The prevailing supply and demand challenges are underlined through the additional NMfL funding that has been allocated to the Driving Academy in 2024/25 and 2025/26. This has totalled c£1.5m in order to correct a legacy of under investment and boost training supply - predominantly through the purchasing of external driving courses from other police forces. This funding will cease from April 2026 leaving the MPS fully reliant on the internal capacity of the Driving Academy.
4. The deep dive highlighted that the current Driving Academy fleet is insufficiently sized to maximise the capacity of the increased number of Driving Instructors coupled with an over-reliance on temporary loaned vehicles, many of which are aged and beyond desired economic life for deployment within a hard use training environment. As a result, c10% of the training fleet is regularly out of service (Fleet "Vehicle Off Road" database) with a commensurate reduction in training supply and we anticipate this to increase without corrective action to remove the reliance on on-loan vehicles sitting outside of the fleet replacement programme.
5. Alongside the impact on training supply, in practical terms, the increasingly aged fleet means that the performance, handling and safety systems of the training vehicles is not fully aligned to the vehicles officers will use in day-to-day operational deployments. This raises considerations with regards to the MPS meeting its Health and Safety obligations which state that staff should be trained in the machinery/equipment provided to them in the workplace. It also poses risk in relation to the MPS falling outside of forthcoming Section 19 Road Safety Act legislation (setting the specification of vehicles needed for training). This ultimately could result in the Driving Academy losing its licence to deliver training and/or be liable for prosecution if an MPS staff member has a serious collision in a newer operational vehicle and the difference in training/operational vehicles was thought to have contributed.
6. Recognising the challenges regarding the Driving Academy fleet - and in support of correcting this in a sustainable manner - under a NMfL, a provision of £1.26m of capital funding has been built into the capital plan. The current Business Justification Paper seeks approval for this funding to be released.
7. The L&D Driving Academy delivers driver training (new training and refresher training) to c3,300 officers annually across 33 defined driver training courses. The Driving Academy has a budgeted establishment of 46 x Police Constables and 13 x Band D Driving Instructors working across 3 different geographical sites. Supply vs demand is managed through the Driver Training Performance Board (chaired by the L&D Delivery Chief Superintendent) with representatives from all MPS Business Groups. This governance is increasingly maturing under wider work on the L&D operating model. A sustainable and reliable fleet directly dictates training capacity and productivity.
8. The Driving Academy has a dedicated fleet of 112 vehicles. These permanent vehicles are part of the corporate vehicle replacement programme.

9. In addition to the permanent vehicles, the Driving Academy fleet is currently supplemented by 25 on-loan vehicles, the majority via Fleet Services. In 2025/26 this is forecast to cost L&D £200k in associated maintenance costs.
10. These vehicles are essential to maximising training supply under the annual training plan. However, this is not a sustainable resourcing model. None of these vehicles are covered by the corporate vehicle replacement programme which means that, as these vehicles come to their end of life, there is no replacement for them and the Driving Academy training fleet becomes reduced. Following extensive engagement with Fleet Services, L&D have been advised that an increase to the permanent Driving Academy is required if the fleet is to be maintained at its current capacity.
11. The current Business Justification Paper therefore seeks approval for the release of provisioned NMfL capital funding to replace existing loaned vehicles with permanent fleet covered under the corporate vehicle replacement programme. Analysing the operational demand for driver training courses coming into L&D via the Business Groups, this funding would be directed towards the following new vehicles:
 - 14 unmarked advanced cars
 - 3 marked advanced cars
 - 4 unmarked advanced motorcycles
 - 3 marked response motorcycles
 - 1 HGV
12. The Driving Academy is actively collaborating with Fleet Services to ensure a safe and sustainable transition to electric vehicles (EV). This transition is being carefully managed to balance environmental responsibility with the operational integrity of training delivery. Consideration is being given to vehicle types and specifications to ensure they remain representative of the wider fleet, maintaining training legitimacy while supporting the move to lower-emission technologies. The evolving profile of the training fleet will continue to reflect the organisation's commitment to sustainability, without compromising the realism and effectiveness of driver training.
13. This fleet investment will ensure that we meet the NMfL commitments of fixing our foundations as well as giving officers the training and equipment they need to do the roles we ask of them in support of delivering More Trust, Less Crime and High Standards.
14. More specifically, it will support in managing the following key risks:
 - Non-compliance with statutory obligations: Health & Safety legislation requires the MPS to train officers / staff in vehicles that are of comparable performance, capability, handling and safety systems to those that are used within the day-to-day operational environment. A dated / aging driver training fleet opens up potential vulnerabilities here.

- Failure to meet national licensing conditions set by the College of Policing: All forces are required to meet defined quality standards with regards to the Police Driving National Policing Curriculum and compliance with The Road Traffic (Speed Limit Exemptions and Emergency Vehicles) (Amendment) Regulations 2023) in order to retain their College of Policing license to deliver training locally.
- Reduced supply of operationally critical training and, in turn, adversely impacting operational performance in support of community crime fighting. Stated operational demand continues to exceed the capacity of the Driving Academy. Whilst we are working closely with relevant operational leads to ensure we are accurately assessing demand in line with the management of operational risk / delivery of performance outcomes, it is critical that the capacity of the Driving Academy is maximised. This is dependent on the supporting fleet infrastructure. Supply challenges will become sharper from April 2026 when the Driving Academy loses £500k of additional funding currently provided in order to boost supply through external supply routes.

Finance and Commercial Comments

15. There are no new commercial implications to be considered as part of this Business Justification Paper. The procurement and build of vehicles will be led by Fleet Services utilising existing approved contracts and routes to market. This will also cover the structured decommissioning of existing on-loan vehicles.
16. This Business Justification Paper seeks approval for the release of the £1.244m of the £1.26m of capital provisioned for within the NMfL budget in order to replace the 25 existing on-loan vehicles currently relied on by the Driving Academy with permanent fleet.
17. Details of the fleet to be purchased (capital spend) is detailed in Table 2 below, along with the associated maintenance costs (revenue spend).
18. The capital budget being requested for release will be given to Fleet Services for them to manage according to the purchase profile of the new vehicles for the Driving Academy.
19. Maintenance costs for new vehicles being added into the fleet replacement programme must be provided for from within local budgets. All fuel costs are also payable from local budgets. However, once the vehicle reaches its end of life, it will be replaced as part of the Fleet replacement programme at no cost to L&D.
20. Annual revenue costs to maintain the 25 new vehicles will be c£198k per year. Fuel costs are additional to this and variable dependent on specific vehicle deployments. Fuel costs for the full fleet used by Driving Academy (137 vehicles) are already factored into the L&D base budget. In 2024/25, L&D spent £277k on fuel. Fuel costs will not change under this proposal and will continue to be met from the L&D budget. To cover the £198k per year for the maintenance of the 25 new vehicles, a permanent revenue budget transfer of £198k will be made from the L&D budget into Fleet Services (profiled in line with the purchase

timeline for the new vehicles). The budget currently being used for the maintenance costs of the 25 on-loan vehicles will cover this. This mirrors the arrangement in place for other Business Groups.

21. Delivery of the driver training plan will be overseen by already established L&D governance arrangements.
22. On a day-to-day basis, changes to the driver training fleet will be managed by the dedicated Chief Inspector responsible for the Driving Academy with support from Fleet Services and the L&D Finance BP. The Chief Inspector will report through to the Delivery Services Senior Leadership Team and the L&D Driver Training Performance Board chaired at Chief Superintendent level. Together these will actively monitor key performance metrics e.g. fleet availability, financial forecasting / spend as well as proactively prioritise fleet replacement activity to ensure that this is prioritised in line with prevailing operational requirements and associated risk. Strategic oversight will be provided by the Director of L&D through established L&D performance management arrangements, escalating into P&R Business Group governance if required. A parallel reporting line exists into the Driver Training & Standards Oversight Board, chaired by Commander Brenyah to ensure full join up between the operational and enabling services. Engagement with the College of Policing will be managed through existing defined arrangements.

Legal Comments

23. There are no new legal implications linked to the current proposal.

Equality Comments

24. There are no equality considerations linked to the current proposal.

Commercial Comments

25. There are no new commercial implications to be considered as part of this Business Justification Paper. The procurement and build of vehicles will be led by Fleet Services utilising existing approved contracts and routes to market. This will also cover the structured decommissioning of existing on-loan vehicles.

Privacy Comments

26. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

27. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
28. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.
29. The screening questions have been completed and a DPIA is not required because the project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [COMMERCIAL]

Part 2 of DA Fleet_IAM is exempt from publication for the following reason:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).

The paper will cease to be exempt in December 2031, in accordance with MPS Records Management Policy, to retain information for a minimum of 6 years in line with Policing Information and Records Management (PIRM) codes of practice. Any request for information under FoIA would need assessment on a case-by-case basis, no matter what or when the original decision was made, as the circumstances may have changed.