

Fleet Strategy 2021-24



**Cheshire
Constabulary**



**Police & Crime
Commissioner
for Cheshire**

Foreword

We are pleased to introduce the Fleet Strategy for Cheshire Constabulary for 2021 to 2024.

The core objective of Vehicle Fleet Services is to support frontline operations by delivering high quality vehicles, which are safe, fit for purpose and meet the ever-evolving needs of modern day policing.

This strategy will focus on improved fleet utilisation, cost savings and significant vehicle emission reduction. The strategy underpins the commitments laid out within the Police and Crime Commissioner's Police and Crime Plan.

We aim to achieve this with new technology and lower emission vehicle purchases. The Constabulary is committed to minimising our environmental impact as laid down in the Environmental Strategy 2021-31 and HM Government Road to Zero Strategy, this Fleet Strategy supports the delivery of all the relevant objectives.

The introduction of Telematics has already allowed us to maximise the assets we have, and enabled us to reduce the fleet by 100 vehicles and save £369k on new vehicle purchases.

Vehicle Fleet Services will review the utilisation of vehicles and opportunities for sharing vehicles more widely. We will have the correct number of vehicles available and on the road to ensure officer visibility and performance is maintained at a high level.

Vehicle Fleet Services is here for the front-line, and this strategy is very much a statement of that continued support.



Mark Roberts
Chief Constable



Dan Price
Police and Crime Commissioner

Purpose

The Cheshire Fleet Strategy has been developed taking into consideration national strategies, the Commissioner's Police and Crime Plan and the Environmental Strategy and underpinned by the force 'We're here' commitments.

The Cheshire approach to Fleet Management is based on **five** key areas of



Fleet Today



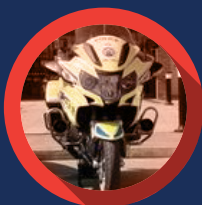
Fleet Maintenance



Fleet Sustainability



Fleet Procurement



Fleet Performance

Fleet today



Cheshire Constabulary provide a diverse range of over 700 vehicles and items of plant machinery. The fleet expenditure accounts for 2% of the annual force running costs.

The primary role of Vehicle Fleet Services is to provide safe, fit for purpose vehicles for officers and staff to use.

In addition to the standard Police response vehicles, the fleet includes a diverse range of vehicles and equipment needed to support additional specialised areas of policing including: vehicles to transport dogs, forensics, armed response, covert surveillance, motorcycles, boats, trailers, outboard motors, generators and some plant machinery.

In recent years significant work has been undertaken to deliver savings, improve utilisation whilst maintaining operational effectiveness.

Item	Quantity	Annual Cost/Income	Asset Value
Core fleet - (inc. trailers, plant and *retained fleet)	725		£16,800,000
Vehicle rental - (prior to recharges)		£100,000	
Cycle fleet - (including electric bicycles)	130		£16,160
Vehicle replacements - (capital program)	135	£1,900,000	
Vehicle disposals	120	-£110,000	
Fuel - (litres and cost)	1,117,268	£1,402,200	
Vehicle maintenance		£306,300	
Collision repairs		£275,000	
Insurance claims		£295,000	
Insurance recoveries		-£122,200	
Fleet staff	21 FTE	£716,000	
Fleet staff vacancies (under recruitment)	3 FTE	-£61,800	
Total		£4,700,500	£16,816,160

**Retained fleet are vehicles due for replacement, held as resilience for potential manufacturer delivery issues as a result of delays, e.g. COVID19 impact*

Maximising the Cheshire Constabulary fleet of today will be delivered by adopting a three-step approach:

1 Improve vehicle utilisation

2 Improve vehicle flexibility

3 Improve vehicle management

Fleet Utilisation

The focus will be on making better use of our current assets and where possible we will aim to reduce the overall numbers of vehicles on fleet.

Fleet Services will do this by:

- Reducing overall fleet size where appropriate.
- Using telematics to better understand vehicle utilisation to inform decision making.
- Introducing annual fleet reviews with all business leads.
- Promoting better vehicle sharing between departments.
- Developing innovative solutions to maximise vehicle use – for example geographical pool systems where appropriate.
- Supporting vehicle rotation to even out vehicle mileage.

Fleet Flexibility

Operational policing demand can prove unpredictable and therefore we must continue to be flexible in our approach to ensure that we have the appropriate number of vehicles which can be scaled up or down as demand dictates. Fleet Services will do this by:

- Retaining a small loan fleet to support operational short-term allocations.
- Continue to minimise spend on external rental vehicles by introducing an enhanced approval process.
- Evolving vehicle specifications to ensure that appropriate vehicle requirements are available in force without a need to go externally (for example automatic gearboxes).

Fleet Management

The in house Fleet Services team will continue to deliver high quality management of the fleet, and will work to continuously improve by:

- Streamline the administrative functions and develop internal processes to ensure best service to support operational requirements.
- Provide a well-equipped and highly trained and qualified workforce capable keeping pace with advancing technologies.
- We will support and listen to staff through regular team meetings, mentoring and 121 discussions with supervisors.
- Fleet Services will maximise opportunities to collaborate, engage and promote innovation with other Police Forces both nationally regionally alongside other key partner agencies.
- Work with all internal stakeholders through the Strategic vehicle Management Group and Driver Panel.

Fleet maintenance



The Vehicle Fleet Services team are based centrally at the Police Headquarters in Winsford and deliver a vital service for the Force to ensure vehicles are reliable and available.

As part of this strategy, we have a number of key initiatives outlined which will enable Fleet Services to continue to develop and enhance the existing offer:

Staffing

- Vehicle technicians undertake manufacturer led training and the technical aspect also cascades into management knowledge as networking takes place regularly on both a regional and national basis.
- We will carry out employee satisfaction surveys within Fleet Services and encourage active participation in service improvement.
- We will act on proactive suggestions from within our teams.

Parts Management

- We continue to drive down collision repair costs with scrutiny of repairs, use of independent assessments and by purchasing parts through our contracts wherever possible.
- We will continue to work with suppliers who specialise in recycled police vehicle parts (not safety related components). This brings great savings where parts can be sourced and fitted to cars with mechanical or collision related damage.
- We will work with purchasing to consider social value as part of any part procurement decisions.
- We will complete a review of our tyre replacement supply and fitting processes to streamline and explore more efficient practices.

Partnership Working

- We will work with a number of partner agencies in order to maximise service efficiency and also provide a contribution to overheads. These partners include the Firearms Alliance, the Northwest Joint Underwater Search Team, UK Border agency, NCA and Civil Nuclear based in the North West
- We will work with internal business leads and driver training to support improvements in driver behaviour in all fleet areas through the Driver Panel in order to minimise vehicle repair costs.

The on-road availability of vehicle in Cheshire consistently sits at an average of over 95%.

Fleet sustainability



We all have a part to play in reducing the Constabulary's environmental impact.

Increasing sustainability by minimising our use of resources, conserving energy and reducing waste should be at the core of our daily operating practices.

Transport faces a tough challenge as it depends essentially on oil as its main energy source. Vehicles emit significant quantities of CO₂ plus other harmful pollutants. Fuel efficiency is therefore a key environmental consideration.

Summary of Cheshire Fleet Emissions

Fuel Type	2018/19		2019/20	
	Litres	Tonnes CO ₂ e	Litres	Tonnes CO ₂ e
Total Unleaded	55,421	122	30,240	67
Total Premium Unleaded	935	2	763	2
Total Diesel	1,210,668	3,162	995,482	2,599
Total Premium Diesel	25,060	67	26,661	71
TOTAL	1,292,084	3,353	1,053,146	2,739
Cheshire Environmental Strategy 2019-2024 Target				2,179

The Environmental Strategy 2019-2024 relates to fleet in key objective No 2: Reduce the fuel used by our fleet, cut emissions and costs. This has ambitious targets for Fleet of a 35% reduction in emissions from Vehicle Fleet from the 2009 baseline, however over the last decade we have seen a continual increase in emissions, so the target set presents an even greater challenge.

In 2019/20 we have now begun to see a reduction in emissions of 22% on the previous year which we are fully committed to improve on and meet the challenging targets set going forward.

Delivering a sustainable fleet model to reduce carbon emissions requires a three-step approach:

1 Reduce Fuel Consumption

2 Increase Lower Carbon Vehicles

3 Influence driving standards

Fuel Consumption

Improving the force fuel consumption will be a key driver to deliver the environmental targets set; we intend to do this by:

- Support force initiatives to reduce business travel mileage such as agile working, car share and cycle to work schemes.
- Analyse vehicle telematics to understand and reduce the number of unnecessary journeys we make.
- Ensure fuel efficiency is a core consideration in the annual fleet replacement and procurement programme.
- Adopt lightweight storage options in frontline vehicles supported by minimum kit guidance.
- Roll out the scheme to direct drivers to purchase fuel at additionally discounted rates at named fuelling forecourts.

Lower Carbon Vehicles

Technological advances have resulted in several alternative fuel options to petrol and diesel which offer a lower carbon alternative for business travel. We will deliver a structured and progressive move to introduce these vehicles into the Cheshire fleet by:

- Evaluate the current pilot providing electric vehicles and develop expansion options.
- Adopt an “EV first” approach to new vehicle procurement.
- Working with the Estates Department and with advice from the Carbon and Energy Saving Trusts we will introduce a program of investment in new Electric Vehicle (EV) charging infrastructure starting with a £50k programme for 21/22.
- Influence the national vehicle procurement contract, which will provide a route to market for lower emission vehicles. The new national contract is only for 2 years this is designed to ensure that the emphasis from then on is more focussed on low and zero emission vehicles.
- Develop solutions to support electrical power needs for on board vehicle emergency equipment.

Driving Standards

In order to minimise wear and tear, collisions and improve fuel consumption it is important to ensure high driving standards are upheld. We will do this by:

- Support driver training with initiatives linked to driving behaviours and improving MPG of vehicles.
- Roll out driver behaviour light bars, which provide a driver with instant feedback on uneconomical driving behaviours.
- Streamline the Electric Vehicle driver training requirements working in partnership with the Driver Training Unit.

Fleet procurement



Effective procurement is integral to the successful management of the Cheshire Constabulary fleet.

We continually strive to provide the service with value for money yet meet operational demands.

Specific focus is put to the selection of all vehicles and includes the purchase costs, whole life running costs, spare parts, warranty provision and the physical evaluation ensuring the vehicles are fit for purpose.

This criteria will be under constant review and adjusted as necessary

Vehicle groups	Replacement criteria (whichever is soonest)		
Core Fleet	Mileage		Age
Plain, CID, General purpose cars	110,000	Or	10 years
Beat cars	110,000	Or	6 Years
Transit cell vans, Mondeo dog vehicles	120,000	Or	8 years
PSU Sprinter vans	120,000	Or	13 years
Intermediate/Advanced (inc response) cars	120,000	Or	6 Years
Traffic, Motorway and ARV cars	140,000	Or	6 Years
Marked motorcycles	50,000	Or	8 Years
Exceptions for special groups			
Off road motorcycles and other non-core or specialist fleet	Individual assessment		

We will develop a proactive and progressive procurement model within fleet focussing on:

**Influencing
the national
framework**

**Encouraging
social capital**

**Investing in
Technology**

**Lowering
emissions**

Framework

The vehicle procurement framework and call off contract under the management of the Collaborative Law Enforcement Procurement (CLEP) working in partnership with BlueLight Commercial and the National Association of Police Fleet managers (NAPFM) delivers increased buying power, discounts and flexibility and allows the contact to shift with new vehicle models and alternative fuel vehicles.

Procurement and modification of standard and specialist vehicles that meet operational demands whilst achieving best value is achieved by selecting Police vehicles being from an approved Home Office list of manufacturers.

Vehicles for specialist roles are tested for compliance to electromagnetic compatibility (EMC) and undergo severe ride, drive and braking tests by Metropolitan Police in partnership with NAPFM.

Social Capital

In our procurement activity, Vehicle Fleet Services is mindful of our social, economic, and environmental impact. We aim to support the local economy wherever possible, spending locally, and creating employment opportunities for local people. We also:

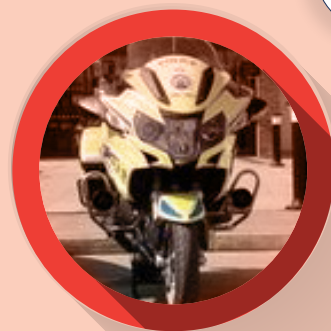
- Support work placement opportunities.
- In-sourcing vehicle fleet related activity wherever possible. Examples of this are the successful completion of the in-sourcing of the Police services including
 - Vehicle Radio service
 - Motorcycle maintenance
 - Mobile fleet maintenance
 - Decommissioning and sale preparation.
- Deliver more Police Vehicle movements through an increased in house team and new vehicle recovery trucks.

Technology

We will identify and implement a continual improvement in efficiency by embracing new technologies in the marketplace:

- Launch a fleet portal and team site which will enable officers and staff to report defects and will provide better fleet communication and reporting features.
- Following the successful implementation of vehicle telematics we will utilise this technology to drive down costs in fuel, maintenance and collision repair costs.
- Fleet Services are a partner in the design phase and the planned roll out of the Emergency Service Mobile Communication Programme through NAPFM and Cheshire is the national vehicle lead.

Fleet procurement



We will be successful in enabling delivery of this Fleet strategy by regularly monitoring Key Performance Indicators which will be subject to scrutiny within the Force Performance Meeting, Strategic Vehicle Management Group, Plan on a Page and the budget setting governance structures.

Key Performance Indicators

Within our internal measuring systems such as Telematics and more concise KPI pack, Fleet Services will continue to report on:

○ Fleet size	○ Collision Data – Reported/ Unreported
○ Vehicle Utilisation	○ Vehicle availability
○ Capital and Revenue Costs	○ Vehicle downtime
○ Fuel Usage	○ Vehicle reliability – days lost due to maintenance and repairs
○ MPG (Miles per gallon)	○ Vehicle defects
○ Business Travel mileage	○ MOT Failure rate
○ Vehicle emissions	○ Tyre costs per vehicle
○ Collision Data – At fault/Not at Fault	○ Maintenance cost per vehicle
○ Collision Data – Collision Types	○ Insurance claims and costs

Fleet management will continue to develop challenging service objectives and targets which link to the organisation's corporate objectives which have a clear link to financial budgets and capital programs as well as staff development and training.

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