

# JOINT MANAGEMENT BOARD



Cheshire  
**Constabulary**



**Dan Price**  
Cheshire  
Police & Crime  
Commissioner

**DATE:** Wednesday 4 March 2026

**TIME:** 10.00am

**VENUE:** Teams meeting

Any member of the public who wishes to observe this meeting is asked to register their interest no later than midday on Tuesday 3 March 2026 via email [pcc@cheshire-pcc.gov.uk](mailto:pcc@cheshire-pcc.gov.uk)

## **AGENDA**

### ***Part 1 - Public Items***

- 1 Minutes of Meeting Held on 28 January 2026**
- 2 Draft Internal Audit Plan 2026/2027**
- 3 Fleet Strategy 2026-2029**
- 4 Joint Management Board Forward Plan**

### ***Part 2 - Private Items***

*The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:*

<b>Item</b>	<b>Section</b>
<i>MIB Donation Agreement</i>	<i>(31) Law Enforcement (43) Commercial Interests</i>
<i>Vehicle Testing Collaboration Agreement</i>	<i>(31) Law Enforcement (43) Commercial Interests</i>
<i>Joint Management Board Action Log</i>	<i>(31) Law Enforcement (43) Commercial Interests</i>

- 5 MIB Donation Agreement**
- 6 Collaboration Agreement with the Metropolitan Police Service for Vehicle Testing**
- 7 Joint Management Board Action Log**

**For further information about this agenda, please contact:  
The Office of the Police & Crime Commissioner on 01606 364000**



**Cheshire  
Constabulary**



**Dan Price**  
Cheshire  
Police & Crime  
Commissioner

## **JOINT MANAGEMENT BOARD**

Notes of the Joint Management Board held on Wednesday 28 January 2026 which was held online via Teams and at Constabulary Headquarters, Winsford.

**PRESENT:** Dan Price, Police and Crime Commissioner (PCC)  
Mike Evans, Deputy Chief Constable (DCC)

**Cheshire Police and Crime Commissioner**

G Southern, Deputy Police and Crime Commissioner  
D Taylor, Chief Executive  
C Hodgson, Chief Finance Officer  
J Hare, Head of Communications and Engagement  
A Murphy, Governance Officer

**Cheshire Constabulary**

J Norton, Deputy Chief Legal Officer  
B Malloy, Chief Finance Officer  
N Bailey, Chief People Officer  
P Woods, Head of Planning and Performance

No members of the public observed Part 1 of the meeting.

### ***Part 1 - Public items***

**1. Minutes of meeting held on Thursday 11 November 2025**

The minutes of the meeting held on Thursday 11 November 2025 were approved.

**2. Management Decisions**

The Police and Crime Commissioner and the Deputy Chief Constable noted that following the Joint Management Board, a Management Decision had been approved by the Police and Crime Commissioner outside of the formal Joint Management Board.

*Decision Number 2025/09: POCA Funding - Phone Pouches*

It was resolved that the Police and Crime Commissioner approves an amount of £150,000 be set aside from POCA for the period up to 31st March 2027 to cover the cost of phone pouches for children on free school meals.

**3. Financial Position Report 2025/26: Third Quarter Review**

The report provided the Commissioner with the forecast financial outturn for 2025/26 as at the end of December 2025.

On 29 January 2025, the Commissioner approved a gross revenue budget of £305.3m (net £262.5m) together with a capital programme of £13.4m. At the Joint Management Board meeting on 2 July 2025, the Commissioner approved carry forward requests of £1.1m and

capital slippage of £3.6m of which £1.8m was confirmed after the original programme was set.

At the end of December 2025, there is a forecast revenue overspend of £1.4m (0.52%), together with a forecast capital underspend of £0.3m (2.4%).

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the forecast revenue and capital outturn positions be noted.

The rationale was that the third quarter review provides a forecast financial position and details of forecast performance against agreed financial health targets. It reflects cost pressures known at the time of writing and shows a reduction in the forecast overspend position of £0.8m. The position will be monitored regularly with mitigating actions being taken, as necessary.

#### **4. Treasury Management Strategy 2026/27**

The report presented the Treasury Management Strategy for 2026/27 for approval including the associated prudential indicators, annual investment strategy, and minimum revenue provision statement.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That approval be given to the Treasury Management Strategy (Appendix 1) for 2026/27 including:

- The Liability Benchmark (Appendix 1, paragraph 4.5);
- The Ratio of financing costs to net revenue funding (Appendix 1, paragraph 4.7.1);
- the Authorised External Debt Limits (Appendix 1, paragraph 5.3.7);
- the Interest Limits and Maturity structure of fixed interest rate borrowing (Appendix 1, paragraph 5.8.1);
- the Annual Investment Strategy (Appendix 1, paragraph 6); and
- the Minimum Revenue Provision Statement (Appendix 1, paragraph 7).

The rationale was that the adoption of the Treasury Management Strategy supports the Commissioner's commitment to ensure effective stewardship and the efficient use of public funds.

#### **5. Medium-Term Financial Strategy 2026-2031: Mid-year Review**

The Medium-Term Financial Strategy is affected by the Budget and Council Tax Precept 2026/27. As embargoed Home Office information was contained therein, the Medium-Term Financial Strategy 2026-2031 was made available for discussion in part 2 of the meeting after a short adjournment.

**6. Budget and Council Tax Precept 2026/27**

As embargoed Home Office information was contained therein, the Budget and Council Tax Precept 2026/27 and appendices were made available for discussion in part 2 of the meeting after a short adjournment.

**7. Fees and Charges Handbook 2026**

The Fees and Charges Handbook was last approved in January 2025 to cover charges for the 2025 period. The National Police Chiefs' Council (NPCC) have recently published national guidelines on charging for police services in 2026 and subsequently the Fees and Charges Handbook has been updated to reflect the NPCC's statutory and recommended fees and charges. In addition, a review of local discretionary fees and charges has been conducted by the Constabulary.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the revised fees and charges as set out in Appendix 1, be approved.

The rationale was that the updated handbook is in-line with the nationally agreed charging structure and reflects the annual review of fees and charges, which now takes place based on a calendar year running from 1 January to 31st December.

**8. Scheme of Corporate Governance**

In February 2025, the Scheme of Corporate Governance underwent a substantial review, including the inclusion of the Procurement Act 2023. This periodic review of the Scheme of Corporate focuses on changes to write-off amounts and minor corrections.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the revised Scheme of Corporate Governance be approved.

The revisions to the Scheme of Corporate Governance will support good governance and financial management, as well as ensuring that the Police & Crime Commissioner and the Chief Constable can exercise their respective functions both efficiently and effectively, in compliance with relevant legislation.

**9. Joint Management Board Forward Plan**

The Joint Management Board Forward Plan was noted with the AI Enablement Programme business case added for review at April's meeting.

## **Part 2 – Private items**

### **10. Estates Strategy Update – Sale of New Winsford New Police Station**

Terms for the disposal of Winsford New Police Station were approved at the Joint Management Board on 4 December 2024 (Decision No. 2024/32). A survey of the building prior to purchase has revealed some areas for remediation and the purchaser Cheshire Fire and Rescue Service (CFRS) has asked to negotiate on sale price.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

- (1) That a new sale price is set for the disposal of Winsford New Police Station to reflect survey finding and CFRS request.

The rationale was that the approval of the new sale price will allow the sale (and release of funds) to proceed without further delay; that the sale is to a public sector partner who has agreed to cover two out of the three items that have come up at survey; and that the sale price negotiation is proportionate to the survey finding.

### **11. AI Enablement Programme**

The AI Enablement Programme, launched in October 2025, aims to modernise Cheshire Constabulary through responsible AI adoption—driving efficiency, improving data management, and enhancing victim support while upholding ethics and public trust.

- (1) That progress on the AI Enablement Programme be noted.

The rationale was that aligning with the Police and Crime Plan, the AI Enablement programme allows for:

- Embracing technology and innovation to ensure the service is well-equipped to deal with current and emerging threats
- Driving efficiencies and investigative capacity by using technology such as AI and data analytics
- Exploiting innovative new ways of working to maximise intelligence led policing, so police are present when and where they are needed most

### **12. Joint Strategic Risk Register**

The Strategic Risk Register was presented for consideration and approval.

The Police and Crime Commissioner and the Chief Constable approved the following recommendations:

- (1) Risk SR-Joint 1.6 (WAN Installation / Transition Delay) has been escalated to the Joint Strategic Risk Register.
- (2) The overall score for SR-Constabulary 2.2 (Data Quality in Shared Niche Platform) has been increased from 16 to 20.
- (3) A new risk has been added in part 3 (OPCC Risks) of the Joint Strategic Risk Register in relation to the removal of Police and Crime Commissioners and reforms to the governance of policing.

The rationale was that the effective management of strategic risk supports the delivery of high-quality policing services.

### **13. Joint Management Board Action Log**

The Joint Management Board Action Log was noted.

*The meeting adjourned at 1.40pm. Janet Hare left the meeting.*

*The meeting recommenced at 2.00pm.*

### **Part 2 – Private items (continued)**

### **14. Medium-Term Financial Strategy 2026-2031: Mid-year Review**

The Commissioner is required to set an annual balanced budget and precept (the Commissioner's share of Council Tax) taking into account Government funding, precept regulations and organisational demands. This requirement is supported by the production of a Medium-Term Financial Strategy (MTFS) with the annual budget forming the first year of the Strategy. The creation and maintenance of the MTFS is fundamental in promoting good financial planning and delivery of value for money.

The MTFS is supported by the Reserves Strategy which highlights the reserves held, their usage in support of delivering the Commissioner's Police & Crime Plan and the Chief Constable's Plan on a Page, and the appropriateness of the amounts held.

The MTFS reflects the Final Grant Settlement published on 28 January 2026. It incorporates the Government's confirmation of precept flexibility for 2026/27, including the decision in January 2026 granting Cheshire exceptional flexibility to increase the Band D precept by £18.50 without a referendum, enabling the Commissioner to protect frontline policing and address the budget gap. Home Office have confirmed the precept in writing however, final council tax levels will be confirmed in MHCLG's council tax report in February.

These updates, alongside revised funding assumptions for future years, are reflected in the financial tables set out in Appendix 1.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendation:

(1) That the updated Medium Term Financial Strategy for 2026-2031 be approved.

The rationale was that the Medium-Term Financial Strategy 2026-2031 is fundamental in promoting good financial planning, the delivery of value for money, ensuring operational threats and risks are addressed and managed to protect front line policing and make Cheshire's communities even safer.

### **15. Budget and Council Tax Precept 2026/27**

The Commissioner is required by law, to set an annual budget and issue a precept (the Commissioner's element of council tax), taking into account Government grant funding, operational demands, and the economic inflationary pressures. Full details of the 2026/27 budget are presented in Appendix 1.

The Police and Crime Commissioner and the Deputy Chief Constable approved the following recommendations that:

- (1) the Police & Crime Panel be notified that it is proposed to increase the police element of council tax by 6.68% (£18.50 p.a. for an average Band D equivalent property for 2026/27; an uplift from £276.94 to £295.44; i.e., by £1.54 per month);
- (2) the net budget requirement for the financial year commencing 1 April 2026 be set at £292.91m.
- (3) This budget is based on the one-off exceptional flexibility granted to Cheshire for 2026/27, allowing the Police and Crime Commissioner to increase the Band D police precept by £18.50. The Home Office has confirmed this uplift in writing; however, final council tax levels for 2026/27 will be formally confirmed through the Department for Levelling Up, Housing and Communities' (DLUHC/MHCLG) Council Tax Report, which is laid before Parliament in February 2026. The proposed 2026/27 precepts to be as follows:

	Number of Band D equivalent houses	Precept on Collection Fund £
Cheshire East	165,549.87	48,910,054
Cheshire West and Chester	132,128.50	39,036,044
Halton	37,115.00	10,965,256
Warrington	73,439.00	21,696,818
<b>Total</b>	<b>408,232.37</b>	<b>120,608,172</b>

Band	Proposed 2026/27 £	Actual 2025/26 £	Change per year £	Change per month £
A	196.96	184.63	12.33	1.03
B	229.79	215.40	14.39	1.20
C	262.61	246.17	16.44	1.37
D	295.44	276.94	18.50	1.54
E	361.09	338.48	22.61	1.88
F	426.75	400.02	26.73	2.23
G	492.40	461.57	30.83	2.57
H	590.88	553.88	37.00	3.08

- (4) the surplus of collection funds allocated to the Commissioner of £307k included in the budget be noted;
- (5) the Legal & Unavoidable Commitments of £3.141m and Operational demands and pressures of £6.289m as set out in tables 3 and 4 of the report, be approved;
- (6) the savings proposals totalling £4.949m and funding & accounting measures of £1.796m, as set out in tables 5 and 6 in the budget report, be approved;

(7) the financial health targets for monitoring purposes as set out below, be approved:

(i) *Reserves*

That the level of general reserves, after allowing for potential financial risks be maintained, at no lower than 3% of the net budget and that this be monitored by the Commissioner on a quarterly basis.

(ii) *Revenue Spending*

That the Chief Constable maintains revenue spending within 1% of the net budget and that this is monitored by the Commissioner on a quarterly basis.

(iii) *Capital Programme Management*

That the Chief Constable maintains the projected capital outturn at a level that does not vary from the original capital programme by more than 20%. The total capital programme includes the new schemes and those schemes brought forward from previous years. This target is to be monitored by the Commissioner on a quarterly basis.

(iv) *Debt*

That the Chief Constable collects at least 50% of debtor income within one month of the invoice being raised.

(v) *Prudential Indicators*

That the actual prudential indicators be monitored by the Commissioner on an annual basis against the indicators set in the budget.

(8) the Capital Strategy and Reserves Strategy as set out in appendices 5 and 6 be approved.

The rationale was that agreeing the 2026/27 budget will allow the Chief Constable to deliver the priorities contained within the Commissioner's Police and Crime Plan and provide the appropriate level of resources for Cheshire Constabulary for the next financial year.

*The meeting concluded at 2.15pm.*

**JOINT MANAGEMENT BOARD**

**DECISION NO. 2026/10**

**DATE: 4 MARCH 2026**

**DRAFT INTERNAL AUDIT PLAN 2026/27**

**Executive Summary:**

This report seeks Joint Management Board approval of the Internal Audit plan for 2026/27. The Chief Finance Officer (OPCC) and Chief Finance Officer (Constabulary) have discussed the draft plan with the Commissioner and the Chief Constable and it was discussed with the Joint Audit Advisory Committee (JAAC) on 25 February. The JAAC gave assurance that the plan could be approved.

**Recommendation:**

(1) That the draft Internal Audit plan for 2026/27, as set out in Appendix 1, be approved.

We have reached the following decision:

Approve the draft audit plan.

Our rationale for this decision is:

The work of Internal Audit will provide assurance that effective controls are in place to mitigate against significant risks and will ensure compliance with audit and accounting requirements.

**Signature**

**Date 4 MARCH 2026**



**Police & Crime Commissioner**

**Signature**

**Date 4 MARCH 2026**



**Chief Constable**


**PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE**

**SUMMARY**

1. The Internal Audit plan at Appendix 1 has been prepared taking full account of the core assurances required, national and local risk areas including the Cheshire Constabulary risk register, the Police & Crime Plan and discussions with the Commissioner and Chief Officers in relation to current priorities. It was also be discussed with the members of the Joint Audit Advisory Committee at their meeting on 25th February 2026.
2. The reviews intended to be carried out during 2026/27 are set out in the operational audit plan at Section 6 of the proposed plan. A formal review of the plan by Internal Audit will also take place at mid-year. Any changes to the plan will require the approval of the Commissioner and Chief Constable, in consultation with the Joint Audit Advisory Committee.

<p><b>Public access to information</b></p> <p><i>Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.</i></p>
<p>Is there a Part 2 form - NO</p>
<p>Contact Officer: Clare Hodgson</p> <p>Tel. No.: 01606 364000      Email: <a href="mailto:clare.hodgson@cheshire.police.uk">clare.hodgson@cheshire.police.uk</a></p>

<p><b>CHIEF FINANCE OFFICER (CONSTABULARY) DECLARATION (Bill Malloy):</b></p> <p><i>I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is consistent with the PCC’s Police &amp; Crime Plan and priorities.</i></p> <p><b>Signature</b>      <i>Bill Malloy</i>      <b>Date 25 February 2026</b></p>
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<p><b>CHIEF FINANCE OFFICER DECLARATION (Clare Hodgson):</b></p> <p><i>I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police &amp; Crime Commissioner.</i></p> <p><b>Signature</b>            <b>Date 25 February 2026</b></p>
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Office of the Police and Crime  
Commissioner for Cheshire / Cheshire  
Constabulary

Draft Internal Audit Plan *2026/27*

# Contents

1. Internal Audit Plan On A Page
2. Executive Summary
3. Supporting you through Adding Value
4. Understanding Your Vision, Objectives & Risks
5. Internal Audit Risk Assessment
6. Operational Internal Audit Plan 2026/27

**Appendix A:** Strategic Three Year Internal Audit Plan

**Appendix B:** Internal Audit Key Performance Indicators

## Your Internal Audit Team



**Louise Cobain**  
Engagement Lead  
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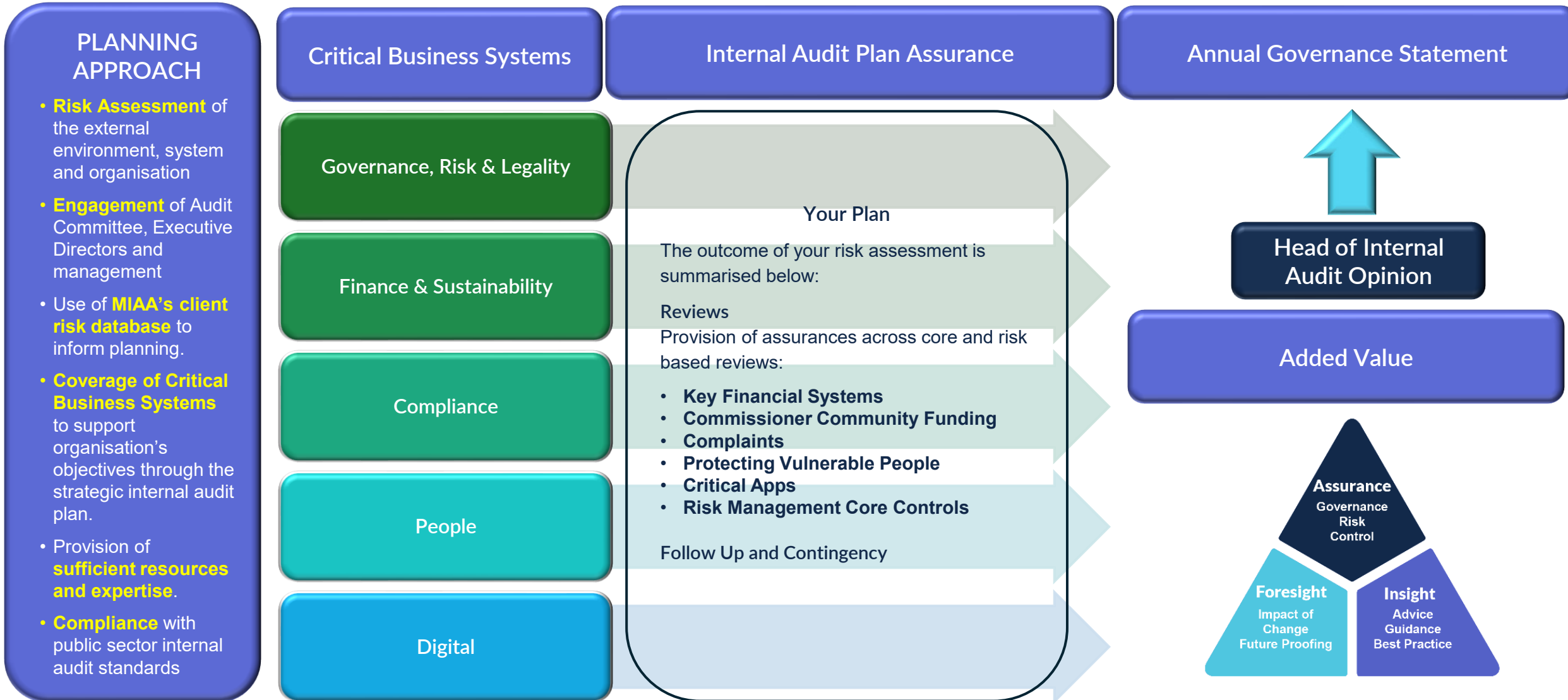


**Anne-marie Harrop**  
*Engagement Lead*  
07920 150313  
Anne-marie.harrop@miaa.nhs.uk



# 1 Internal Audit Plan on a Page

For Cheshire Constabulary and the OPCC for Cheshire. this is the planning approach we will adopt:







## 2 Executive Summary

### 2.1 MIAA's Strategy - Working in partnership with you

MIAA Assurance, providing cost effective assurance, insight and foresight. These services are delivered in partnership with you to ensure they are personal and responsive, ensuring the best possible customer experience. Our current MIAA wide strategy is summarised below:

<b>Our Vision</b>	MIAA will be the provider of choice of public and 3 <sup>rd</sup> sector clients, supporting them to deliver value and improve services for the benefit of the people and communities they serve.				
<b>Our Mission</b>	To drive value and improve outcomes through excellence and professionalism				
<b>Our Values</b>	 <b>TRUST</b>	 <b>RESPECT &amp; COMPASSION</b>	 <b>COMMITMENT TO INNOVATION &amp; EXCELLENCE</b>		
<b>Our Strategic Objectives</b>	<b>FINANCE</b> Ensure MIAA is sustainable and continues to grow its client base, products and service offers	<b>QUALITY &amp; ADDED VALUE SERVICES</b> Ensure MIAA demonstrates added value, delivers quality and professional services for our clients	<b>PEOPLE</b> Continue to recruit, develop, support, retain and reward our people to maximise their potential	<b>GOVERNANCE &amp; ACCOUNTABILITY</b> Ensure we demonstrate effective and appropriate governance and accountability to our stakeholders	<b>INNOVATION</b> Continue to lead and innovate across all our services



## 2.2 Your Risk Assessment

A strong risk assessment underpins the Internal Audit Plan. This has focused upon your assurance framework as this represents **Cheshire Constabulary and the Office of the Police and Crime Commissioner for Cheshire's** own assessment of the risks to achieving its strategic objectives. These are summarised in Appendix A. We have clearly set out the risks which have been prioritised within the audit plan and those which are not.

Where available and appropriate we have considered the work of other assurance providers in developing your plan.

## 2.3 Your Internal Audit Plan

Your Internal Audit service includes core assurances, national and regional risk areas and strategic risks from your assurance framework. The draft plan is based on an initial risk assessment and provides indicative coverage for the organisation. The plan will remain flexible to allow for responses to emerging challenges that the organisation may face.

Your operational annual plan in Section 6 forms part of the organisation's three year Strategic Plan (shown in Appendix A). This will be reviewed as part of our ongoing risk assessment process to ensure that it remains focused on the organisation's key risks and challenges and adds value.

We will actively engage across the organisation to ensure we have a full and detailed understanding of your risks and can ensure we focus our work to best effect.

MIAA insights, including benchmarking, briefings and events will be integral to your plan.

Fees for 26/27 are yet to be confirmed but will be based on 25/26 fees uplifted in line with the NHS pay award.





# 3 Supporting you through Adding Value

Cheshire Constabulary and  
the Office of the Police and  
Crime Commissioner for  
Cheshire

## Individual Organisation Level

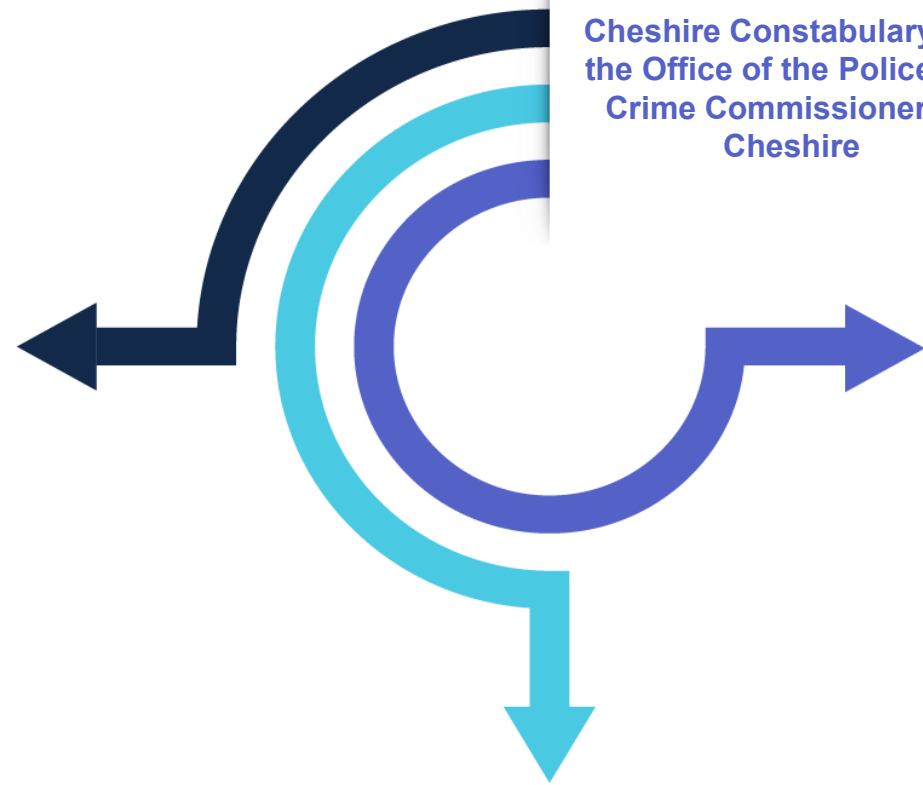
- Client Focused: Relationships & Engagement
- Specialist services
- Local presence
- Flexibility and ability to respond
- Sharing of best practice / aligning of audit review approaches and scopes where appropriate
- Access to MIAA Insights and Benchmarking, events

## National Level

- Involvement and representation on national bodies
- National publications, Insights and contributions

## System Level

- Regional based teams
- Significant experience and knowledge: extensive client base
- Benchmarking, shared learning & best practice
- Regional & system groups





# 4 Understanding Your Vision, Objectives & Risks

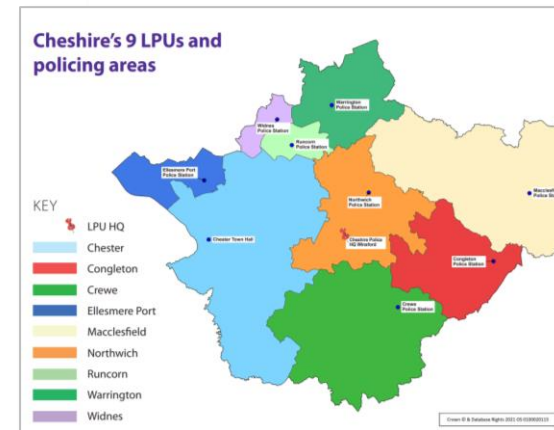
## Understanding Your Vision, Objectives and Risks

A key focus of our strategic risk assessment is understanding your vision and ensuring that the internal audit plan contributes to your objectives. This in turn ensures that the assurances provided are built around your risks.

## Assurance Built Around Your Risks

- *Financial sustainability*
- *Professional Standards*
- *Delivery of Police and Crime priorities and programmes*
- *Workforce*
- *Cyber and IT resilience*

We map your strategic objectives and strategic risks to the 3 Year Strategic Internal Audit Plan (Appendix A).





# 5 Internal Audit Risk Assessment

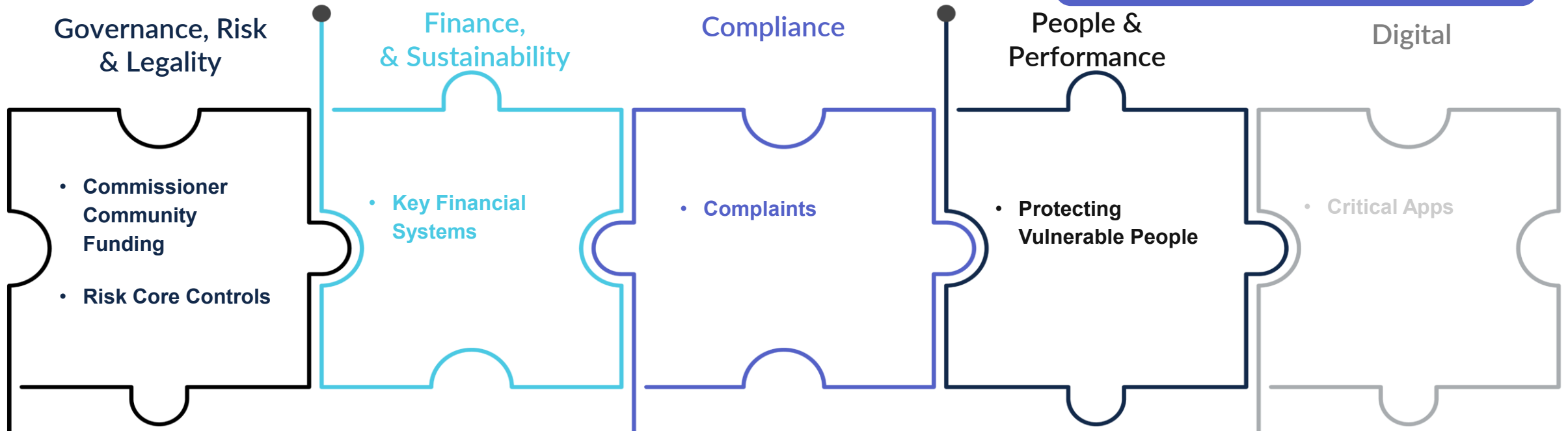
The Cheshire Constabulary and the Office of the Police and Crime Commissioner for Cheshire’s internal audit plan is built from a risk assessment which has considered national and local system risks, place based developments and your local strategic risk assessment, along with our breadth of experience and understanding of the challenges you face.

A key focus of our strategic risk assessment is understanding your vision and ensuring that the internal audit plan contributes to your objectives. This in turn ensures that the assurances provided are built around your risks.

The initial strategic risk assessment and internal audit risk assessment has considered:

- **Organisation intelligence** – including review of your Strategic Risk Register, Police and Crime Plan and operational plans and performance.
- **Benchmarking and national Police Audit Group (PAG) mapping** – MIAA are part of the PAG where we gain insight and share learning across audit providers working with the police sector.
- **Assurance mapping** – utilisation of the 3 lines of assurance model and professional standards to ensure focused coverage. Where relevant, we have considered expected third party assurances to enable coordination of services and m
- **Previous Internal Audit coverage** – we have reviewed your previous Internal Audit coverage to ensure the proposed plan does not duplicate coverage.
- **Mandated assurance** – including core systems assurances and public sector internal audit standards requirements.
- **Follow Up** – Internal Audit coverage will also include follow up of outstanding internal audit actions.

Prioritised risks are presented below. Non-prioritised risk areas are detailed in Section 6 of this document





# 6 Operational Internal Audit Plan 2026/27

Review & Scope	Risk / Rationale	Planned Delivery	Executive Lead
<b>Governance, Risk &amp; Legality</b>			
<b>Community Commissioner Funding:</b> To provide assurance that key controls are established and maintained in relation to community Commissioner funding.	<b>Risk Assessment / Management Request</b>	Q1	OPCC
<b>Risk Management Core Controls:</b> To provide assurance that core risk management controls have established and maintained.	<b>HOIA Opinion Requirement/ Internal audit standards requirement</b>	Q4	OPCC / Chief Constable
<b>Finance &amp; Sustainability</b>			
<b>Key Financial Systems – Deep Dive Budgetary Control:</b> To provide assurance that the key budgetary controls are appropriately designed and operating effectively.	<b>Core Assurance/ Strategic Risk</b>	Q3	OPCC / Chief Constable
<b>National Fraud Initiative (NFI):</b> Preparation for the release and investigation of the outcome of the NFI data match exercise.	<b>Mandated Requirement</b>	Q3	OPCC / Chief Constable
<b>Compliance</b>			
<b>Complaints:</b> To provide assurance that key controls are established and maintained in relation to complaints made to the Constabulary.	<b>Risk Assessment/ Police and Crime Plan Priority</b>	Q2	OPCC / Chief Constable
<b>People &amp; Performance</b>			
<b>Protecting Vulnerable People:</b> To provide assurance over the effectiveness of the force's arrangements for identifying, safeguarding, and supporting vulnerable people.	<b>Risk Assessment/ Police and Crime Plan Priority</b>	Q4	OPCC / Chief Constable



Review & Scope	Risk / Rationale	Planned Delivery	Executive Lead
Digital			
<b>Critical Apps:</b> provide assurance over the adequacy and effectiveness of the force's governance, security, resilience, and continuity arrangements for its critical applications.	<b>Risk Assessment /Police and Crime Plan Priority</b>	Q3	OPCC / Chief Constable
Follow up & Contingency			
<b>Follow up and Contingency</b>	<b>Internal audit standards requirement</b>	Q1 – Q4	OPCC / Chief Constable
Planning, Reporting and Added Value			
<b>Planning, Management, Reporting &amp; Meetings</b>	<b>Internal audit standards requirement</b>	Q1 – Q4	OPCC / Chief Constable
Added Value including Events and MIAA Insights programme			



## Exclusion from the Internal Audit Plan 2026/27

The following audits have been recommended by MIAA for review in 2026/27 but not included in the plan

Recommended Review	Reason for non-inclusion in the plan
AI Governance	Other risk areas prioritised / Consider for 2027/28
Estates	Police and Crime Plan priority area but other risk areas prioritised

## Risks in the Strategic Risk Register not covered by reviews in the plan

Strategic Risk Reference	Reason for non-inclusion in the plan
Data Quality - Niche	Specialist skills required and other assurance mechanisms in place

## Areas requested by Audit Committee members or officers which have not been included in the plan

Review Area	Reason for non-inclusion in the plan
N/A	N/A

*The Internal Audit Risk assessment and plan will be reviewed on an ongoing basis throughout the year and any requests for change discussed and approved via the Audit Committee. A 6 month review of the plan will also take place.*



# Appendix A – 3 Year Strategic Internal Audit Plan

We have mapped your strategic objectives and strategic risks to the 3 Year Strategic Internal Audit Plan. This aligns to our overarching strategy referenced in Section 2. This will be reviewed as part of the risk assessment process to ensure that it remains focused on the organisation's key risks and challenges and adds value.

2026/27	2027/28	2028/29
<b>Governance, Risk and Legality</b>		
Commissioner Community Funding	Neighbourhood Policing Grants	Estates
<b>Finance and Sustainability</b>		
Key Financial Systems National Fraud Initiative	Key Financial Systems National Fraud Initiative	Key Financial Systems National Fraud Initiative
<b>Compliance</b>		
Complaints	Crime Recording	Vetting
<b>People and Performance</b>		
Protecting Vulnerable People	Health and Wellbeing	Absence Management
<b>Digital</b>		
Critical Apps	Artificial Intelligence Governance	IT Asset Management

# Appendix B – Internal Audit Key Performance Indicators



Cheshire  
Constabulary



Cheshire  
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An efficient and effective internal audit service is delivered in partnership. It is important that clear expectations are established and a range of KPIs are in place to support this. It is important that organisations ensure an effective Internal Audit Service. Whilst input and process measures offer some assurance, the focus should be on outcomes and impact from the service. Our annual Head of Internal Audit Opinion will provide you with a range of impact and effectiveness measures, as well as confirmation of our compliance with public sector internal audit standards and accreditations.

In addition, the following operational KPIs have been proposed for you.

Operational KPI	Target	Measurement and Frequency
Agreement of Annual Plan prior to the start of the year	100%	Annual (measured as per agreed Audit Committee date / Audit Committee Workplan)
Completion of annual plan within agreed timetable and budget	100%	Annual (measured through HOIA opinion) plus in year reporting to Audit Committee
Presentation of the Head of Internal Audit Opinion to the Audit Committee	100%	Annual (measured as per agreed Audit Committee date / Audit Committee Workplan)
Delivery of audit reports to audit committee as per the plan	100%	Quarterly (measured as per annual operational delivery plan)
Terms of reference agreed with management at least 10 working days before commencement of audit	100%	Quarterly (measured as per MIAA's Electronic Working Paper (EWP) system) – requires MIAA and organisation to deliver KPI (for urgent requests this may be shorter depending on the nature of the request)
Draft reports issued within 10 days of completion meeting	100%	Quarterly (measured as per MIAA's EWP system)
Final audit report issued within 10 days of receiving management response	100%	Quarterly (measured as per MIAA's EWP system)
Final audit reports are agreed by the nominated executive director, who will ensure consultation has taken place with relevant officers	100%	Quarterly (measured as per annual operational delivery plan)
Receipt of all internal audit reports in accordance with timelines for Audit Committee publication with completed cover sheets as required	100%	Quarterly (measured as per agreed Audit Committee dates)
Proportion or recommendations accepted by management	95%	Quarterly (measured as per MIAA's EWP system) – the target allows for advisory recommendations (we would expect 100% of high risk recommendations).
Monitor and Follow Up implementation of accepted recommendations by due date	95%	Quarterly (measured through follow up reports) - requires organisation and MIAA to deliver KPI
Issue of client satisfaction survey following completion of each review	100%	Quarterly (measured as per agreed Audit Committee dates)
Operation of systems to ISO Quality Standards and compliance with public sector internal audit standards.	100%	Quarterly (measured as per agreed Audit Committee dates)
Commitment to training and development of audit staff. Maintenance of 65% Qualified (CCAB, IIA etc) 35% Part Qualified	100%	Quarterly (measured as per agreed Audit Committee dates)

## Global Internal Audit Standards in the UK Public Sector

This Plan is compliant with the requirements of the Global Internal Audit Standards as they apply in the UK Public Sector which came into effect on 1<sup>st</sup> April 2025.

### Limitations

Our work does not provide absolute assurance that material errors, loss or fraud do not exist. Responsibility for a sound system of internal controls and the prevention and detection of fraud and other irregularities rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify all circumstances of fraud or irregularity. Effective and timely implementation of our recommendations by management is important for the maintenance of a reliable internal control system.

Reports prepared by MIAA are prepared for your sole use and no responsibility is taken by MIAA or the auditors to any director or officer in their individual capacity. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose and a person who is not a party to the agreement for the provision of Internal Audit and shall not have any rights under the Contracts (Rights of Third Parties) Act 1999.





**JOINT MANAGEMENT BOARD**

**DECISION NO. 2025/11**

**DATE: 4 MARCH 2026**

**Fleet Strategy 2026-2029**

**Executive Summary:**

The Vehicle Fleet Strategy 2026-2029 outlines the four-year fleet strategy taking into consideration compliance with the newly launched NPCC national fleet standards and the Police and Crime Plan.

**Recommendation:**

- 1) That the Vehicle Fleet Strategy is approved.

I have reached the following decision:

Approval of the recommendation.

My rationale for this decision is:

1. The review and update of the Fleet Strategy reflects a commitment to enhanced delivery.
2. Implementation of this updated strategy aligns with the priorities of the Police and Crime Plan, and those of the public, around embracing technology and innovation, and providing an accessible and responsive police service.

**Signature**

**Date 4 MARCH 2026**

**Police & Crime Commissioner**

**Signature**

**Date 4 MARCH 2026**

**Chief Constable**

## PART 1 - NON-CONFIDENTIAL FACTS AND ADVICE

### Introduction and background

3. The strategy has been developed to update and refresh the previous document. A review of the activity within this document has taken place to ensure relevance and consistency with updates added accordingly.
4. This strategy sets out areas of policing activity and partnership working to ensure that a rounded approach to tackling this issue is sought and progressed.
5. This is an opportunity to refresh our approach to delivering an outstanding service to the public.
6. Key changes include
  - a. Introduction and compliance against national technical fleet standards
  - b. Maintaining improved standards delivered in the last strategy.
  - c. Improved parts management with procurement support and maximising recycling opportunities.
7. The approach for the new strategy covers five key areas of fleet outlining the core objective and details the plans for delivering in the area's below:

#### Fleet Assets

- Maximising vehicle utilisation
- Support vehicle flexibility
- Improve vehicle management

#### Fleet Maintenance

- Technical Standards
- Parts Management
- Partnership Working

#### Fleet Sustainability

- Reduce fuel consumption
- Increase lower carbon vehicles
- Influence driving standards

#### Fleet Procurement

- Influencing the national procurement frameworks
- Encouraging social capital
- Investing in technology

#### Fleet Administration

- Fleet performance KPIs

### Issues for consideration

8. There are no issues for consideration

### Financial Comments

9. Finance have been consulted and support the Strategy

### Legal & Commercial Comments

10. Legal Services have been consulted and support the Strategy

### People Implications

11. People Services have been consulted and support the Strategy

### Equality Comments

12. There are no specific equality implications to this report.

**Public access to information**

Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.

Is there a Part 2 form - No

Contact Officer: Julie Cradock, Fleet Services Manager

Tel. No.: 01606363623

Email: Julie.cradock@cheshire.police.uk

**CHIEF OFFICER DECLARATION (Chief Constable – Mark Roberts):**

*I have reviewed the proposal, and I am satisfied it is correct, all relevant internal checks have been undertaken, and it is an appropriate request to be submitted to the Police & Crime Commissioner.*



**Signature**

**Date: 25/02/2026**

**CHIEF EXECUTIVE DECLARATION (Damon Taylor):**

*I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.*



**Signature**

**Date: 25/02/2026**

# Cheshire Constabulary Fleet Strategy 2026–29



Cheshire  
Police & Crime  
Commissioner



Cheshire  
**Constabulary**

# Introduction

## **We are pleased to introduce the Fleet Strategy for Cheshire Constabulary for 2026 to 2029.**

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 through the use of technology and lower emission vehicle purchases. The Constabulary is committed to minimising our environmental impact as laid down in the HM Government Road to Zero Strategy, this Fleet Strategy supports the delivery of all the relevant objectives.

Fleet have developed an internal continuous improvement programme under the banner of >>**FLEET FORWARD** which underpins our strategy by delivering significant long-term improvements by refining processes, systems and identifying opportunities.

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

# Fleet Strategy 2026-29

The Cheshire Fleet Strategy has been developed taking into consideration national strategies such as the NPCC Fleet Strategy and The NPCC Fleet Standards, the Commissioner's Police and Crime Plan and the Environmental Strategy and underpinned by the Constabulary Plan on a Page.



The Cheshire approach to Fleet Management is based on five key elements:

- Fleet Assets
- Fleet Maintenance
- Fleet Sustainability
- Fleet Procurement
- Fleet Performance

## Fleet Assets

Cheshire Constabulary provide and maintain over 730 vehicles and items of plant machinery.

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.

Fleet Assets as at April 2025	Quantity
Core vehicle fleet	722
Retained fleet*	16
Pedal Cycles	74
Trailers	10

*\*Retained fleet are vehicles due for replacement, held as resilience for potential manufacturer delivery issues or unexpected write offs.*

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

<b>Fleet Financial Spend 2024/25</b>	<b>Quantity</b>	<b>Annual Cost / Income</b>
<b>Staff Costs – 28 FTE</b>	28 FTE	£1,310,623
<b>Fuel</b>		£1,474,865
<b>Fleet Misc. Spend</b>		£41,293
<b>Vehicle Recovery Costs</b>		£49,107
<b>Fleet Systems</b>		£62,016
<b>Vehicle Maintenance Parts &amp; Equipment</b>		£987,832
<b>Collision Repairs</b>		£522,735
<b>Insurance claims</b>		£436,356
<b>Insurance recoveries</b>		-£73,809
<b>Income from Vehicle disposals</b>		-£51,105
<b>Income from collaborative arrangements</b>		-£697,969
<b>Total</b>		£4,061,944

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

- **Maximise vehicle utilisation**
- **Support vehicle flexibility**
- **Improve vehicle management**

## **Fleet Utilisation**

The focus will continue to be on maximising the use of our assets and where possible we will aim to maintain the overall numbers of vehicles on fleet absorbing any uplift in officer numbers with our existing fleet. Fleet Services will do this by:

- Use telematics to better understand vehicle utilisation to inform decision making.
- Promoting vehicle sharing between departments.
- Developing innovative solutions to maximise vehicle use – for example geographical pool systems where appropriate.
- Delivering multi-functional vehicles which can be utilised across several teams.
- 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:

- Continue to minimise spend on external rental vehicles following the introduction of an enhanced approval process.
- Evolving vehicle specifications to ensure that appropriate scope of vehicle requirements are available in force without a need to go externally.
- Manage a central diverse pool of vehicles to cope with ad hoc fleet demands.

## 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 administrative functions and continuously review all 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 1:1 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.

**The on-road availability of vehicle in Cheshire consistently sits at an average of over 92%.**

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:

## Technical Standards

- We have introduced and comply with our technical standards which comply with the NPCC National Technical Standards across all our maintenance provision.
- 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 welcome proactive suggestions from staff and encourage active participation in service improvement.

## 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 Northwest
- 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 through reductions in collisions & collision repair cost efficiencies

# Fleet Sustainability

We aim to lower the Constabulary's environmental impact by conserving resources, saving energy, and cutting waste. As transport emissions come mainly from petrol and diesel, using less fuel and improving vehicle fuel efficiency are essential. Our goal is to switch to electric vehicles, (EV) but budget and infrastructure challenges remain.

Fleet tracks carbon emissions in tonnes of CO<sub>2</sub>, calculated from fuel usage. Since 2019, we've shifted from a primarily diesel fleet to using more petrol, hybrid, and electric vehicles.

The Environmental Strategy 2019-2024 set a goal to reduce fleet emissions by 35% from the 2009 baseline of 2,941 Tonnes CO<sub>2</sub>e. By 2023, emissions had decreased to 2,339 Tonnes CO<sub>2</sub>e.

Summary of fleet 2023/24		
Vehicle Fuel Carbon Footprint	Litres	Tonnes CO <sub>2</sub> e
Total Unleaded	465,337	963
Total Premium Unleaded	20,353	42
Total Diesel	537,906	1359
Total Premium Diesel	14,230	35
<b>TOTAL</b>	<b>1,047,825</b>	<b>2,339</b>

We have moved away from a diesel dominant fleet and have seen a 20% reduction in our carbon footprint from the baseline. Further reduction in CO<sub>2</sub>e emissions is constrained by increased petrol use, caused by lower MPG petrol high-performance cars. Fewer diesel models are available as manufacturers focus on petrol, hybrids, and EVs.

Petrol helps urban air quality, while modern diesel is still efficient for high-mileage or rural driving, depending on needs. However, we know, EV is the way forward.

We aim to stabilise & eventually reduce our emissions by a gradual transition to EV where possible. Policing roles and EV are a challenging (but not impossible) combination, and we will continue to work smarter to adapt to the new technology subject to the required funding being available for EV charging infrastructure. We will continue to learn from Police EV pioneers like Police Scotland.

Reducing emissions, fuel consumption and overall carbon footprint is a recognised priority, but progress is constrained by several key factors, mainly financial. The industry's transition pathway from Petrol / Diesel to hybrids to electric vehicles and the planned withdrawal of internal combustion engines (ICE) all limit available options. These challenges are compounded by insufficient charging infrastructure in the Constabulary and, most significantly, budgetary constraints, with substantial capital investment required to enable large-scale infrastructure installation and commercial charging being economical & insecure.

While some progress has been made, such as transitioning from diesel to petrol vehicles to reduce carbon emissions, this has resulted in increased fuel consumption, (high performance petrol cars use more than their diesel equivalent). Electric vehicles (EV) remain the long-term solution for emissions reduction; however, for much of the fleet, the required range and performance are currently unachievable, so new ways of operating are required. Any future emissions targets must therefore be set alongside a realistic assessment of the associated financial implications of transition to an EV Fleet, not so much in the vehicle cost, but in the charging infrastructure.

**2025-2028 Target - Delivering a sustainable fleet model to reduce carbon emissions with a three-step approach:**

- **Reduce Fuel Consumption**
- **Increase Lower Carbon Vehicles as a % of the Fleet**
- **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:

- New ways of working such as the new Response / AIT model and the addition of an LPU should see a reduction in fuel use of approx.15%. We will continue to support new ways of working that reduce fuel consumption
- We have introduced some EV onto the fleet & will add more each year
- We have set up Pool fleets at LPU to reduce unnecessary journeys to / from HQ
- Mobile Vehicle Technicians operating out of Fleet will repair multiple vehicles at each site, reducing the number of vehicle journeys to Fleet for maintenance & repair
- Our bunkered fuel tank at HQ will reduce the number of refuelling journeys
- Support force initiatives to reduce business travel mileage such as agile working, car share and cycle to work schemes.

- 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.
- When it becomes operationally and economically viable, we will adopt an “EV first” approach to new vehicle procurement.
- Working with the Estates Department and with advice from the Carbon and Energy Saving Trusts & pioneers like Police Scotland, we will explore a program of investment in new Electric Vehicle (EV) charging infrastructure.
- Influence the national vehicle procurement contracts, which will provide a route to market for lower 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.
- Streamline the Electric Vehicle driver training requirements working in partnership with the Driver Training Unit
- Develop and rollout dashcam support options for our higher risk elements of the fleet

# 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.

**These criteria will be under constant review and adjusted as necessary.**

Vehicle groups	Replacement criteria (whichever is soonest)		
	Mileage		Age
<b>Core Fleet</b>			
Plain, CID, General purpose cars	110,000	or	9 years
Non Response vans	110,000	or	10 years
Beat/Response cars	100,000	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
<b>Exceptions for special groups</b>			
<b>Off road motorcycles and other non-core or specialist fleet</b>	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**

## 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:

- Utilisation of fleet portal and team site which enables 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 Performance

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
- Vehicle Utilisation
- Capital and Revenue Costs
- Fuel Usage & MPGs (Miles per gallon)
- Vehicle emissions
- Collision Data – At fault/Not at Fault
- Collision Data – Collision Types
- Collision Data – Reported/Unreported
- Vehicle availability & Vehicle downtime
- Vehicle reliability – days lost due to maintenance and repairs
- Vehicle defects & MOT Failure rate
- Tyre & Maintenance cost per vehicle
- 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.

Author: Tim Sykes, Head of Fleet Services, Cheshire Constabulary

## Contact

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Oakmere Road  
Winsford  
CW7 2UA



## Joint Management Board Forward Plan - 2025/26

Date of Meeting	Room	Report Title	Part 2 Report	Cyclical Item	Lead Officer
<b>02 July 2025</b>	OPCC Meeting Room	Provisional Financial Position Outturn 2024/25	No	Annual	Chief Finance Officer (Con)
		Treasury Management Outturn 2024/25	No	Annual	Chief Finance Officer (Con)
		Utilisation of POCA Funding in 2024/25	No	Annual	Chief Finance Officer (OPCC)
		Internal Audit Plan 2025/26	No	Annual	Chief Finance Officer (OPCC)
		Strategic Risk Register	No	Quarterly	Chief Constable
		MOU NCA Fleet	No	No	Chief Constable
<b>06 August 2025</b>	OPCC Meeting Room	Financial Position 2025/26: First Quarter Review	No	Quarterly	Chief Finance Officer (Con)
<b>10 September 2025</b>	OPCC Meeting Room	Strategic Risk Register	No	Annual	Chief Legal Officer
<b>01 October 2025</b>	OPCC Meeting Room	Modern Slavery Transparency Statement - 2025 Update	Yes	Quarterly	Deputy Chief Constable
<b>05 November 2025</b>	OPCC Meeting Room	Financial Position Report 2025/26: Mid Year Review	No	Quarterly	Chief Finance Officer (Con)
		Treasury Management 2025/26: Mid Year Review	No	Quarterly	Chief Finance Officer (Con)
		Medium-Term Financial Strategy - Mid Year Review	No	Half-yearly	Chief Finance Officer (Con)
		Strategic Risk Register	No	Quarterly	Chief Finance Officer (Con)
		Estates Strategy			
		Environmental Strategy			
		IT & Digital Strategy			
People Strategy					
Procurement Strategy					
<b>03 December 2025</b>	-	Cancelled			
<b>14 January 2026</b>	-	Cancelled			

<b>28 January 2026</b>	HQ / Teams	Treasury Management Strategy 2025/26 Medium Term Financial Strategy 2026-2031 2026/27 Budget & Council Tax Precept Fees & Charges Handbook 2026 Strategic Risk Register AI Paper Financial Position 2025/26: Third Quarter Review Review of the Scheme of Corporate Governance	No No No No Yes tbc No No	Annual Annual Annual Annual Quarterly No Quarterly Yes	Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Chief Finance Officer (Con) Deputy Chief Constable ACC Chief Finance Officer (Con) Chief Executive
<b>04 March 2026</b>	Teams	Fleet Strategy Draft Internal Audit Plan for approval	Tbc No	No Annual	ACC Chief Finance Officer (Con)
<b>1 April 2026</b>	Teams	AI Enablement Programme			
<b>06 May 2026</b>	HQ				
<b>03 June 2026</b>	RTH	Strategic Risk Register Strategic Policing Requirement			
<b>01 July 2026</b>	Teams	Provisional Revenue and Capital Outturn and Treasury management Reports			Chief Finance Officer (Con)
<b>05 August 2026</b>	HQ				

<b>TO BE CONFIRMED</b>
------------------------

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Asset Management Strategy</li> <li>• S22a Collaboration Agreement - MET Assurance &amp; Testing</li> </ul> |
|---|



**Joint Management Board**

**DECISION NO. 2026/12**

**DATE: 4<sup>th</sup> March 2026**

**MIB Donation Agreement**

**Executive Summary:**

*This report seeks a decision to approve a donation of funds from and enter into an agreement with the Motor Insurance Bureau (MIB) to further assist in enforcement of uninsured drivers on the roads of Cheshire.*

**Recommendations:**

- 1. That the cash donation from the Motor Insurers Bureau detailed in Part 2 of this report be approved; and*
- 2. The Agreement between the Motor Insurers Bureau and the Commissioner and Chief Constable be approved; and ;*
- 3. The arrangements for vehicle purchase, livery and deployment be noted.*

We have reached the following decision:

To approve the recommendations.

Our rationale for this decision is:

Aligning with the Police and Crime Plan, the donation agreement allows for:

- Increasing policing visibility and responsiveness
- Preventing tomorrow's offenders through early intervention and proactive policing
- Rebuilding confidence after national policing challenges by reinforcing a visible commitment to safer roads
- Providing a modern, fit for purpose operational vehicle and demonstrating innovative collaboration with a national organisation

**Signature**

**Date 4<sup>th</sup> March 2026**

**Police & Crime Commissioner**

**Signature**

**Date 4<sup>th</sup> March 2026**

A handwritten signature in black ink, appearing to read 'M. Kelly', written in a cursive style.

**Chief Constable**

## **PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE**

### **INTRODUCTION AND BACKGROUND**

1. The Motor Insurers' Bureau (MIB) has offered an ex-gratia financial contribution to support Cheshire Constabulary in purchasing a marked operational police vehicle dedicated to uninsured-driving enforcement.
2. The expectation is the Constabulary will provide basic updates to the MIB relating to the vehicle's purchase and its role in supporting the Special Constabulary in uninsured-vehicle seizure activity.
3. Although the prime objective will be to target uninsured drivers, Cheshire Constabulary will retain full ownership and control of the vehicle, including operational deployment, maintenance and end-of-life decisions.
4. The donation is made without expectation of publicity, preferential treatment, or any operational influence. MIB branding may be placed on the vehicle, only subject to a mutually agreed design.
5. The agreement confirms that the donation is compliant with bribery, data protection and transparency requirements, creates no commercial or service-delivery relationship, and may be terminated by either party, with unused funds returned and any repayment after purchase limited to the vehicle's commercial value at the time.
6. Multiple forces across England have already taken this opportunity and have received funding for a vehicle into their fleet.
7. The intention is to purchase an EV Powered vehicle based at HQ in order to provide additional research and testing in relation to the practicalities and challenges of deploying a marked EV response car. This will support future planning work as we move towards Carbon Net Zero.
8. The Special Constabulary have agreed to work in partnership with Fleet to support the targeting of uninsured vehicles as well as research in relation to the challenges and practical application of deploying a marked EV Response car.
9. Further detail of the amount of funding and the agreement itself are attached in Part 2 of this paper.

### **FINANCIAL COMMENTS**

10. Finance have been consulted and are supportive of the proposal

### **LEGAL COMMENTS**

11. The Scheme of Corporate Governance requires that any proposal involving the provision of sponsorship, gifts and hospitality to the Constabulary by a third party which may have reputational implications or involve costs/future years commitments above £10,000 for the Commissioner or Constabulary will require the Commissioner's specific approval.
12. The Funding Agreement has been prepared in accordance with, and is consistent with, the requirements of section 93 of the Police Act 1996, which permits the provision and acceptance of funding for police purposes. The arrangements set out in this Agreement also permit compliance with the applicable Financial Regulations regarding the purchase of the vehicle.

### **EQUALITY COMMENTS**

13. There are no specific equality comments associated with the report.

### **ENVIRONMENTAL COMMENTS**

14. The environmental impact of proceeding with this donation is considered **neutral to low**, with some potential opportunities for positive contribution. The acquisition of a new operational vehicle





**Joint Management Board**

**DECISION NO. 2026/13** | **DATE: 4<sup>th</sup> March 2026**

**Collaboration Agreement with the Metropolitan Police Service for Vehicle Testing**

**Executive Summary:**  
  
This report seeks approval to enter a S22A police collaboration agreement with the Metropolitan Police Service for an assessment service which demonstrates a vehicles suitability for operational policing (the Met Test).

- Recommendations:**
- 1) The S22A Collaboration Agreement be approved and the agreement be signed by the Chief Constable and the Police & Crime Commissioner.

We have reached the following decision:  
  
To approve the following recommendations.

Our rationale for this decision is:  
  
Aligning with the Police and Crime Plan, the S22A allows for:

- Rebuilding confidence after national policing challenges by reinforcing a visible commitment to safer roads by ensuring vehicles are as safe and suitable as possible.
- Modernising policing by providing a modern, fit-for-purpose operational vehicle and demonstrating innovative collaboration with a national organisation.

**Signature** **Date: 4<sup>th</sup> March 2026**

*Dan Price*

**Police & Crime Commissioner**

**Signature** **Date: 4<sup>th</sup> March 2026**

*Mal Kelly*

**Chief Constable**

## **PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE**

### **INTRODUCTION AND BACKGROUND**

1. This S22A agreement outlines terms and conditions of the vehicle evaluation service that the Metropolitan Police Service carry out to assess a vehicles suitability to be utilised as a Police vehicle.
2. This service, commonly referred to as the 'MET test' is a vital tool used by Cheshire Constabulary to support in the evaluation and procurement when selecting a vehicle for a policing role. The 'MET test' performs repeatable tests assessing vehicle performance, handling, braking, ergonomics, payload capacity, and technical accuracy against manufacturer claims.
3. These evaluations differentiate based on the potential role requirements of the vehicle such as, response, non-response, and off road. Detailed evaluation reports are then generated. This agreement also allows the potential for the Cheshire Constabulary to pay for the Metropolitan Police to carry bespoke additional testing on its behalf upon request at a cost.
4. Cheshire Constabulary currently has an informal agreement with the Metropolitan Police to provide top level test results, however this relies on goodwill and established relationships. The section 22 will enable fleet to have direct access to the full test report and results.

### **FINANCIAL COMMENTS**

5. Finance have been consulted and are supportive of the proposal

### **LEGAL COMMENTS**

6. This collaboration agreement establishes the objectives and governance arrangements in the provision of testing and evaluation of police fleet vehicles. The agreement is not on the national agreed collaboration template for policing, but it does provide for governance and protections for parties. The Met is the lead force who will administer and produce reports for National Fleet Managers to access. The collaboration operates on a 'pay as you go basis' for force level instructed evaluations. The principal purpose is to facilitate access to the reports, there is no intention to instruct vehicle testing. Consequently, there is no additional financial burden and therefore no procurement implications.

### **EQUALITY COMMENTS**

7. There are no specific equality comments associated with the report.

### **BACKGROUND DOCUMENTS**

Document Titles
None

#### **Public access to information**

*Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.*

Is there a Part 2 form – YES

*If yes, for what reason: the report contains restricted information relating to Law Enforcement, section 31 and Commercial Interest, section 43 of the Freedom of Information Act 2000.*

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**CHIEF OFFICER DECLARATION (Assistant Chief Constable – Bill Dutton):**

*I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.*

**Signature**

*Bill Dutton*

**Date 25/02/2026**