

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.

Fleet Financial Spend 2024/25	Quantity	Annual Cost / Income
Staff Costs – 28 FTE	28 FTE	£1,310,623
Fuel		£1,474,865
Fleet Misc. Spend		£41,293
Vehicle Recovery Costs		£49,107
Fleet Systems		£62,016
Vehicle Maintenance Parts & Equipment		£987,832
Collision Repairs		£522,735
Insurance claims		£436,356
Insurance recoveries		-£73,809
Income from Vehicle disposals		-£51,105
Income from collaborative arrangements		-£697,969
Total		£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 CO₂, 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 CO₂e. By 2023, emissions had decreased to 2,339 Tonnes CO₂e.

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

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 CO₂e 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 for 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
Core Fleet			
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
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**

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.

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