

Fleet Strategy

2015 - 2018



Foreword



I am pleased to introduce the Fleet Strategy for Cheshire Constabulary, with its focus very firmly upon supporting frontline operations in the most cost efficient way. Cheshire has a track record of delivering a high quality fleet service and this strategy very much aims to continue that, with an emphasis on continued improvement and cost savings alongside the high quality.

Challenges in the forthcoming strategy period will be to continue to embrace technology within our fleet to support the new policing model within the Force and thereby allow officer visibility to be maintained across the county. As we increase our frontline officer numbers in the coming months via our expanded recruitment intake, vehicle fleet will be keeping under regular review the utilisation of vehicles, opportunities for sharing vehicles more widely and ensure that the correct number of vehicles are available and on the road to play their part in keeping officer visibility and performance at a high level. Vehicle fleet is here for the frontline, and this strategy is very much a statement of that continued support.

Julie Gill
Assistant Chief Officer

Purpose of the Fleet Strategy

To directly support front line and associated operations by providing a comprehensive vehicle fleet for all aspects of policing in Cheshire.

There are currently some 670 vehicles in the Cheshire Constabulary fleet.

The Constabulary's fleet includes a diverse range of vehicles including beat vehicles, vehicles to transport dogs, armed response vehicles, specialist roads policing vehicles and motorcycles.

The fleet expenditure for Cheshire Constabulary accounts for approximately 2% of the annual force running costs. In other industries which are transport dependent, fleet costs are

normally second only to payroll costs.

The number of miles travelled per year by Cheshire Police fleet is in the region of 11,000,000 miles.

The on road availability consistently sits at an average of over 96%, this enables the Constabulary to operate with a reduced fleet size for the number of miles travelled.

Collision repair costs have remained low and are less than the same period 10 years ago.

The Constabulary's budget for fleet for the financial year 2015/2016 is :

Revenue	£1,234,000
Capital	£1,513,000
Anticipated Road Fuel Cost	£1,618,000
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TOTAL	£4,365,000

Effective delivery of our Fleet Strategy will **support the Police and Crime Commissioner** in achieving the following objectives detailed within the Police and Crime Plan;

- Enhance frontline policing to enable the Constabulary to prevent and further drive down crime.
- Ensure the delivery of an efficient and effective police service that builds on the use of innovative technology to deliver better services to the communities of Cheshire.

Effective delivery of our Fleet Strategy will **support the Constabulary** in achieving all six of our strategic objectives but particularly those detailed below;

- We respond as an emergency service in a way that cares for individuals and the public when they are in need and protects our communities from serious harm.
- We make the best use of our workforce and resources and have removed waste and duplication.



What we want the Fleet Strategy to achieve

We will be **successful** in delivering our Fleet Strategy when...

- We facilitate the procurement and modification of good quality vehicles that meet operational demands whilst maintaining best value.
- We have processes in place to provide a safe, efficient and reliable transport system for Cheshire Constabulary whilst optimising fleet availability.
- We identify and implement a continual improvement scheme for increased efficiency through savings and income generation.
- We have a highly trained and qualified workforce capable of meeting the challenges of advancing technologies.

We will **achieve** in delivering our Fleet Strategy by...

- **Collaborating with national, regional and local partners.**
- **Effective training and development of the workforce.**
- **Using reliable, informative and timely management information.**
- **Technological solutions.**
- **Effective communication.**



How we will achieve it

Method of delivery:

Procurement and modification of good quality vehicles that meet operational demands whilst achieving best value.

Police vehicles are selected from an approved Home Office list of manufacturers' makes and models. Vehicles for specialist roles are tested for compliance to electromagnetic compatibility and undergo severe ride, drive and braking tests.

Specific focus is put to the selection of all vehicles and includes the purchase costs, whole life running costs, spare parts and warranty provision and the physical evaluation ensuring the vehicles are fit for purpose. In the case of marked beat vehicles great savings have been made already and this continues to save the Force up to £180,000 per year.

Emergency equipment is continually being developed in order to satisfy operational requirements. Liaison with practitioners is vital to ensure the right level of performance is delivered within reducing budgets.

The focus to downsize and standardised wherever possible those areas of non-specialist fleet vehicles continues which brings capital as well as fuel and maintenance savings.

This is an area where there will be a strong focus in the coming year with a review of marked and un-marked fleet. This will be done alongside the full implementation of the policing model with deployment bases expected to generate further savings from 2016 onwards.

Vehicle groups	Replacement criteria
Plain, CID, General purpose cars, Beat cars	110,000 miles
Transit cell vans, Mondeo dog vehicles	120,000 miles
PSU Sprinter vans	140,000 miles
Intermediate/Advanced cars	140,000 miles
Traffic, Motorway and ARV cars	160,000 miles
Marked motorcycles	60,000 miles
Exceptions for special groups	
ACPO cars	4 years 100,000 miles
Off road motorcycles and other non-core fleet	Individual assessment
These vehicle groups will be reviewed as part of a thematic review during Autumn 2015	

Vehicle replacement parameters are maximised in order to get the very best service life from the vehicles. Vehicles previously replaced on a time/mileage formula are now changed on a mileage only scheme. Exceptions may be made to this scheme where extreme age profiles are achieved.

The above replacement plan ensures maximum service from vehicles without causing consequential additional revenue requirements.

Long term planning of fleet replacements will continue to stabilise funding and to prevent large variances year to year on purchase costs.

The write off avoidance and delayed write off replacement schemes have now severely reduced the requirement for unplanned supplementary funding for replacement vehicles.

Reliability and availability:

The reliability and availability

rates for Cheshire Police vehicles are high.

The Fleet services department consistently ensures that more than 95% of vehicles are available at all times. This not only helps to keep the fleet small but supports frontline operations by the continued provision of specialist transport.

Continual improvement:

Cheshire Police fleet services already work with a number of partner agencies in order to deliver services for income generation.

A number of vehicles from one neighbouring police force are maintained at our Winsford site along with some vehicles belonging to UK Border agency, NCA, SOCA, Civil Nuclear and some other agencies based in the north west. Whilst these separate arrangements generate income we continue to develop the department to attract more custom.

There are further opportunities being researched and costed with additional emergency services and if successful, will certainly contribute to overheads and hopefully support a reduction in revenue budget dependency.

A review will be undertaken of the fleet services structure to ensure that responsibility is appropriately aligned within the team.

We are committed to improving communication to customers by putting a web portal in place. This will inform all fleet usage areas on vehicle strengths and abstractions, return to duty dates, costs and usage data and collision information.

Frequently asked question responses will also be on the system as well as the opportunity to report directly to the department for accidents, incidents and other service requests. The system will be available on a 24/7 basis and will provide a self service function which will speed up communication lines and allow vehicle users to make choices out of workshop hours.

We will look to further drive down collision repair costs and by joining with Uniform operations on their scheme to improve driver behaviours in all fleet areas, this work will ensure that any below standard practices are challenged appropriately. With good communication this will serve to remind all of the need to drive within quality standards.

The focus will increase on fuel saving opportunities by advising all fleet usage areas on economical driving and route choice. A pilot scheme is being developed to purchase fuel at additionally discounted rates along with research into the use of in-house

bunkered fuel arrangements.

We will continue to work with a company who specialise in recycled police vehicles related parts (not safety related components). This brings great savings where parts can be sourced and fitted to cars with mechanical or collision related damage. This has been very successful and as the company develops on a national basis we will enjoy further benefits.

A new area of focus will be the provision of detailed quarterly reports which will inform all teams of their mileage, fuel usage and costs, collisions and costs, average availability, days off road data as well as updated vehicle fleet listings for their part of the fleet. This will assist teams to increase their efficiencies and make savings.

How we work:

We continue to develop our staff by both external and in-house means to keep up with technical and systematic change. We enjoy free technical training from manufacturers and utilise the force provided training for more generic roles but most importantly keep listening to customer demands and requests in order to provide the best possible service.

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. There are many areas where technical excellence in our force leads the way for others to follow and we regularly advise similar fleet teams on emergency system designs and maintenance functions.

Whilst proud of our workshop

function we have also worked to streamline the administrative functions.

We are keen to focus on core work issues so as to maximise our service output. This leaves some work to be outsourced and this includes motorcycle servicing and heavy goods vehicle maintenance. Both functions have been outsourced for some years although we are now considering an in-house solution to both of these areas of maintenance work.

Service levels are consistently high and our determination to support front line policing keeps us focussed on our core purpose.

The fleet services team deliver everything for fleet including design and specifications, procurement and conversion of specialist and standard vehicles. We administer, maintain and move vehicles around to get the best balance of transport for the force. We decommission and sell vehicles bringing funds back into the force.

In terms of production rates, every vehicle technician is continually supported by management throughout the working day to ensure job progression. This ensures we have up to the hour feedback available to end users as well as supporting the technicians in pushing spare parts or technical data into their area to expedite job completion.

Monthly team meetings will continue to ensure management inform and also listen to staff on force wide and also specific work issues, health and safety issues and any initiatives which are being undertaken.



Key milestones/measures

Procurement and modification of good quality vehicles that meet operational demands whilst achieving best value.

Method of delivery:

- Report on percentage of vehicles replaced 'in year' of intended changeover.

Reliability and availability:

- Average number of days abstracted reduced, compared month by month.
- Daily and monthly vehicle availability.

Continual improvement:

- Increase of supporting funds to overheads.
- Reduced collision costs. Reported to all fleet usage areas.
- Savings through reduced fuel costs. Reported to fleet usage areas.
- Comparison of periodic costs of fleet usage. Reported to fleet usage areas.
- We will seek officer liaison feedback to our services provided.

How we work:

- Reduced time spent requesting assistance from outside agencies.
- Employee satisfaction within Fleet Services.
- Reporting submissions kept to deadlines.

