



Creating a safer
Cambridgeshire



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE CONSTABULARY

FLEET TRANSITION PLAN

JUNE 2022



CONTENTS

1. Background and Strategic Context
2. The Fleet as at June 2022
3. The Case for Change
4. Fleet Transition Themes and Actions
5. Funding and Finance
6. Measuring Success

Appendix 1 – Transition Plan Short, Medium and Long-Term Actions

1. Background and Strategic Context

Purpose of the Fleet Transition Plan

The Constabulary's fleet supports the effective delivery of operational priorities and strategic outcomes.

The Fleet Transition Plan is being put in place to underpin the Sustainability Strategy of the Constabulary to become carbon neutral by 2035. There is a changing landscape within the fleet market and the technological advancement of vehicles coupled with the need to move towards a sustainable fleet that is fit for purpose.

This Fleet Transition Plan articulates the actions the Constabulary will pursue in the short, medium and long term to adopt new technologies delivering ULEVs to reduce and ideally eliminate carbon emissions from the fleet.

Strategic Alignment

It is fundamental that the Fleet Transition Plan is aligned to the Sustainability Strategy and the Organisational Priorities of the Corporate Plan: People, Partnership, Resources, and Transformation. Further still, it supports the Ethical Policing pillar of the PCC's Police and Crime Plan which incorporates environmental sustainability.

It also underpins the Sustainability Strategy along with the Estates Transition Plan and Workforce Transition Plan to deliver net zero carbon. These 3 themes within the Sustainability Strategy are all interdependent and must be developed and mature jointly. The ICT Strategy and digital innovation will also play a key enabling to ensure the success of the Fleet Transition Plan.

2. The Fleet as at June 2022

Current Partnership Working – Chiltern Transport Consortium

The Constabulary are part of a consortium with seven other police forces called the Chiltern Transport Consortium (CTC). This is a long-standing partnership arrangement although Cambridgeshire joined in 2018. CTC provide efficient and effective fleet management services through greater collaboration with other police forces. CTC manages the entire supply chain of vehicles, their maintenance and replacement. Claims handling for vehicle collisions are also managed by CTC linking into the motor vehicle insurers. CTC also represent the Constabulary on national fleet matters as well as working with Blue Light Commercial where relevant.

This Fleet Transition Plan will be dependent on CTC in managing the change to electric hybrid vehicles and other technologies as they are developed, and on CTC acting in an advisory way to the Constabulary as the fleet management specialists. There will be an interdependency here with the Estates Transition Plan on charge

point installation, timing and location, which in turn will dictate the replacement programme and transition to electric vehicles.

Size and Scope

As at June 2022 the Constabulary's fleet consisted of approximately 443 vehicles, ranging from motorcycles to marked cars to LGVs. Of the 443 vehicles approximately 122 (28%) are allocated to BCH collaborated units with the remaining 72% in use locally across Cambridgeshire. The volume of vehicles that Cambridgeshire Constabulary own and operate does not significantly fluctuate year-on-year and has remained relatively stable in recent times. The makeup of the fleet is as provided below.

	Cambs Specific	BCH
Percentage	72%	28%
Number of Vehicles	321	122

	Marked	Plain
Percentage	48%	52%
Number of Vehicles	213	230

Vehicles By Category	Number of Vehicles	% of Vehicles
Admin / General Purpose	225	51%
Van / Transit / Carrier	89	20%
Specialist	37	8%
Surveillance	31	7%
Local Policing Specific	27	6%
Training Vehicles	14	3%
Motorcycles	14	3%
Other	6	2%
Total	443	

In terms of the current location of the fleet the breakdown is provided below.

Vehicles By Location	Number of Vehicles	% of Vehicles
Cambs Headquarters	159	36%
Northern Hub – Thorpewood	95	21%
Southern Hub – Parkside	49	11%
Other Cambs Police Stations / Locations	129	29%
Out of County BCH Locations	11	3%
Total	443	

The mix of vehicles is currently 351 (79%) diesel, 87 (20%) petrol and 5 (1%) electric /hybrid.

The age and mileage of vehicles varies by role type and the current vehicle replacement schedule is to replace vehicles when they reach 4 – 5 years old or have travelled approximately 120,000 miles.

Maintenance and Servicing

Most of the maintenance work is carried out in house within the workshop owned by the Constabulary and operated by the Chiltern Transport Consortium. The optimal positioning of the workshops allows us to provide high quality and timely support for operational policing. For specialised services such as body repairs, these are outsourced to contracted suppliers that service all the counties.

Each vehicle is currently serviced every 10,000 miles or 12 months across the fleet. This service schedule is managed by CTC for the fleet and the 2021/22 service, maintenance and repair costs were £2.6 million.

Technology

In a modern fleet management operation, the fleet management system is the single most important non-staff resource at our disposal. CTC currently use the Tranman system.

The functionality of the system includes asset management from cradle to grave including all maintenance histories and costs associated with the running of the vehicles. This information is crucial to understanding the efficiency of our fleet but also informs the whole life cost of a vehicle when looking at future vehicle purchases. This is vital to successful future planning.

Telematics

CTC have recently procured and installed telematics into the majority of vehicles in the fleet – the system procured was UK Telematics. The Constabulary currently have telematics installed into all vehicles with a few exceptions being staff cars, motorcycles and surveillance vehicles which are not fitted. The total number of vehicles with telematics is 369 representing 83% of the fleet.

The telematics system is still bedding in and will primarily be used as a fleet management tool to assist the Constabulary to ensure the right vehicle is being used in the right location at the right time and for the right purpose to achieve the best possible, economic, efficient, and effective use of the fleet.

Telematics combines a GPS system with the on-board diagnostics to extract real time and rich data on the vehicle location and performance while delivering a safer and more economical operation of the fleet. The data from telematics will ultimately help to shape the work of the Driver Risk Unit in BCH as well as to provide data to the Constabulary's operational leads to review, assess and adapt the use of the fleet in the most optimal way.

3. The Case for Change

The case for change is driven internally and externally across the three key areas as set out in this section.

Operational Change

Modernising our fleet is a component of the overall strategic development of Cambridgeshire Constabulary and is an integral part of our sustainable operating model. The fleet needs to be flexible for vehicles to be reallocated to meet operational policing requirements as they evolve over time and to meet critical demands.

Government Action on Climate Change

There is a wide set of external policies and government initiatives that have significant implications for the fleet. The UK Government has set legislation to target net zero greenhouse gas emissions by 2050. As part of this petrol and diesel engines internal combustion engines will have to be hybrid engines by 2030 with complete removal of internal combustion engines by 2035.

This Fleet Transition Plan is one of the Constabulary's key components to the planned changes in response to government targets. As part of its Sustainability Strategy the Constabulary is committed to achieve the Government's net zero carbon target by 2050 and demonstrating our progress towards decarbonisation.

In addition, other public sector bodies across Cambridgeshire are similarly embarking on carbon reduction strategies and the Constabulary should move in step with these. This is especially so where there is a direct impact on the Constabulary,

for example initiatives to tackle congestion including no / low emission zones that could be brought into urban areas across the county.

Technology

Electric vehicles are one of the biggest drivers for change across the fleet industry. The market is shifting from internal combustion engine vehicles to zero emission vehicles. This switch is driven by both demand and regulatory government interventions on a global scale in response to rising greenhouse gases. The advancement of electric vehicles in the market has been gathering pace, and the continuing speed of development demonstrates the rapidly changing move towards electric vehicles. By 2030, nearly half of the total global vehicle sales will be EVs.

It is vital to secure best value from our fleet and prioritise investment accordingly to ensure vehicles and other assets, such as charging infrastructure, are fit for purpose optimising the fast-changing technological advances in the vehicle industry as well.

The technological developments must be assessed in respect of the demands policing places on vehicle requirements and specifications. This is to ensure the performance and range to meet the operational purpose is in place, whether daily use, high performance, or specialised vehicles.

Cambridgeshire Constabulary aims to be able to adopt the developments in technology at the earliest opportunity where affordable to do so.

4. Fleet Transition Themes and Actions

The Fleet Transition Plan is based on five themes which will be the focus of the action plan. The detailed action plans for each of these themes setting out the short, medium and long term actions are set out in Appendix 1.

1. Improving the Current Fleet	Enhancing our knowledge of the current fleet and what the future demands on the fleet are to make short term improvements to the existing fleet and its use in delivering operational requirements.
2. Transitioning to ultra-low emission vehicles (ULEV) by 2030	Investing in ULEV vehicles to significantly reduce carbon emissions, building the infrastructure required to adopt the changing technology.
3. Strategic Collaboration Partnerships	Working in partnership to deliver the Fleet Transition Plan with the Chiltern Transport Consortium, other police forces and emergency services, other public sector bodies across Cambridgeshire and procurement partners through the 7 Force Commercial Services and Blue Light Commercial.
4. Using Technology to Enhance the Fleet and Supporting Infrastructure	Using technology to understand fleet operations in-depth through telematics and adopting future technologies in support of this Fleet Transition Plan. This extends to ICT developments which may impact on the fleet and its use.

5. Organisational Learning and Development	Supporting our Police Officers and Police Staff as the fleet evolves and requires a change in mindset and behaviour from traditional practices.
--	---

5. Funding and Finance

The Constabulary has a duty to ensure that it achieves and demonstrates value for money.

The Fleet Transition Plan has been developed to ensure that value for money is achieved through investing in both the current and future fleet. It is likely that the cost of the fleet and associated vehicle charging, and back-office requirements will cost more than the current fleet arrangements. This is especially the case as new technologies are brought to market. Whilst this is acknowledged the Constabulary will take a measured view as to the affordability of the actions within the Transition Plan as information, knowledge and experience develops. All of this will be considered in the context of achieving value for money in progressing towards the government's net zero commitment.

Continued investment will always be necessary to maintain depreciating assets and it is critical that the Constabulary look to invest in a sustainable manner.

Recognising the future changes in the vehicle market and the opportunities for partnership working within this plan, the Constabulary may have to routinely use our resources on invest to save proposals. Such a change will ensure that value for money continues to be achieved and the total life cost of our assets will be reduced over time.

The funding landscape will be a challenge in future with ever increasing running costs and expectations placed on the Constabulary to deliver on national agendas and to maintain the Uplift in police officers. The Fleet Transition Plan will have to accommodate within the overall resources of the Constabulary meaning affordability will continue to be a key focus.

There will be associated costs to the infrastructure required to enable electric vehicles onto the fleet, which will be an essential requirement before any electric vehicles are purchased.

The Constabulary will look to secure funding wherever possible through public and private sources as well as taking advantage of national arrangements through central government as they expand the public infrastructure network. In adopting this approach, it is anticipated that partnership working will help to develop the required infrastructure in a collective manner driving economies of scale and maximising benefits to all partners.

A shift in the training requirements for officers to use electric vehicles in operational scenarios may also require investment as well as investing in vehicle technician skills in CTC. The costs of this training will form part of the Medium-Term Financial Strategy as more detail is developed. In addition, workshop infrastructure will need to be reviewed and updated to allow vehicles to be worked on and charged.

The current assumption is that the Fleet Transition Plan will be delivered through an increase in the Capital Programme budget to invest in ULEVs and the supporting infrastructure. The existing budget for CTC will be optimised where possible to keep cost increases to a minimum.

As part of the implementation, the procurement of vehicles will be undertaken, considering the whole life cost of a vehicle (including funding options) to ensure that the Constabulary continue to deliver best value with the funding available.

6. Measuring Success

Measuring the success of the Fleet Transition Plan will be fundamental to understanding the impact of the transition to ULEVs, establishing strategic collaborations and how the Constabulary is contributing to the net zero target.

Understanding the efficiency of Fleet Services will enable Cambridgeshire Constabulary to demonstrate that they are obtaining best value and using resources effectively. Alongside this, understanding the effectiveness of the Fleet Service and vehicles will be equally important. Both these areas will enable the success of the Fleet Strategy to be measured.

The high level expected benefits are set out below however further work to articulate the benefits in a more detailed and measurable will be developed as the transition plan progresses to include for example measures based on data that is available and the number of admin and general purpose vehicles as a percentage of the whole fleet (on the basis high response electric vehicles are not currently available).

Utilisation of vehicles improved

Telematics will enable demand to be more fully understood and allow us to allocate vehicles to the areas with the most critical need.

Reduced costs / added value through partnerships and collaborations

Driving cost reductions and added value through public-to-public collaborations, partnership working and cost sharing to achieve the fleet's transition, including national and regional procurement initiatives.

Modernisation of the fleet and estate

Positioning the fleet to take full advantage of the technological developments as internal combustion engines are phased out ensuring the supporting infrastructure is in place and appropriately future proofed.

Reduced carbon emissions from the fleet

The transition to ULEVs will be a significant contributor to the Constabulary's Sustainability Strategy to achieve net carbon zero.

Adaptable working practices

A workforce that is adjusted to and embraces the new ways of working associated with the necessary developments of the fleet.

Appendix 1 – Transition Plan Short, Medium and Long-Term Actions

SHORT TERM ACTIONS – WITHIN 1 -2 YEARS

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
1	Improving the Current Fleet	Build an understanding of the fleet usage through the analysis of telematics data.	Telematics data Definition of reporting requirements	Mar 2023
2	Improving the Current Fleet	Analyse opportunities for the most sustainable deployment of the existing fleet and reallocate as appropriate, for example: <ul style="list-style-type: none"> • Petrol vehicles for urban requirements • Diesel vehicles for rural requirements • Options for ULEV opportunities 	Vehicle data and current allocations Assessment of any operational impacts	Mar 2023
3	Improving the Current Fleet	Consideration of pooling arrangements to share vehicles in readiness for changes in behaviour required with increased numbers of EVs and charging times that will be needed. Options and approach to be developed for consideration.	Organisational wide acceptance to such an approach	Sept 2023

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
4	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Identify quick wins for conversion from internal combustion engines to ULEVs (linked to Appendix 1 item 2)	Vehicle data and current allocations Assessment of any operational impacts	Mar 2023
5	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Scope and implement a pilot for ULEV's for a dedicated location / unit to include: <ul style="list-style-type: none"> • An understanding of the operational logistics • Development of charging arrangements to support the pilot • Procurement of ULEVs • Telematics reporting is in place to enable assessment of the vehicle use and of the pilot • Understand the learning and adjustments required for permanency and / or wider roll out 	Willingness of identified teams / units Supply of vehicles	Sept 2023 to inform wider roll out in 2024/25
6	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Understand supply options for EVs including lead in times and developments and start transitioning replacements to EV	Reliant on CTC	Mar 2023

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
7	Strategic Collaboration	Develop an understanding of the approaches and plans that partner organisations are taking as well as sharing the Constabulary's position to enhance skills and capability (note some work is underway by the Combined Authority but Police and Fire not currently represented)	Willingness and information sharing by partners Relationships and contacts with partners	Sept 2022 and then regularly revisited
8	Strategic Collaboration	Identify if partnership opportunities exist to roll out and share charging infrastructure, including with businesses / other organisations in or near crime hot spots	Willingness and information sharing by partners Relationships and contacts with partners	Mar 2023
9	Strategic Collaboration	Ensure the Constabulary has an understanding and is linked in to approaches and developments that may be developed either within BCH, regionally through the 7 Force Network, through the CTC consortium (including BTP who are working to a date of 2027 for full transition) or nationally through BLC	Dependence on networks and relationships Ability to influence so approaches are relevant to Cambs	Ongoing review required

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
10	Strategic Collaboration	Consider developments and approaches being undertaken by other police forces to share knowledge, good practice and ideas	Dependence on networks and relationships CTC experiences from other consortium members	Ongoing review required
11	Using Technology to Enhance the Fleet and Supporting Infrastructure	Research charging and back-office software solutions to support charging infrastructure	ICT capacity	Mar 2023
12	Using Technology to Enhance the Fleet and Supporting Infrastructure	Develop the organisational approach to support staff charging of vehicles, or not as the case may be	Approach that other organisations are adopting may have an influence	Mar 2023
13	Organisational Learning and Development	Budget Managers to take a more active involvement in fleet assets used in their area of policing and to identify and support opportunities for change and to make the fleet use more dynamic than team based	Budget Holder buy in Provision of information to budget holders on fleet	Mar 2023
14	Organisational Learning and Development	Take the people and behavioural learning from the pilot	Successful pilot and feedback from those involved	Sept 2023 to inform wider roll out in 2024/25
15	Organisational Learning and Development	Continue to modernise the ways that the Constabulary carries out its services to reduce the amount	Delivery of the Agile Strategy	Ongoing review required

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
		of both business travel and travel to and from work, for example the Agile Strategy, optimising the use of M365 and reviewing patrol strategies	Digital innovation to unlock opportunities Baseline of fleet usage to compare the impact of changes	
16	All Themes	Finance (both revenue and capital), insurance and procurement requirements to be understood, monitored and modelled as actions evolve	Capacity in these functions to be made available	As required

MEDIUM TERM ACTIONS – WITHIN 3 - 4 YEARS

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
1	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Understand supply options for ULEVs and horizon scan for new technological developments coming to market	Reliant on CTC	Ongoing review required
2	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Develop a plan that is interdependent with the Estates and Property Transition Plan to build charging infrastructure across the estate as appropriate	Baseline understanding of power supply into each property Operational requirements and volumes of ULEVs to be phased in	Mar 2024
3	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Identification of teams, units, locations for the wider roll out of ULEVs	Operational considerations and data analysis to inform	Mar 2024
	Transitioning to ultra-low emission vehicles (ULEV) by 2030	All replacement admin and general purpose vehicles to be EV orders	Replacement programme Charging across the estate Availability of funding	Mar 2025

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
4	Using Technology to Enhance the Fleet and Supporting Infrastructure	Assessment of technologies adopted and whether new technologies are available to ensure the Constabulary's approach remains fit for purpose	Dependence on networks and relationships CTC experiences from other consortium members ICT capacity	Ongoing review required
5	Organisational Learning and Development	Cultural and behavioural change across the organisation to prepare for a different future fleet possibly covering: <ul style="list-style-type: none"> • Pooled vehicles • EV cars and other technologies • Driving behaviour / training • Charging requirements • Vehicle checks 	Leadership and workforce willingness	Mar 2026
6	All Themes	Finance (both revenue and capital), insurance and procurement requirements to be understood, monitored and modelled as actions evolve	Capacity in these functions to be made available	As required

LONG TERM ACTIONS – IN 5 YEARS OR MORE

REF	THEME	DESCRIPTION	DEPENDENCIES	TARGET DATE
1	Transitioning to ultra-low emission vehicles (ULEV) by 2030	Implementation of the operational, fleet, estates and technological plans to significantly transition to ULEVs – further detail to be developed as intelligence and options evolve	All other work from the different themes	Mar 2030 to be kept under review
2	Strategic Collaboration	Develop a full replacement programme for the transition to EVs or other ULEVs for the whole fleet as developments in the technology for response and specialist vehicles evolves	National requirements to direct suppliers to develop high response ULEVs	Mar 2030 – to be kept under review
3	Using Technology to Enhance the Fleet and Supporting Infrastructure	Assessment and understanding of new technologies to ensure the Constabulary's approach remains fit for purpose	Dependence on networks and relationships CTC experiences from other consortium members ICT capacity	Ongoing review required
4	All Themes	Finance (both revenue and capital), insurance and procurement requirements to be understood, monitored and modelled as actions evolve	Capacity in these functions to be made available	As required

