

Follow Up Audit Objective

To provide assurance that the actions agreed to mitigate against the risk exposure identified within the 2023/24 limited assurance opinion audit of Fleet Management have been implemented.

Follow Up Progress Summary

Priority	Complete	In Progress	Not Started	Summary
Priority 1	0	3	0	3
Priority 2	0	4	0	4
Priority 3	0	0	0	0
Total	0	7	0	7

Follow Up Assessment

The original audit of Fleet Management was completed in April 2024 and received a 'limited' assurance opinion. The objective of the audit was to ensure suitable arrangements were in place to provide a safe and secure vehicle fleet, compliant with statutory requirements, best practice, and Driving Standards Agency guidance. The audit also included the use of grey fleet vehicles and driver authorisation.

This review followed up on the implementation of actions agreed in the original review. Audit testing was performed in relation to all seven actions, with supporting evidence obtained where possible to assess the progress made in implementing them.

Key Findings



All agreed actions from the Fleet Management report completed in April 2024 remain in progress, with implementation delayed for a number of reasons. Transport Services has experienced significant leadership instability since late 2024, including multiple senior changes and a lack of experienced management for much of 2025, which limited capacity to address anything beyond day-to-day operations.

Since November 2025, leadership and strategic direction have been strengthened through the support of a part-time (one day per week) Interim Head of Transport Services, working across both Gloucestershire Police and Avon and Somerset Police. Efforts have focused on addressing critical operational and compliance issues, including embedding a new system, which was delayed from September 2024 to December 2025. With a more stable management structure now in place, progress against previously identified actions is expected to be achieved by Autumn 2026.

Conclusion

As all actions agreed in the original audit remain in progress and are not expected to be fully implemented until September 2026, we recommend that a full fleet management audit is included in a future audit plan to provide assurance over the effectiveness of the changes and the improvements delivered.

Appendix 1

Agreed Actions & Follow Up Assessment

1.1a	Action			Follow Up Assessment		In Progress		
A fleet management policy should be drafted based on best practice fleet management standards. This should be published and communicated to all staff.				The Force does not currently have its own Fleet Management policy. Fleet activities are guided by the National Police Chiefs’ Council Fleet Management Standard, which provides direction. However, a local, standalone policy has yet to be drafted.				
2	Priority	2	SWAP Ref.	4308				
Responsible Officer			Head of Transport Services		Responsible Officer		Head of Transport Services	
Timescale			30 th April 2025		Timescale		30 th September 2026	
1.2a	Action			Follow Up Assessment		In Progress		
Whilst the new vehicle management system should improve the service scheduling process, the Force should consider what interim measures can be put in place to monitor vehicles that are due for a service before the new system goes live.				Key2 went live in December 2025; however, service management remains inadequate and continues to present a risk to the organisation. The Force intends to use telematics data to identify under-serviced vehicles and introduce tracking measures, such as “next service due” stickers and weekly checks, supported by clear communication to reduce non-compliance.				
				Existing logbooks are unreliable, and a temporary manual tracking system (e.g. Excel) will be required until a more robust long-term solution is implemented. However, these measures are not yet in place.				
	Priority	1	SWAP Ref.	4309				
Responsible Officer			Head of Transport Services		Responsible Officer		Head of Transport Services	
Timescale			31 st October 2025		Timescale		30 th June 2026	
1.3a	Action			Follow Up Assessment		In Progress		
Whilst the oversight of pre use vehicle checks should be improved when the new vehicle management system goes live in September 2024, management should be reminded to carry out spot checks of vehicle books to help ensure the pre use checks are being completed.				The Force is currently working to formalise arrangements to ensure compliance with pre-use checks.				
The fleet management team should introduce measures to monitor spot checks are being completed.								
	Priority	2	SWAP Ref.	4310				
Responsible Officer			Head of Transport Services and Operational Senior Leader		Responsible Officer		Head of Transport Services	
Timescale			31 st July 2024		Timescale		30 th June 2026	



1.4a	Action	Follow Up Assessment		In Progress
The Force should review the driver licence check process when the new vehicle management system goes live and determine: - Who the checks should be carried out on; - The frequency of the checks; and - Who will be responsible for carrying out the checks.		Discussions are currently underway within the Force to explore a more robust driver licence checking process for all staff. Drivers have been provided with guidance via an intranet video on how to access and review their records to ensure they are accurate and up to date.		
Priority	1	SWAP Ref.	4311	
Responsible Officer	Chief Driving Instructor		Responsible Officer	Chief Driving Instructor
Timescale	31 st December 2024		Timescale	30 th June 2026

1.5a	Action	Follow Up Assessment		In Progress
The Force should ensure that the driver module in Chronical is fully implemented and the driver training data is up to date and accurate. The Force should ensure the completion of driving training is monitored and drivers are only driving vehicles that their training allows.		The Chronicle driver module is now live and has been confirmed by the Chief Driving Instructor as fully in use for driver training. However, driver data is still in the process of being cleansed.		
Priority	1	SWAP Ref.	4312	
Responsible Officer	Chief Driving Instructor		Responsible Officer	Chief Driving Instructor
Timescale	31 st August 2024		Timescale	30 th June 2026

1.6a	Action	Follow Up Assessment		In Progress
The Force should introduce a method of checking if staff have Business Use Insurance on for their personal vehicles if they are being used for business purposes.		There is currently no system in place to verify business-use insurance for private vehicles. Guidance could be issued requiring staff claiming business mileage to ensure they have appropriate cover, with the option to carry out random checks if required. Responsibility would sit with line managers to confirm compliance before approving claims; however, these processes are not yet in place.		
Priority	2	SWAP Ref.	4313	
Responsible Officer	Head of Transport Services		Responsible Officer	Head of Transport Services
Timescale	31 st October 2025		Timescale	30 th June 2026



1.7a	Action		Follow Up Assessment	In Progress
	The Force should consider what reports should be produced to oversee fleet management activity. They should determine how often these should be produced and who they should be reported to.		There is currently limited management reporting from the transport function to provide assurance to the wider organisation. A range of metrics could be reported on a regular basis; however, this will require either additional administrative resource or IT solutions to support automated reporting. Work to acquire and establish these capabilities is ongoing.	
Priority	2	SWAP Ref.	4314	
Responsible Officer	Head of Transport Services		Responsible Officer	Head of Transport Services
Timescale	30 th April 2025		Timescale	31 st July 2026