

# The Journey of Commercialisation for GS Plus Ltd





# Introduction

## Grant Williams - Head of Fleet Management GS Plus Ltd

### Introduction

We are a wholly owned by the Royal Borough of Greenwich

We commenced operating on 1<sup>st</sup> Feb 2010

We are a Teckal Company - 80 Council/Borough Work - 20% Commercial Work

**Scope of our service** - The scheduled and unscheduled inspection, servicing and repair of vehicles and plant. The provisions of a contract hire service for vehicles and grounds maintenance plant. The spot hire of vehicles & accident repair management.

### Service Stats

- 600 Vehicles & 500 Pieces of Plant
- IRTEC Accredited
- 1524 scheduled Services per annum
- Repair – 5668 Unscheduled repairs per yr
- MOT – 1000 ATL & 1500 ATF per yr
- Breakdowns – 360 per yr
- 2 Operator Licences
- Apprenticeship Schemes
- VBRA Registered Body Repairers
- 37 Employees
- ISO Quality, H&S & Environmental Accredited



## Exploring External Income Streams

### The Journey:-

- ✓ 1<sup>st</sup> thing - Do you have product to sell?
- ✓ Do you have USP unique selling point?
- ✓ Know your strengths - Expand what you're good at
- ✓ Research your local region - know who your competitors are!
- ✓ Business Plans – Consultants can be useful.
- ✓ Marketing/Advertising – Where, how, when.
- ✓ If you're going to external procure a business - do your due diligence (Political, Economic, social, Technological, Legal & environmental)
- ✓ Tendering - Go through Rigorous Bid or no bid process & double check the finances
- ✓ Profit margins – Never what you project from a new business
- ✓ Rule of thumb “would you actually procure that business with your own money”
- ✓ Business Purchase - If it looks too good to be true then it probably is !!!
- ✓ Prioritise – You may have more than one business stream that is ripe for commercialisation so ensure you have the time to make it work as you planned !

# Providing an ATF, Steam Cleaning, Body Repair & Plant/Equipment Servicing & Repair



## **ATF:**

- VOSA Application and requirements.
- Started the project in 2014.
- Project Management – Completion to 28 weeks.
- Scheduling - Staff understanding and involvement in the day to day running.

## **Steam Cleaning:**

- A business stream that was already part of our service provision - Fortunately
- Specialised - Depot/Site requirements (Own interceptor)
- H&S Requirements - Risk Assessments & COSHH.
- Marketing Tool for HGV Servicing.

## **Body Repair Company Acquisition**

- Natural Extension of our current business – One stop shop
- Expansion Opportunities

## **Plant and equipment:**

- Specialist service – Specialist staff
- Apprenticeship scheme
- Own workshop – Specialist equipment
- Expansion Opportunities – Sports grounds, golf courses, housing associations.

# Knowing Your Customer & Marketing Services to the Public Sector and More Widely

## Knowing Your Customer

- Research customers
- What is there pain
- Always reverse any situation
- Find the correct balance - Royal Borough of Greenwich v Commercial
- Always go the extra mile – When you say you’re good prove it.
- Vehicle Hire Suppliers – can you service the vehicles you hire. If you don’t ask you don’t get
- Customer care training for everyone in the team – Customer care is very hard to define but when you receive it you know it!
- Customer relationships are very hard to build but extremely easy to destroy.

## Marketing

- Identify unique selling point - USP
- Know your market – Research and research some more
- Get a Good Website – App and user friendly
- Get specialist design help
- Borough Residents and employee’s are a good source of custom - Leaflets can be delivered with local papers & intranet used to advertise special offers for staff.
- RCV Advertising
- Face to Face – Charge-hand Engineers visited local vehicle operators. Expertise in the field instils confidence in potential customer
- Special offers

## Future options:

# Tacho-graph Centre, Electric Vehicles & other New Technologies

### Future Options we are looking @:

- ✓ Taco Centre – Application, civil works, authorisation.
- ✓ Air-con regenerations – Equipment, training, H&S
- ✓ Further Expansion of the Vehicle Body Repair Operation – Larger premises, building and planning permission, project management, budget

### New Technology

- ✓ Electric Vehicles – Charging Points
- ✓ Driverless Vehicles – Data collection, servicing & maintenance of vehicles
- ✓ Telematics – Driver behaviours



**END  
THANK YOU!**



# Park and Ride

What do we know...

# Context



- Reported 31.7m cars on the UK roads in 2016
- Average increase of 200 000 every year since 2000
- 178 000 miles of roads
- 113 000 miles of streets and lanes
- 52 000 bridges
- 152 Highway Authorities
- Current Network Asset value £344bn

# Hierarchy



- Mass Transit Systems (train, tube, metro, tram)
- Buses and coaches
- Park and Ride
  - hybrid within the hierarchy due to it can't be applied everywhere
- Cars
- Cyclists
- Pedestrian

# To charge or not to charge.....



- Charge for the bus
- Charge to park
- Or charge for either one but not both
- Or variable charges based on day and timing
- Free parking or charging?
  - What's the main purpose for the scheme? Who is contributing to its introduction and management- BID etc
- Inbound or outbound
  - Not all P&R are just for local purposes
  - Onward travel to major hubs and metropolitan areas

# Beneficiaries



- Councils- reduced traffic, congestion and emissions
- Commercial- potential increase in footfall
- Traveller- easier and cheaper parking and quicker access to destination
- Residents- lower car movements, safer streets



# Risks

- Liability and costs
  - Infrastructure- location-location-location
  - Operational
  - Capital- land, development and buses
  - Repairs and maintenance
- Traffic orders and enforcement
  - Honey trap- enforcement- ANPR- Pickles effect
  - Legal processes to establish bus lanes, route enforcement cameras.

# Discussion and Q&A



- Happy to discuss any and all points

# The Camden Experience: Improving Safety and Environmental Performance



Richard Clarke, Jess Wiles, Nigel Symonds

03/10/2016

APSE Meeting

# What we will cover

1. Camden's Fleet Operator Recognition Scheme (FORS) gold accreditation as a catalyst for change

- FORS for best practice fleet standards
- Benefits and challenges of complying

2. Freight Consolidation Service as a solution to congestion, poor air quality, to improve efficiency and enhance customer service

- Why consolidate?
- Successes to date
- Key challenges and learnings

# Fleet Operator Recognition Scheme (FORS)

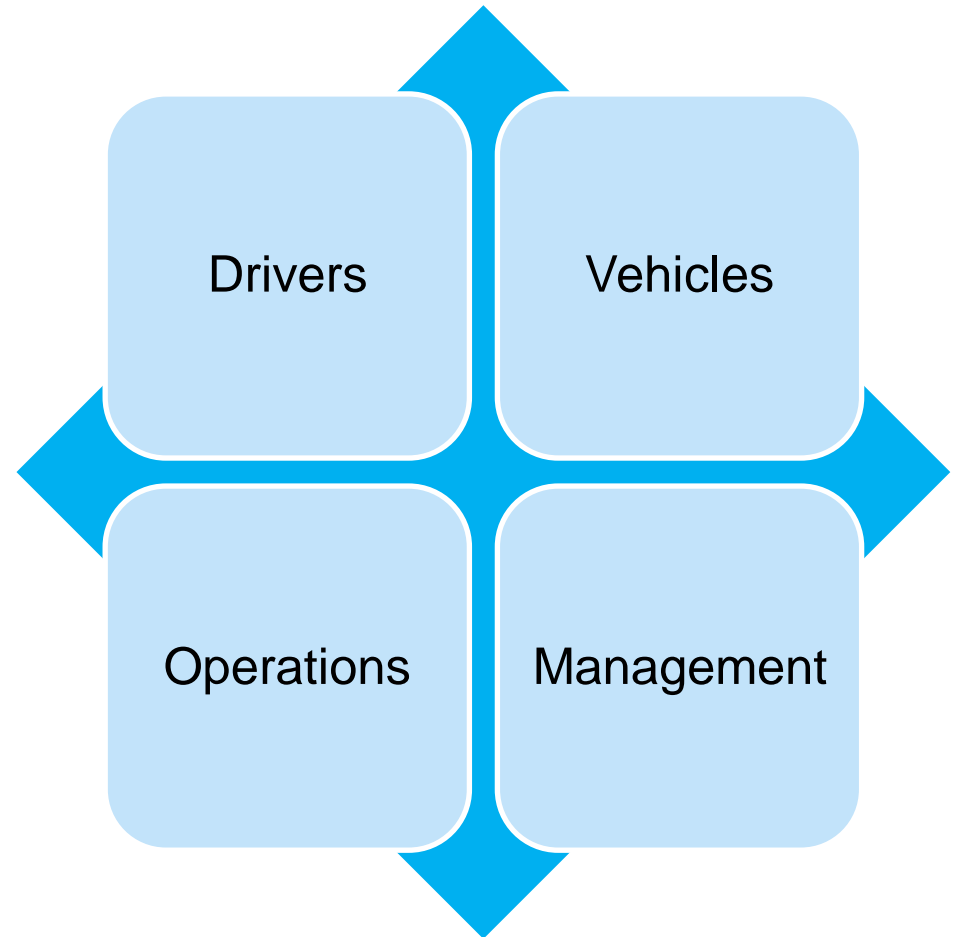


*“The Fleet Operator Recognition Scheme (FORS) is an accreditation scheme that aims to improve fleet activity in London and throughout the UK and beyond.”*

Focus on:

- **Legal Compliance** e.g. Operator Licence; insurance; walk around checks etc
- **Health & Safety** e.g. vulnerable road users; loading; driver health; working at height etc
- **Efficiency** e.g. performance management; fines and charges; collisions etc
- **Environmental performance** e.g. anti-idling; fuel efficiency; routing

# FORS Structure



# How Widespread is FORS?

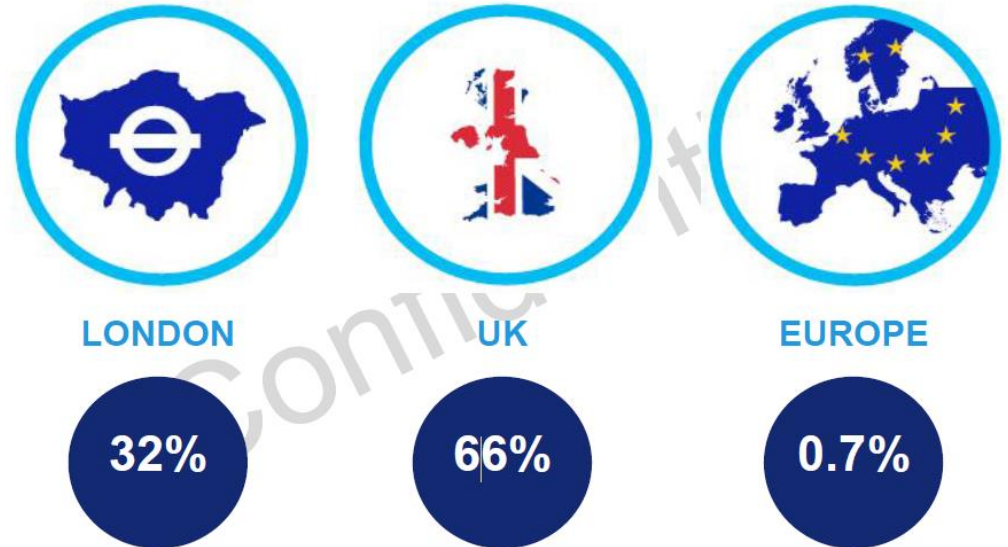


FORS FLEET OPERATOR  
RECOGNITION SCHEME

## Where are FORS operators?

[www.fors-online.org.uk](http://www.fors-online.org.uk)

- 4000+ active accredited companies nationwide:
  - ~3,582 Bronze
  - ~516 Silver
  - ~156 Gold
- 200,000+ vehicles
- ~60% of London boroughs



# FORS Bronze Structure

Management	Vehicles	Drivers	Operations
Policies and procedures manual	Inspection and maintenance plan	Licensing and qualifications	Routing and scheduling
Responsibilities and accountabilities	Daily walk around check	Driving standards	Specialist goods
Responsible person	Fuel and tyre usage	Staff training	Incidents / collisions
Regulatory licensing	Insurance	In-vehicle technology	Insurance claims
Communication	Vehicle Excise Duty	Health and safety	
Review	Safe loading	Driver fitness /health	
Change	Vulnerable road user safety	Drivers' hours and working time	
Complaints	Working at height	Monitoring driving	
Resourcing	Vehicle manoeuvring		
Updates			

# FORS Silver/ Gold Progression

Silver Progression	Gold Progression
Maintain bronze	Maintain silver
Driver licensing	Promoting FORS Standards
Vehicle warning equipment	Published case study
Blind-spot minimisation	Performance measurement
Driver training	Staff training
Transport related fines and charges	Fuel and emissions champion
Performance measurement	



# FORS Accreditation Process



# Costs and Resource (for Camden)

## Cost:

- ~£2,700 ex VAT for Bronze – every 3 years, plus £100 for annual silver/ gold audit **BUT no fee** as promote FORS through our supply chain e.g. work related road risk (WRRR) requirements
- Large vehicle safety equipment already fitted ~£1200 per Large Vehicle

## Resource:

- Officer time to comply and submit audits
- Staff driver training:
  - 1 day out of the office every few years
  - Annual e-learning
- BUT potential to help reduce costs from collisions/ fuel usage/ fines and charges...

# Supporting Camden Plan and Strategies

- Camden Plan – Objective 4 (sustainable communities) and 5 (right first time)
- Green Action for Change – Fleet emissions reduction
- Camden Transport Strategy – Objectives 2 (sustainable travel), 3 (road safety), 4 (reduced congestion, movement of goods and people)
- Work related road risk (WRRR) in procurement for contractors (FORS Bronze, vehicle equipment etc)
- CLOCS (Construction Logistics and Cycle Safety) Standard in procurement and planning. Camden CLOCS champion



# General Benefits of FORS



## Prince Michael International Road Safety Awards

- Legal compliance
- Corporate social responsibility
- Access to free tools, resources and training
- Enforcement agencies in London have found from (non-targeted) enforcement that FORS operators have:
  - Reduced injury collisions by 41%
  - Reduced total collisions by 25%
  - 76% less likely to be involved in Licence/insurance offences
  - 64% less likely to be involved in Most Serious Infringement offences
  - 50% less likely to be involved in Drivers hours offences
- Anecdotal savings from reduced fuel usage, collisions/ insurance, fines and charges

# Camden Specific Benefits of FORS

- Reduction in number of collisions and insurance claims:
  - 285 drivers trained in work related road risk
- Cost of fines and charges:
  - 10% reduction of PCNs from Q1/2 of 15/16 vs Q1/2 of 16/17
- Fuel usage and CO2:
  - Stabilised despite increases in number of vehicles
- Qualitative/ indirect benefits:
  - Better working across teams
  - Further analysis of grey fleet and potential to use active travel
  - Staff investment and potential to take up cycling following training
  - Leading by example supporting other policies and schemes

# Camden Compliance Challenges

- Who drives for Camden?
  - Maintaining lists, leavers and new starters
  - Driver Licence checks
- Driver Training
  - FORS do not distinguish between 'types' of driver
  - E-Learning requiring individual email and completion
  - Communicating driver training requirements
- Collision Reporting
  - Reporting, analysing, investigating
  - Incident Review Board
- Local Authority not a 'typical' operator



# Camden Compliance Challenges

- Resource
  - Training
  - Equipment
  - Customer practice
  - Financial resources
- O Licence compliance vs section 19
  - Medical data
  - Drug and alcohol testing
- Revisions to FORS standard
  - Noise activity
  - Fitness to drive



# FORS Summary

- FORS is a national best practice fleet accreditation scheme focusing on safety, environmental performance and efficiency, with over 4,000 operators actively involved.
- Camden achieved FORS gold in late 2015 and has seen wide-ranging benefits from improved ways of working, to reduced fines and charges, as well as a number of challenges.
- Challenges to complying include maintaining consistency in process and training across the organisation, plus nuances of local authority fleets, at a time of increasingly reduced resource.

# Thank You

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Jess Wiles [jessica.wiles@camden.gov.uk](mailto:jessica.wiles@camden.gov.uk)



## Further information:

- Camden Accessible Travel: <http://www.camden.gov.uk/ccm/navigation/transport-and-streets/passenger-and-accessible-transport/>
- FORS [www.fors-online.org.uk](http://www.fors-online.org.uk)
- Camden FORS case study: <https://www.fors-online.org.uk/cms/casestudies/camden-council-driving-best-practice-fors/>
- Camden work related road risk [www.camden.gov.uk/WRRR](http://www.camden.gov.uk/WRRR)

# **Transport Operations and Vehicle Maintenance: How are we performing?**



Tuesday 4 October 2016

Debbie Johns, Head of Performance Networks

# Performance management



## Scenario

I drive the same way to work everyday. It's a 42 mile journey and I average between 34 and 37 miles per gallon.

It is a car share and Alan always drives the return journey. We drive back on exactly the same route however Alan averages between 42 and 45 miles per gallon.

Consider the possible reasons why his performance is always better than mine.



# Possible Reasons

1. The car is lighter on the way home because we take heavy items to work each day for the stockroom.
2. It is mainly downhill on the way home.
3. On the way to work you tend to get stuck in traffic jams whereas the road is quiet on the way home.
4. Alan has been on a SAFED (safe and fuel efficient driving) training course and I haven't.
5. I drive really fast as I can't wait to get into work.
6. Alan drives at 54 miles per hour to save fuel.
7. We give a colleague a lift to work but she only works half days and gets the train home.

# What lessons do we learn from this?

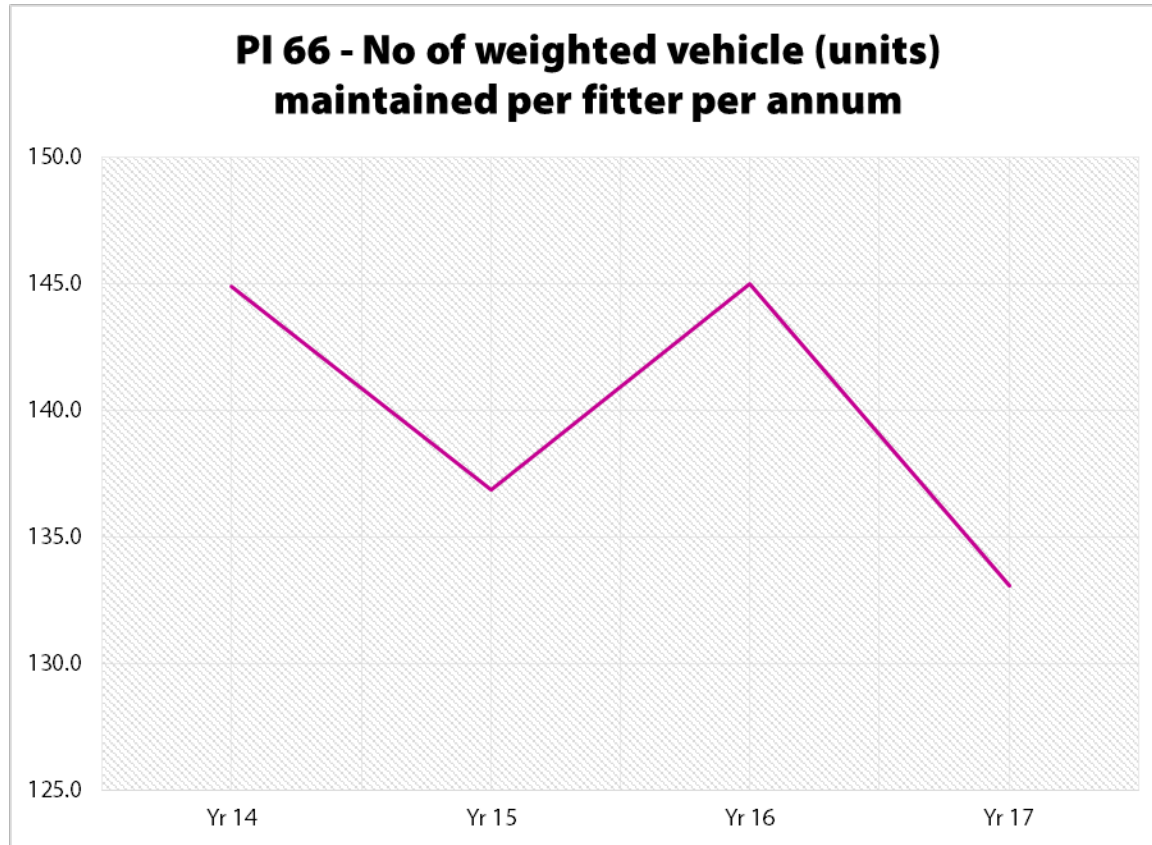


There may be other reasons that are not immediately obvious as to why performance varies once you look into it

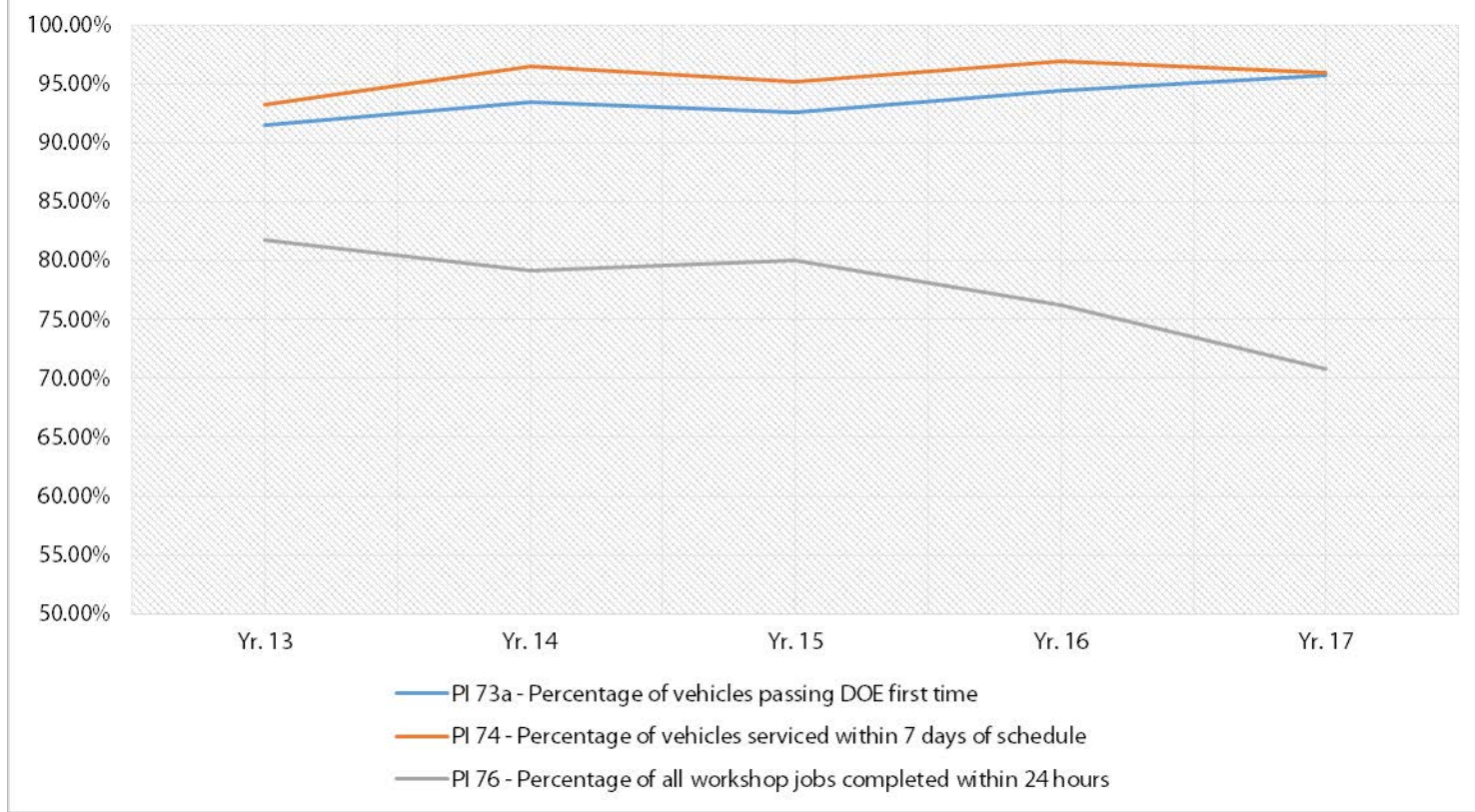
How and why is it important to have robust monitoring procedures in place and to understand the reasons for differences

To realise that in the majority of cases there is seldom just one reason for levels of performance

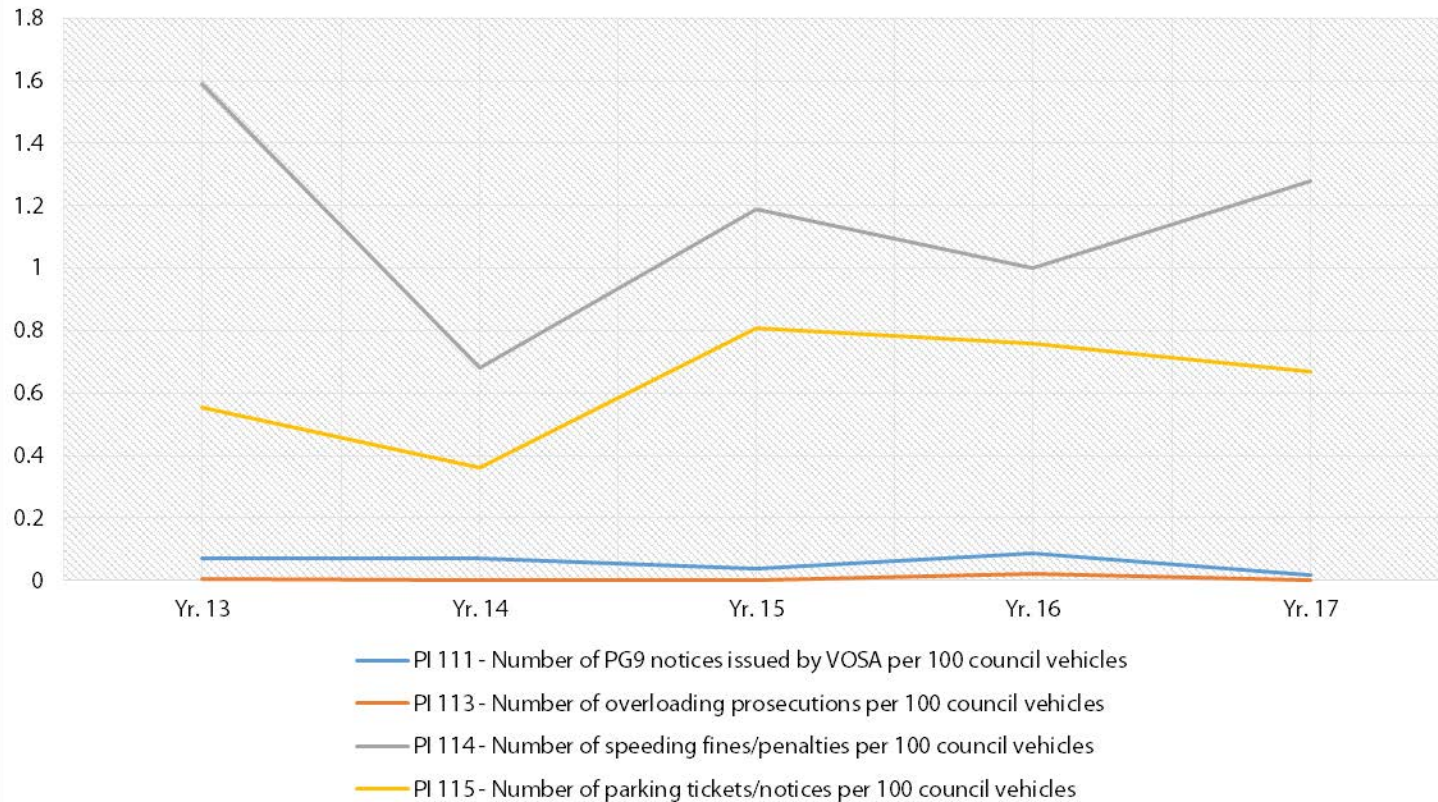
# What is the evidence saying?

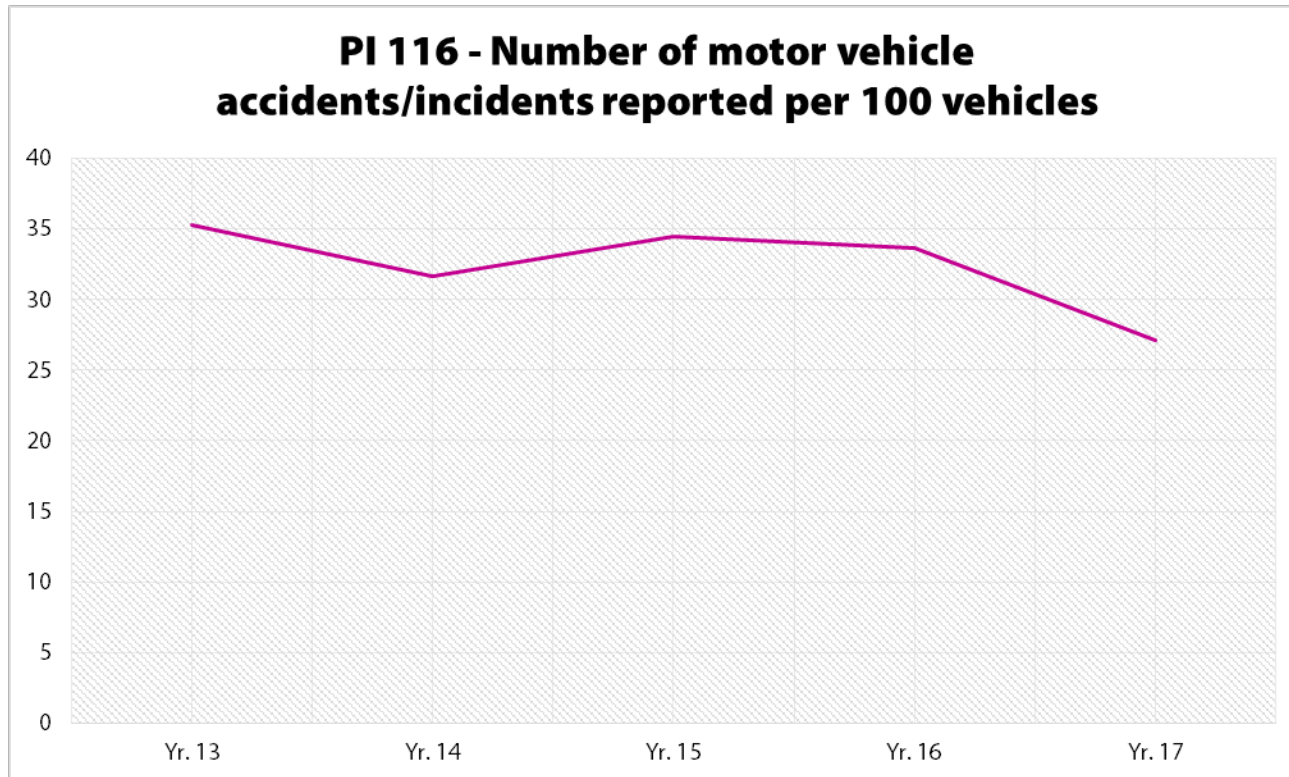


### Effectiveness of maintenance regime

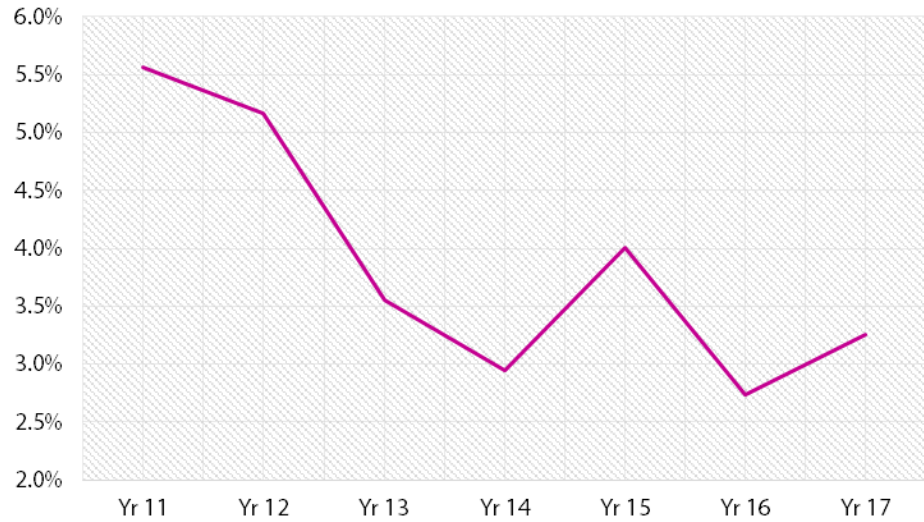


## Quality indicators

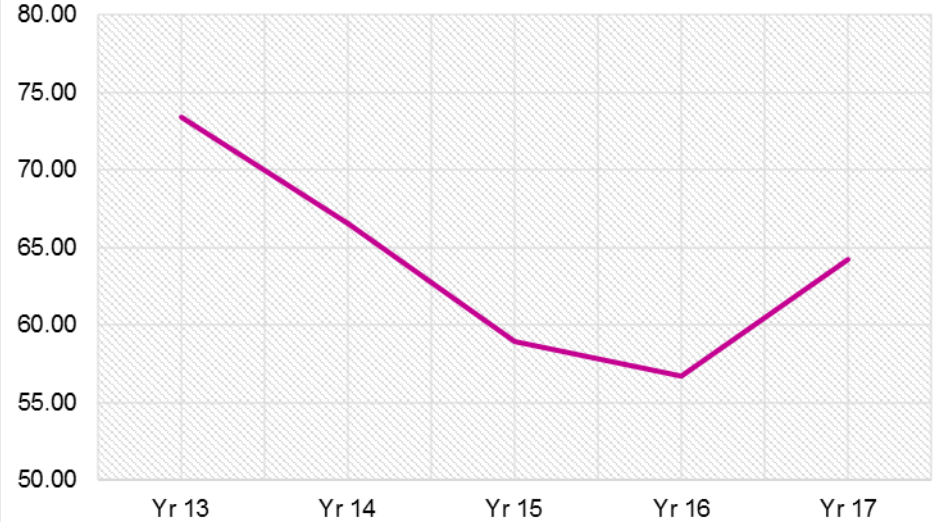




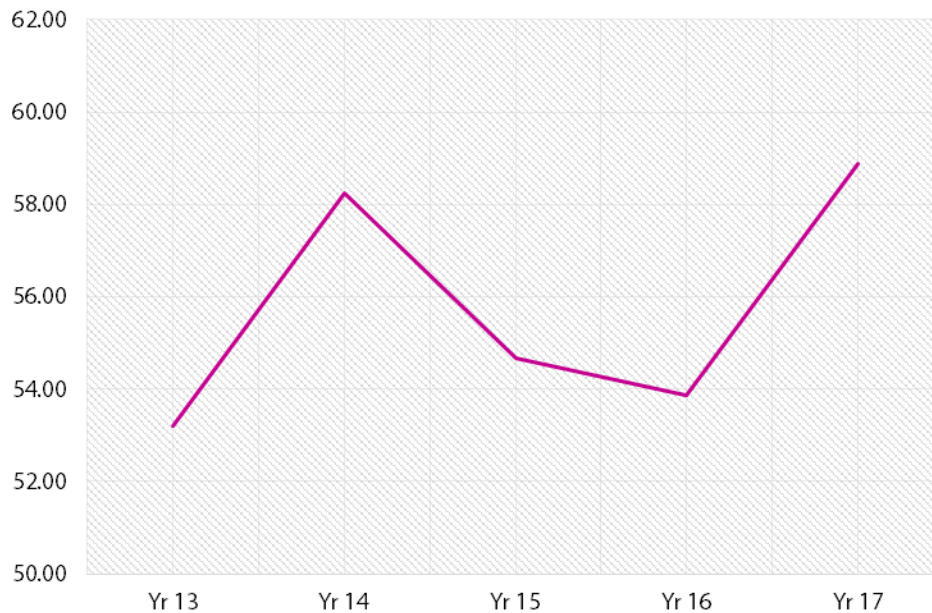
**PI 67 Percentage staff absence (fitters / tradesmen)**



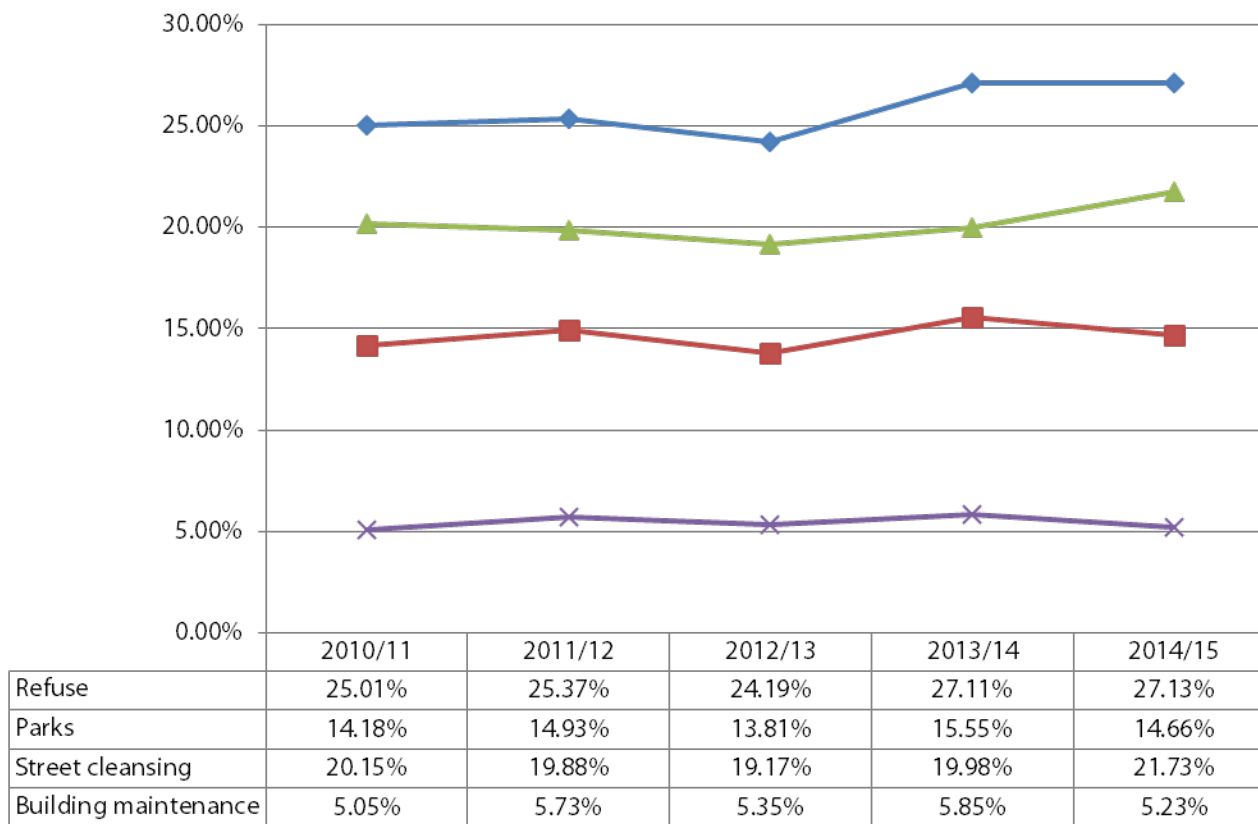
**PI 70 Quality assurance and consultation**



**PI 71 Human resources and people management**

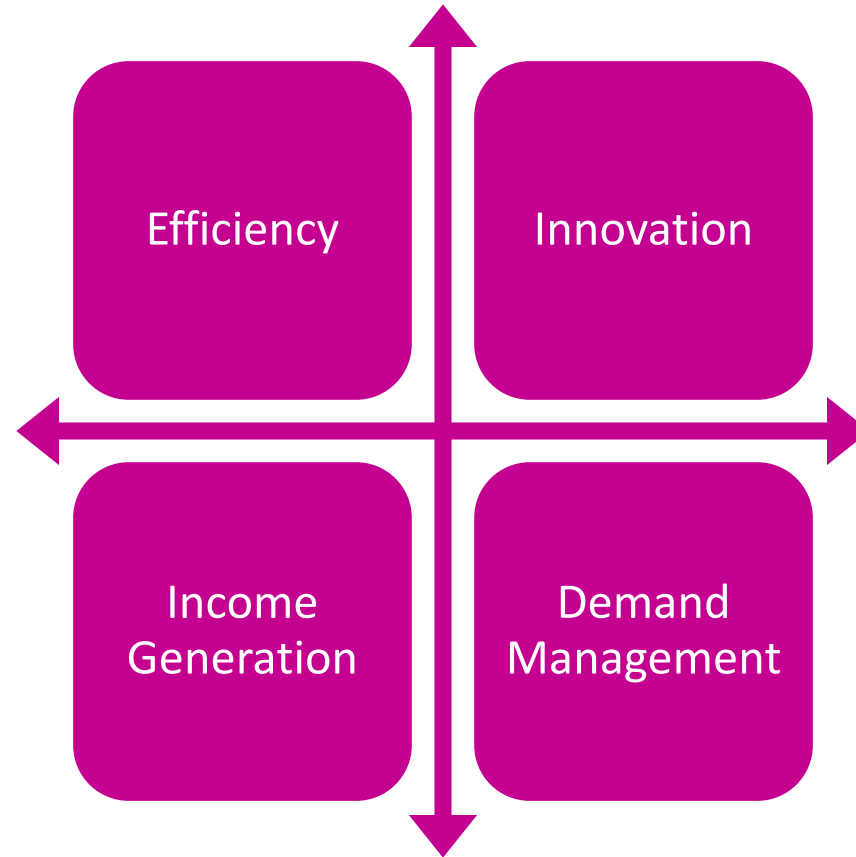


## Transport costs as a percentage of total costs



◆ Refuse   
 ■ Parks   
 ▲ Street cleansing   
 × Building maintenance

# Responding to the challenges



# UK-wide case studies





## Contact details

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