

# **Where Does Transport sit in the Organisation?**

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**Fleet & Transport  
are the “Wheels”  
behind the Front  
Line Services**

# Daniel Parr

- RCV engineering apprentice 1970,s
- Army 1980's
- Waste Management mid 80's to early 90's
- Fleet Management since early 1990's
- Mainly public sector and utility sectors
- Including all three Blue Light sectors
- Now Consultancy & problem solving roles
- Logistics Lead Mass Vacation Programme

# Structure of Presentation

- Outline
- Responsibilities & Compliance
- Coherent Support at all tiers of Management
- Organisational Efficiencies
- Common Thread
- Summary
- YES/NO – Interactive use of card

# Consider 3 Key Functions

- Responsibilities and Compliance legalities
- Building Coherent support at all tiers of management
- Driving organisational efficiencies across service areas
- **How and why are all 3 related?**

# What the Government say's

- Statutory guidance
- Being a road transport manager: your responsibilities
- Published 5 November 2021
- <https://www.gov.uk/government/publications/whats-involved-in-being-a-road-transport-manager/being-a-road-transport-manager-your-responsibilities>

# The Government's Summary

As a transport manager for either a road haulage or passenger transport company, you'll be responsible for things such as making sure that:

- Drivers have a valid licence and your vehicles are taxed, have a valid MOT and are insured at all times
- Vehicles are properly maintained and fit and serviceable at all times
- Work is priced so that it can be done both legally and profitably
- Vehicles are loaded safely and not overloaded
- Work is arranged so that drivers do not break drivers' hours rules or have to speed
  
- This is not a complete list of the things you'll need to do, as this will vary from organisation to organisation. You must effectively and continuously manage your organisation's transport activities.

# In addition we have to?

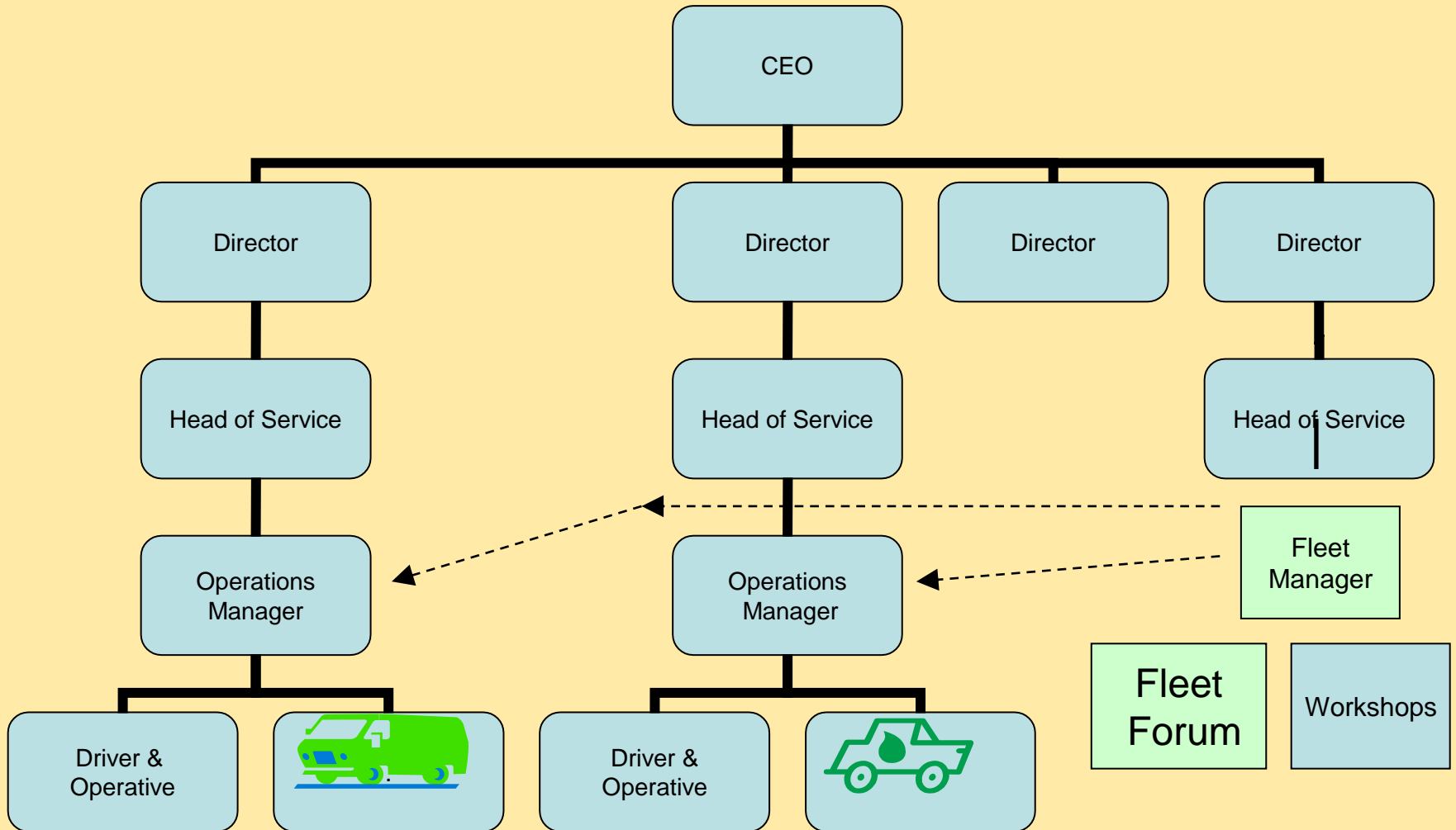
- Manage the workshop?
- Manage any external maintenance?
- Run the **Fleet Profile** replacement budget
- Keep the fleet on the road
- Advises on Driver management?
- Professional advice & guidance to all tiers of management



# Responsibilities & Compliance Legalities

Who?

# Typical Council Fleet/Transport Structure



# Responsibilities & Compliance Legalities

- Who is responsible? - Y/N
- Responsibility but no authority? - Y/N
- Who manages the drivers? - Y/N
- Operational or Line Management - Y/N
- Do they know or understand? - Y/N

# Issues

- Because of the Structure
- “Chain of Command” is blurred? - Y/N
- Responsibility but no authority? - Y/N
- We can not do it alone?



- Need to “include” line/peer management
- Need the support of Senior management

# Professional advice and guidance to Line & Senior Management

- Possible the greatest challenge
- Are we listened to? – Y/N
- Knowledge is King – how do we get the message across?

# Building coherent support at all tiers of management

How?

# **To be successful we need to: -**

- To be able to Manage the Managers
- Influence senior management
- Communicate the message
- Communication skills and routes can be just as important as technical knowledge

# Some idea's

- Trio of Documents? Y/N
- Hand books & guides Y/N
- Fleet working Group Y/N
- SMR reports Y/N
- 1-2-1 with line managers Y/N
- H&S approach – CMA etc
- Access to SLT Y/N
- Budget & Fleet Profile.



# Knowledge is King

- Engage with Service Areas or Fleet Users
- Fleet Profile - Long/medium plan
- SMR reports
- Service Users 1-2-1's

# Trio of Documents

Due to time many of the above list is only briefly touched upon but recommend considering the “Trio” of Documents: -

- (S) - Senior Management
- (L) - Line Management
- (D) - Driver Management

# Driving Organisational Efficiencies across service areas

How & When?

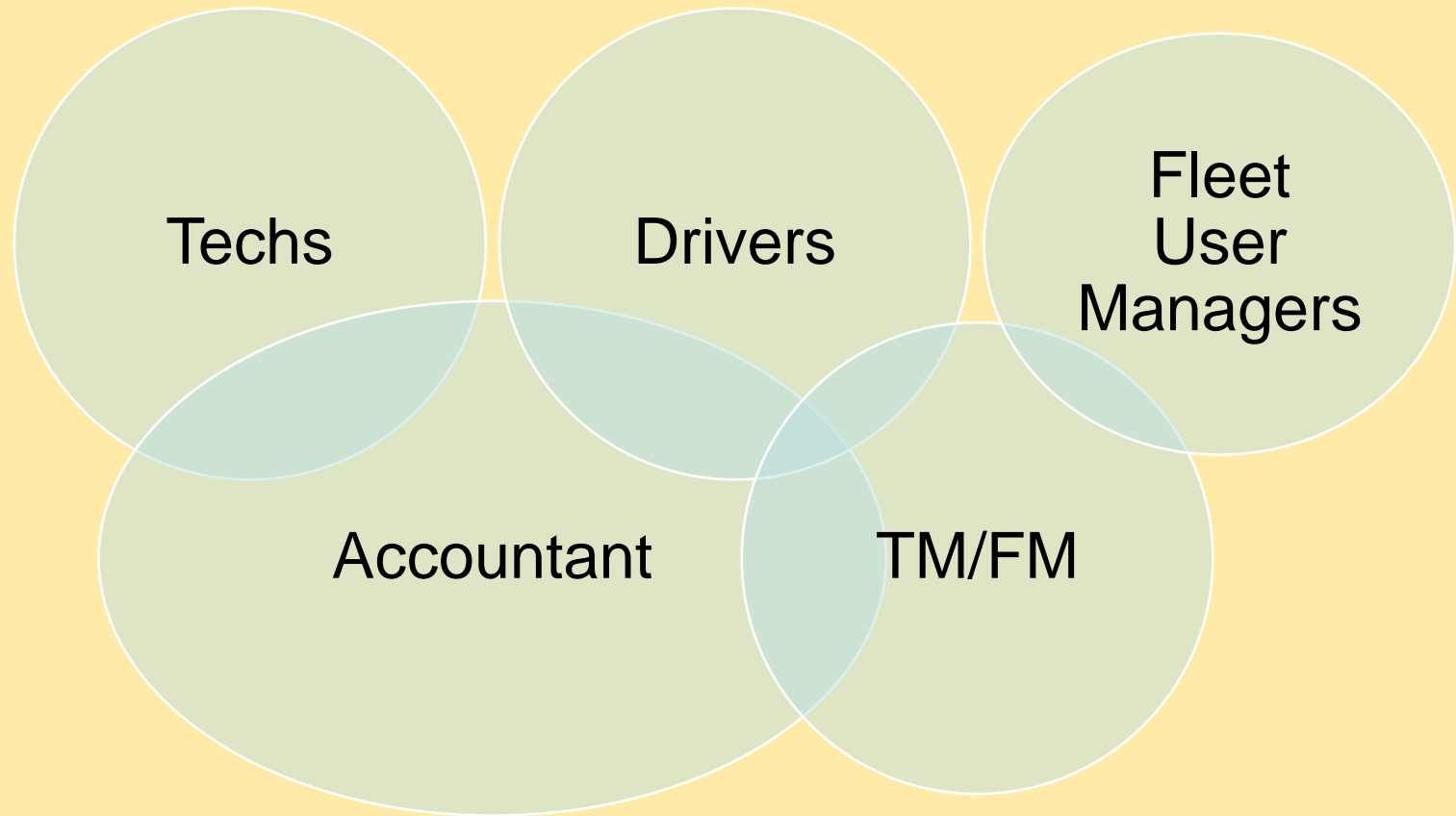
# For Clarity

- Not covering internal efficiencies
- Discussing Service Area Efficiencies
- Front Line services depend upon Transport & Fleet to keep them rolling
- Engage with Service Areas or Fleet Users with - Fleet Profile, SMR's & 1-2-1's

# Service Areas or Fleet Users

- From the internal data you should know the cost profile of each vehicle – can you measure one vehicle against another?
- Need to know What/How/Where/When vehicle is used – what is their operation?
- Need to know their medium term plan – links to Fleet Profile. **Use regular 1-2-1's**

# Vehicle Selection is the start of process – But who's Budget?



# Fleet Profile

- Fleet Profile is a long/med term plan
- Current vehicle lead times .....
- Procurement Process time lines
- Must be visible to Accountant & Budget Holder - How far ahead xx years?

# Knowledge is King

- Transport have the knowledge and need to use it to assist all tiers of management : -
- Fleet Profile - Med/Long range budget
- SMR costs - Day to day run costs
- “if you can measure it, you can manage it”



# Summary

- Transport or Fleet are the Wheels behind the Front Line Services
- All tiers of Management have a role to play assisted by the Knowledge within Fleet.
- Many of the themes covered have been “only touched upon” but if you need more info or support then APSE can assist.