

The start of our journey

- Setting up of the two companies in 2009 and 2010





GSPlus Fleet Management



Vehicle Fleet

- 600 vehicles , 700 pieces of plant/horticultural equipment.
- Vehicles vary in size from twenty six ton refuse collection vehicles to light commercial car derived vans and incorporate both Haulage & Passenger Operator licenses





Initial Vision

- To enable GS Plus Fleet to *increase commercial and public customer base, linking back to the Council's vision of GS Plus being a business vehicle that meet the needs of RBG residents and stakeholders in providing excellent services that are carried out in the most environmental and sustainable way.*



Key aims and objectives of the Commercialisation Project

- To modernise the department and to generate additional income from non-Royal Borough of Greenwich sources to reinvest.
- Up-skill and develop existing staff by providing opportunities for new fleet related commercial industry training
- Further develop their successful apprenticeship programme (APSE winners 2009 and 2010).
- Increase training for all staff across the service, especially in customer service
- To achieve of all three ISO accreditations within a year 9001, 14001, 18001
- Installation of new technology and test equipment to meet EURO 6 legislation



Cont.....

- **Create a new state of the art onsite testing facility (ATF) in partnership with VOSA**
- **Reduction in emissions to contribute to the Council's wider objective to make Greenwich a cleaner greener borough**
- **Reduce vehicle/staff downtime**
- **Nearest ATF 30 miles**



Initial challenges and barriers

- Securing funding for enhanced year on year training programme
- Resources needed to review all systems and processes in order to meet ISO standards
- The need to maintain current high standard of service for internal customers
- Effective communication to local residents regarding noise levels during build period of build
- Facility based on busy Local Authority Depot with many service users so Health and Safety a key priority



Cont....

- Diverse skill set – need for up-skilling
- Limited resources to set up and market the facility to all stakeholders
- Roll-out and implementation risks – e.g. growing too fast, risk of failing to deliver



Improving in-house Delivery





Three key areas of focus

- Training
- Business Development
- Advertising & Marketing Research

Training & Development

- Extensive programme of internal and external training
- Since 2010 – 484 courses
- Including Mercedes Benz, Institute of the Motor Industry and City and Guilds





Business Development

- Parent company commitment
- Secured investment of £100k for new ATF
- Set up the partnership with VOSA
- Appointed an Non-executive Director from the private transport industry
- Strengthened the Business Development team

Authorised Testing Facility





Advertising and Marketing

- Historically no need
- Research of successful companies
- Determine our USP
- Research of target customer base
- Explored different medium's
- Encouraged staff to put forward ideas



Key Outputs

- Expanded our customer base to include larger commercial HGV companies.
- Opened up our MOT facility to local residents and offered discounted rates
- Reduced fitter and Vehicle downtime taking heavy vehicles to another facility
- Reduction in Emissions
- Despite increased workload met industry standard of no of fitters to vehicles ratio
- Savings of £168k in last year
- Maintained full services to existing clients
- Achieved all three ISO standards within a year



“Over the last four years since we have been working with the team within GS Plus Fleet Management, they have not only embraced the spirit of the ISO standards but have driven “best in class” practices to ensure the success of their business.”

Tony Catchpole AMICQA



Cultural Change and securing external contracts



TEAMWORK

Share Victory. Share Defeat.

Staff

Communication

- Listen
- Learn
- Support
- Reassure
- Work as a Team





Staff Recognition

- Staff are our most important asset
- Own award ceremony
- Staff encouraged to nominate
- Wider opportunity to take on new projects and learn new skills
- Staff feel more empowered
- Reduction in sickness
- Be realistic with your expectations







Contracts secured

o Fleet – Commercial External growth 25%

ACORN TRUCK SALES LTD
DAWSONS RENTALS BUS AND COACH LTD
DENNIS EAGLE LIMITED
EPAX TRANSPORT LTD
GSM COMMERCIALS LTD
HTC BELVEDERE
KETRA LOGISTICS LIMITED
LEWIS TRAVEL SERVICES LTD
LONDON HIRE LTD
MARLBOROUGH SCHOOL
MOT FACTORY LTD
RENDRIVE HAULAGE LTD
RIVERSIDE TRUCK RENTALS LTD
SPARSHATTS OF KENT LTD
THEAKSTONS WORKSHOP SERVICES LTD

Cont.....

- **Public work growth ATL - two days a week**
- **Passenger Transport – New contract for Adult and Older people in Bromley**
- **£2.1m annual turnover and over 45 staff being TUPED**
- **Union recognised the benefits of awarding to GS Plus as London Living Wage Provider**



The Future for GS Plus Transport

- Process of securing a body shop repair company
- New premises
- Approved insurance work
- Create new jobs/apprenticeships
- Investment in new vehicle programme
- Last year 300 new vehicles
- Investment of £10 - £15 million by RBG





Key Commercial Considerations

- Know what you have to achieve and by when, business planning is key
- Full backing of parent company
- Need to develop a robust tendering process
- Pay & productivity needs to be competitive and in line with the industry
- Investment in the right technology
- Manage the Culture Change and staff expectations
- Obtain all the necessary accreditation's and charter marks
- Obtain feed back if not successful



Cont....

- Need to develop Marketing Strategy and Market Intelligence
- Consider how to develop your own 'Brand'
- Look for gaps in the market in your area
- Need to understand who the competition is and what they offer. Can we compete on value for money and quality.
- Yet with no compromise on efficiency, quality & **customer service.**



“The whole experience was far better than going to have my car serviced anywhere”

“I have just had my car Mot'd at your centre. I felt that I must write to you to thank you for the prompt and efficient way my booking was made and say how wonderful the service is in every aspect.

“I think that the people working in this centre are exemplary they were also very kind to a lady who was having her car checked at the same time as mine. I cannot speak highly enough of your staff. I wish there was some where official where compliments could be posted”.



Thank you

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