



Best Service Team  
Transport & Fleet  
APSE Service Awards Swansea 2015




# Improvements in the Delivery of Fleet Maintenance & Management



## Background

- Fife, as the 3<sup>rd</sup> largest Council in Scotland, has 1,600 vehicles and plant items in its fleet with an annual cost of £22m.
- This is an expensive cost to the Council and as such is targeted as an area where significant savings can be found.
- Fleet efficiency savings of £0.324m have been realised in 2014/15 and were included in the Council budget.
- In addition to these revenue savings the Council 10 year capital plan set in 2013, reduced the budget for vehicle replacements from £7m to £3.3m per annum.

## Background (cont.)

- The increasing financial constraints on Council Services and the requirement to deliver efficiency savings and demonstrate competitiveness and quality were the catalyst in 2013 to review the way Fleet management and maintenance was delivered.
- It was deemed appropriate that a leading fleet consultant, Freight Transport Association (FTA)  was brought onboard to provide a second opinion on the internal review and carry out a critical analysis of how fleet management and maintenance was being and was proposed to be delivered.

# Internal Review

## FTA Findings/Action Plan/Business Cases

- Changes to vehicle replacement strategy and procedures.
- Changes to workshop operating hours to reflect customer needs and increase vehicle availability.
- Reduce vehicle workshops across Fife Council.
- Create a centre of excellence at the new Bankhead depot.
- Introduce a DVSA test lane and carry out all LGV – MOT testing in-house.
- Employee training - IRTEC
- Review fleet management contract hire costs.
- Improvements to Fleet Management System & introduce touchscreen technology & oil management systems.

# Workshop Working Arrangements

- Early consultation with the Trade Unions.
- New state of the art workshop at Bankhead opened September 2013.
- Catalyst to create a centre of excellence open 7 days a week working 4 days on 4 days off.
- Significant efficiency savings could be realised.

# Workshop Working Arrangements

- The challenge for Fleet was to continue to deliver best value, cost effective services to our Customers who had changed their operations and working patterns.
- The number of Fleet vehicles working outside normal working hours has increased and some are working 7 days per week.
- Refuse collection has changed to a double shift system operating Monday to Friday 06.00 to 21.00 hours.
- Waste transfer, street cleaning and skip hire also operate 7 day rotas
- **New Bankhead Workshop Business Hours**
  - Monday to Friday : 6am to 4:50pm
  - Saturday & Sunday : 6am to 4:40pm



# Improvements in Vehicle Availability

Reduced vehicle down time presented Council Services with an opportunity to reduce or remove service replacements, with resulting savings to Service's budgets. Vehicle availability improvements for 2014/15 were as follows:

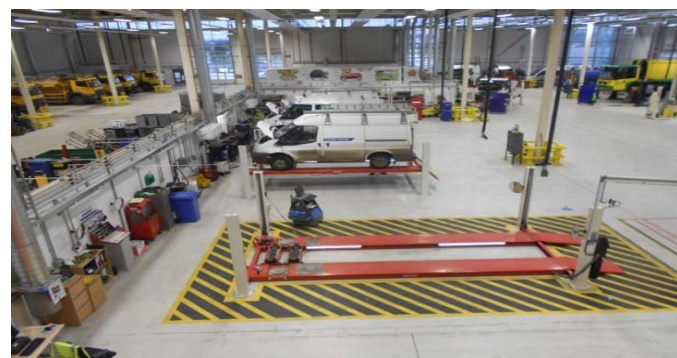
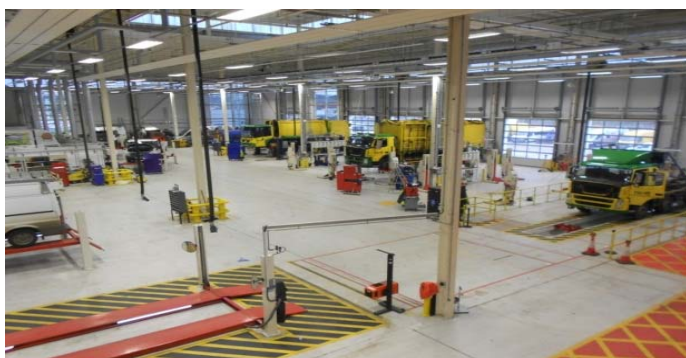




# Workshop Premises

In 2010 the Council developed a blueprint to rationalise depots in the central area of Fife and move to a shared services depot at Bankhead.

The opportunity of a move to a state of the art fleet workshop was the catalyst for Fleet Operations to review their own operations.



Two existing workshops in West Fife were in dilapidated premises and the opening of the modern facility at Bankhead provided the opportunity to modernise the West Fife workshop at Milesmark and close the other West Fife workshop at Elgin Street.

# DVSA Test Lane Bankhead Central

The new workshop at Bankhead provided the opportunity to include a DVSA approved test lane in the build and address the reducing number of DVSA sites across the UK.

The business case demonstrated this was a viable option and also offered opportunities for efficiency savings from 'O' Licence test fees, fuel costs saving travelling to test centre, mechanic time travelling to test centres, reduced cost of external Group 5 tests, reduced vehicle down time from quicker turn around.



Benefits are being realised from the consistency of equipment at the new test lane, employee training and assessment and following the first year of testing the LGV-MOT pass rate performance has improved significantly.

Year	% Initial Pass Rate Customer	% Final Pass Rate Customer	% National Pass Rate (average)
2013	87.73%	92.64%	87.67%
2014	98.59%	99.3%	88.92%

# Employee Training & Development

The Council realises one of its most important assets is employees and through investment in training this resource has improved efficiency and transformed the culture and hence quality.

## **IRTEC Inspection and Testing**

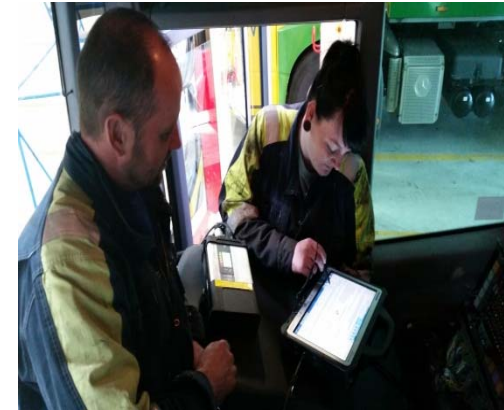
Fife Council mechanics are amongst the first Scottish Local Authorities employees to achieve these qualifications. This highlights the high standard of the workforce maintaining the Council fleet and is evidence of the individual's current competence, with all 35 of Fife's Mechanics & 4 Workshop Coordinators achieving the IRTEC licence.



# Employee Training

## Fault Diagnostics

- To manage and reduce vehicle down time on our fleet of refuse and gritting vehicles, which are almost 100% Mercedes, Technician training on diagnostics was delivered on our premises to 12 mechanics.



## Apprentice Programme

- We have a rolling programme of 8 apprentices who are all at different stages of their apprenticeships. The Council invests significant financial resources into the apprenticeship programme and where possible we try to retain the apprentices once fully qualified. This has also allowed Fleet to manage the mechanics age profile and when highly skilled mechanics retire they are replaced by competent and newly trained mechanics.





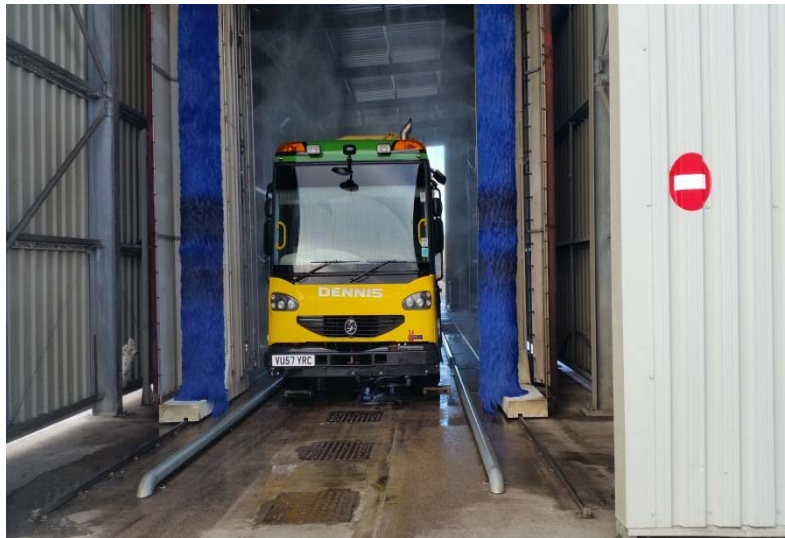
## Introduction of Fleet Management Touch Screen Technology

- The introduction of the touch screens to the new Bankhead workshop and stores has removed paper job cards from the workshop and allows technicians to record their activities directly into the system, rather than writing them down and then additionally entering the data into the computer.
- The additional functionality allows mechanics in the workshops to view maintenance history records, including all parts fitted and labour lines. The use of touch screens provides an instant view on what jobs technicians are currently working on.



# Bankhead Vehicle Wash Facility

- The truck wash keeps the vehicles clean throughout the year and the automated hot chassis cleaner cleans vehicles to MOT standard.
- This has enabled Fleet to manage 4 and 6 weekly safety inspections more effectively, including the annual MOT test preparation and this complements our DVSA test lane.



## Changes to Fleet Replacement Strategy and Procedures

### FTA Consultancy



Fleet Operations engaged the Freight Transport Association (FTA) as consultants, with a remit to:

- Confirm Fleet Operations current strategic direction was correct.
- Confirm and advise where vehicle life cycles could be extended.
- Bench mark service costs
- Test our current vehicle operations i.e. our service delivery model.
- Analyze vehicle usage and mileages.
- Review which financial option would suit best i.e. lease, capital purchase or a mixture of both.



# Driver Training

Fleet Operations are in partnership with other Councils in delivery of Driver CPC courses which are fully JAUPT approved. Fleet also deliver MIDAS courses.



# CPC Training Partnership

- The partnership was set up as a consortium in 2008, with other local authorities; Moray Council, Western Isles Council, Scottish Borders, Edinburgh and NHS Fife, with Fife Council taking the role of lead authority.
- Aims were to ensure compliance with the Driver CPC regulations and spread the cost of course construction, approval and centre approval thereby ensuring an excellence of training being delivery in-house.
- The final outcome was to ensure all Fife Council drivers of vehicles over 3500kg had completed 35 hours training by 10 September 2014.

# Fife Council's CPC

- Bespoke training modules.
- Complied with the spirit of the EU Regulations for Road Safety.



## New Vehicle Disposals Procedure

- The introduction of the new fleet disposal contract conditions, through a more efficient and effective fleet disposal procedure, has supplied Fife Council with far better controls and sale returns.
- Demonstrating best value for the Council.



# Partnership & Collaborate Work

- In 2014 Fleet Operations collaborated with Environmental Operations to realise an **£800,000 budget saving** from the reduction of 25 frontline Refuse Collection Vehicles (RCVs).
- The introduction of a double shift pattern enabled the stake holder to reduce their original fleet of 65 RCV's to 40.
- Fleet Operations worked closely with the stakeholder providing detailed accounting information and fleet management guidance throughout the process.





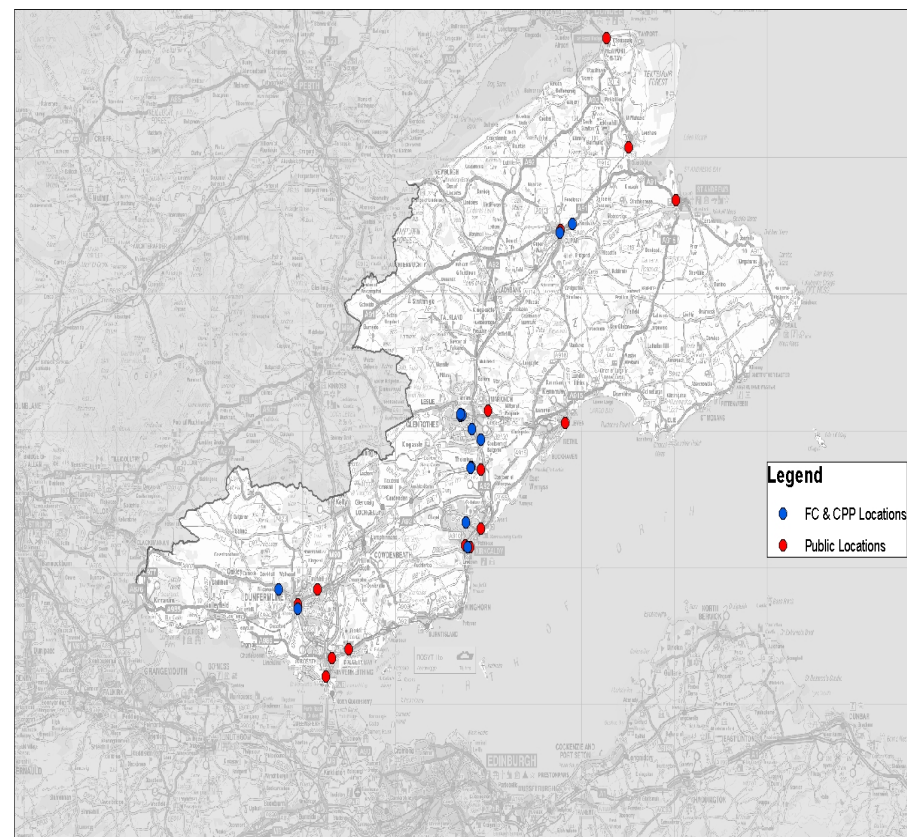
## Introduction of Electric Vehicles

- In 2010 Fife Community Planning Partnership developed a strategy to reduce carbon emissions from the vehicle fleet and were partners in various Scottish Government initiatives e.g. Low Carbon Vehicle Procurement Support Scheme in 2010/11, Electric Vehicle Procurement Support Scheme in 2011/12, Plugged-In-Places and E-cosse partnerships.



# Charging Infrastructure

- Fleet Operations played a major role in delivering the following:
- Electric Vehicle infrastructure of 45 charging points (18 for access by the public) strategically placed across Fife (10 miles apart).
- Pool of 16 Electric Vehicles





# Further E.V. Initiatives

- Further initiatives are planned for 2015/16 with orders for the following vehicles and infrastructure in place:
- Introduction of 3 Rapid charge points for public and Council access
- Introduction of a further 5 electric vehicles to the fleet



# Further E.V. Initiatives

- Introduction of 2 electric/petrol hybrid vehicles
- Introduction of 1 electric/diesel hybrid vehicle
- Introduction of a mobile charging unit for use by mobile mechanics



## Fleet Efficiency Savings Delivered in 2014/15

Activity Description	Budget Saving
Closure of Elgin Street workshop	£161,945
Change to workshop working arrangements at Bankhead	£89,712
Introduction of DVSA test lane	£40,848
Improved fleet management information	£32,000
<b>Total Saving to Budget</b>	<b>£324,505</b>

## Future Targets and Goals

- Develop business opportunities for partnership working and potential additional income streams e.g. DVSA test lane and truck wash
- Further improve workshop efficiency and reduce vehicle costs
- Continue to increase the number of alternative fuelled vehicles in the fleet, where assessed as appropriate, through electric and hybrid vehicles (additional 5 electric and 3 hybrid for 2015)
- Take a lead role in the trial of hydrogen fuel in panel vans and refuse collection vehicles through the partnership with Fife Council and the 'Bright Green Hydrogen' board project at Levenmouth, Fife.



# Thank You For Your Time.

## Any Questions?