

FOR PUBLICATION

REVIEW OF FLEET AND FACILITIES MANAGEMENT (H000)

MEETING:	1. JOINT CABINET & EMPLOYMENT COMMITTEE 2. EXECUTIVE MEMBER FOR HOUSING (IN CONSULTATION WITH THE EXECUTIVE MEMBER FOR GOVERNANCE AND ORGANISATIONAL DEVELOPMENT)
DATE:	1. 8 TH APRIL 2014 2. 1 ST APRIL 2014
REPORT BY:	HOUSING SERVICE MANAGER - OPERATIONAL SERVICES DIVISION
WARD:	ALL
COMMUNITY ASSEMBLIES:	ALL
KEY DECISION REFERENCE (IF APPLICABLE):	374

FOR PUBLICATION

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to centralise the management of the Council's fleet, and to appoint a Fleet and Facilities Manager and Assistant who will be responsible for the corporate management of the Council's fleet.

2.0 RECOMMENDATIONS

- 2.1 That the existing post of OSD Fleet and Facilities Officer be deleted from the establishment, and a new post of Corporate Fleet and Facilities Manager be established.

- 2.2 That a new post of Corporate Fleet and Facilities Assistant be established.
- 2.3 That corporate fleet management be based at Housing Services - Operational Services Division (OSD) under the overall responsibility of the OSD Manager.
- 2.4 That corporate budgets for fleet management are made the responsibility of the Corporate Fleet and Facilities Manager and the OSD Manager.
- 2.5 That the OSD Manager be authorised to make appointments to the vacant posts of Corporate Fleet and Facilities Manager and Corporate Fleet and Facilities Assistant.

3.0 BACKGROUND

- 3.1 Within OSD the Fleet and Facilities Officer's post has recently become vacant due to the previous post-holder retiring. As a result, an opportunity has arisen to review our current practices.
- 3.2 An interim Fleet and Facilities Manager is in post whilst this review takes place.
- 3.3 The purpose of the review has been to examine the present working arrangements at OSD, take the opportunity to streamline processes, and to consider whether the whole of the Council's fleet can be managed within one service by a dedicated Corporate Fleet and Facilities Manager.

4.0 CURRENT POSITION

- 4.1 The existing Fleet and Facilities Officer (prior to his retirement) had been responsible only for the OSD fleet and there is now an opportunity to incorporate the remaining vehicles of the Council's fleet under the management of a corporate post-holder.
- 4.2 The OSD Fleet comprises 158 vehicles. (See **Appendix A** for details).
- 4.3 The remaining vehicles leased or owned by the Council have historically been managed by nominated individuals within the various Council services who use said vehicles.

- 4.4 The total number of vehicles leased or owned outside of OSD is approximately 90. **Appendix B** gives full details of all non-OSD vehicles. Below is a summary of vehicle numbers by service:

Department	Number of vehicles
OSD	158
Street Cleaning	15
Environmental Services - Waste management	4
Environmental Services - Dog Warden	4
Grounds Maintenance	25
Rangers	2
Crematorium	2
Corporate Services	2
HIA	1
Markets	1
Car Parks	2
Housing Wardens	15
Housing – mobile office	1
Rangers	6
TOTAL	238

- 4.5 Therefore the combined fleet at present totals 238 vehicles of various types and for which a new Corporate Fleet and Facilities Manager would be solely responsible.

5.0 ANALYSIS OF RESOURCE REQUIREMENTS

- 5.1 A request was sent to all existing members of staff who currently have responsibility for fleet assigned to them, asking for estimates of time spent managing and maintaining the fleet.
- 5.2 From this information, it has been calculated that to manage the fleet to a consistent standard and to ensure that all Health and Safety controls are in place, a staff resource of 12.5 hours per vehicle per year is required.
- 5.3 Although there are no industry standards for time taken on fleet and vehicle management, the above internal estimate is based on experience and historical data that has been built up from knowledge of the following tasks, which form part of the daily requirements for fleet management:

- Routine maintenance
- Servicing
- MOTs
- Checking log sheets against vehicles
- Spot checks of vehicles (at the depot and on site)
- Cleaning and valeting of vehicles
- Vehicle defect correction
- Accident reporting
- Liaison with insurers/internal
- Liaison with insurers/external
- Dealing with third party claims
- Witness reports
- Complaints from the public re conduct of drivers
- Enquiries from the Police
- Speeding reports
- Tracker enquiries
- Driver training – internal
- Arranging external driver training
- Tax disc renewal
- Fuel card distribution
- Driving Licence management

5.4 From all of this information, a view has been formed that there is a need for 1.79 FTE posts to manage the corporate fleet.

5.5 However, this calculation does not include a time allocation for depot management. The 'facilities' duties include:

- Depot inspections
- Yard clearance and tidying
- Litter picking
- Supervision of parking by visitors
- Gulley emptying and maintenance/drainage
- Security of the premises including CCTV
- Ordering of repairs for depot buildings
- Maintenance of the gritting machinery
- Maintenance and servicing of the JCB and forklift truck

5.6 Hence, the belief that there is a need for two full time posts. The two posts required, which have been subject to the Council's Job Evaluation process, are:

Corporate Fleet and Facilities Manager Scale 7 (**Appendix C**)

Corporate Fleet and Facilities Assistant Scale 4 (**Appendix D**)

- 5.7 The role requires that the manager or assistant are available at all times during daytime working hours to ensure that the fleet is operational on a 24/7 basis in line with the service requirements of the Council.

6.0 FURTHER CONSIDERATIONS

- 6.1 As well as assuming responsibility for an extra 90 vehicles, there will be additional demands arising from the Environmental Services vehicles as they are Heavy Goods Vehicles. An Operator's Licence will need to be held by the Corporate Fleet and Facilities Manager for the aforementioned HGV vehicles along with diligence around the additional maintenance schedules that such vehicles necessitate.
- 6.2 The fact that the fleet as a whole is presently managed across various Council services means that the Council lacks a consistent management approach. The proposals afford the Council the opportunity of implementing a proactive approach to fleet management to ensure maximum value through procurement and full compliance with vehicular Health and Safety requirements.
- 6.3 The Corporate Fleet and Facilities Manager will be responsible for the vehicles and all aspects relating to vehicle maintenance and upkeep. The management of the employees as drivers will remain with the line managers within each appropriate Council service. For example, the Mayor's car and Galaxy will still be booked out from Democratic Services but will be garaged and maintained by the new Corporate Fleet and Facilities Manager at the OSD Depot.
- 6.4 The Corporate Fleet and Facilities Manager, although reporting directly to the OSD Manager, will also be required to provide management reports to other Council services.
- 6.5 The imminent move of Environmental Services to the Stonegravels Depot also places the bulk of the Council's fleet at a single location, which further supports the proposal to manage the fleet centrally.

7.0 FINANCIAL IMPLICATIONS

- 7.1 The present cost of managing the OSD fleet is £46,710.
- 7.2 The present cost of managing the non-OSD fleet cannot be accurately calculated as the role is carried out on a differential basis by various

employees across numerous services.

8.0 PROPOSED COSTS

- 8.1 Under the new proposal, the cost of corporate management of the Council's fleet will be clarified by placing responsibility fully on the following two posts based at the Stonegravels Depot. The direct costs will be:-
1. Corporate Fleet and Facilities Manager Scale 7 £32,360 (including oncosts, at top of scale).
 2. Corporate Fleet and Facilities Assistant Scale 4 £22,100 (including oncosts, at top of scale).
- 8.2 Therefore the cost of managing the Council's fleet under the new arrangements will be £54,460, an uplift of £7,750 per annum. These additional costs should be borne by the General Fund. And, over time a formula agreed to allocate costs proportionately between the Housing Revenue Account and General Fund based on the breakdown of vehicles by Council service.
- 8.3 Our belief, however, is that these additional costs will be more than offset by the economies and efficiencies that will be achieved as a direct result of introducing this new corporate approach to fleet management. For example, savings will be made through the procurement of new vehicles, the purchase of fuel, and the hire of short term fleet. Although such savings cannot accurately be quantified for the purpose of this report, it is anticipated that the levels achieved will far exceed the annual increase in staff costs. A supplementary estimate is therefore not sought.
- 8.4 In this regard, one of the first tasks of the new Corporate Fleet and Facilities Manager will be to develop a Fleet and Facilities Management Strategy and Action Plan, to include SMART outputs and outcomes, and a methodology to track the delivery of financial savings.
- 8.5 Additional to the cost savings, there is also the distinct advantage that a corporate approach to fleet management will better ensure that strict health and safety controls are in place.

9.0 HUMAN RESOURCE CONSIDERATIONS

- 9.1 An interim Fleet and Facilities Manager is in post whilst this review takes place.
- 9.2 The new posts of Corporate Fleet and Facilities Manager and Corporate Fleet and Facilities Assistant have both been subject to the Council's Job Evaluation procedure.
- 9.3 The new posts will be initially advertised internally with priority given to any staff currently on the Council's redeployment register.

10.0 RISK ASSESSMENT

Description of Risk	Likelihood	Impact	Mitigating Action
Breach of Health and Safety through an inconsistent approach towards fleet management	High	High	To apply a consistent approach to fleet management by placing corporate responsibility onto a single qualified professional
Inaccurate data for the Councils use of vehicles (particularly short term hire)	High	High	To have a single point of contact for the hiring of all vehicles and ensuring that they are appropriately insured and maintained
It is not clear who it is to contact for certain vehicles, i.e. police/traffic enquiries	Low	Low	Clarity over who to approach if a dedicated fleet manager is in post.

11.0 EQUALITIES

- 11.1 There are no equality issues arising from this report.

12.0 RECOMMENDATIONS

- 12.1 That the existing post of OSD Fleet and Facilities Officer be deleted from the establishment, and a new post of Corporate Fleet and Facilities Manager be established.
- 12.2 That a new post of Corporate Fleet and Facilities Assistant be established.

- 12.3 That corporate fleet management be based at Housing Services - Operational Services Division (OSD) under the overall responsibility of the OSD Manager.
- 12.4 That corporate budgets for fleet management are made the responsibility of the Corporate Fleet and Facilities Manager and the OSD Manager.
- 12.5 That the OSD Manager be authorised to make appointments to the vacant posts of Corporate Fleet and Facilities Manager and, Corporate Fleet and Facilities Assistant.

13.0 REASON FOR RECOMMENDATION

- 13.1 The fleet will be fully compliant with all health and safety requirements and managed from an improved central base under the direction of a professionally qualified fleet manager and assistant.

MARTYN BOLLANDS
HOUSING SERVICE MANAGER - OPERATIONAL SERVICES DIVISION

Further information on this matter can be obtained from **Martyn Bolland** (Extension 5020).

Officer recommendation supported/not supported/modified as below or Executive Members' recommendation/comments if no Officer recommendation.

A handwritten signature in black ink, appearing to read "J. McManis". The signature is written in a cursive style with a large initial "J" and a circular flourish at the end.

Signed 1 April 2014

Executive Member

Date

Consultee Executive Member/Support Member comments (if applicable)