

WILTSHIRE COUNCIL
FLEET STRATEGY
2023 – 2030

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Introduction

The Fleet Strategy details how we will use, run, manage, and optimise fleet that is owned or leased by the council. It defines how the council will manage the day-to-day operations of its fleet resources to support services in delivering the council's Business Plan. A sustainable, efficient, and effective fleet provision maximises resources to best deliver the council's key priorities.

The Strategy details how the management of the fleet will be evidence based to identify opportunities to ensure we are a high performing organisation.

Importantly, the Strategy underpins the move to sustainable business travel by ensuring the fleet provides the best environmental, cost and compliance outcomes. Wiltshire Council is committed to working towards zero carbon emissions by 2030 and its fleet will play a major role in achieving this, by being innovative and introducing new technologies when available.

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Background

A review of Wiltshire Council's Fleet operations was undertaken by the Energy Saving Trust (EST) to establish a baseline and the outcomes for a new strategy.

EST is an independent organisation, specialising in various operations, including fleet transport. Their fleet support is available to all Local Authorities across England and helps councils to make links between multiple policies and develop effective, informed strategies.

Following the review, an officer group was established with a 12-month timetable to detail the strategy and the plan to deliver the outcomes identified. This was completed in 2021/22.

The Fleet Strategy covers all vehicles provided and maintained by the council, and the compliance of the Grey Fleet with relevant legislation.

There are four types of fleet provision:

- Type 1 - Purchased or leased vehicles the council maintains via the Fleet Service (Council Operated Fleet).
- Type 2 - Council's staff vehicles (Grey Fleet) - whilst the Fleet Strategy does not cover Grey Fleet provision itself, it does cover compliance. For example, the requirement for the council to meet its Health and Safety at Work Act statutory obligations with travel (Grey Fleet).
- Type 3 - Vehicles owned by the Council that are provided to contractors, who manage their maintenance while the Client Service controls their deployment. For example, the gritter fleet and waste vehicles (Council Provided and Managed Contractor Fleet).
- Type 4 - Vehicles owned by the Council that are provided to contractors, who manage their maintenance and their deployment to meet the contract specification. For example, Community Transport vehicles (Council Provided Contractor Controlled Vehicles).

See Appendix A for the list of number of vehicles against type.

Key Issues to be addressed

The Council operates and directly maintains 247 Type 1 vehicles, of which 92% are over five years old with inefficient and high carbon emission engines. Most of our current fleet are fossil fuelled with a handful being electric (Pool Cars).

The Council undertakes compliance checks on 3,278 drivers under its Grey Fleet (Type 2) provision. Travel in Grey Fleet is regarded as a workplace environment, with a requirement for the Council to ensure the safety of anyone involved in the use of the vehicle. Whilst insurance, MOT and Driver Licence checks are completed, The Council

does not keep records of or stipulate additional protections such as complying with Euro NCAP (The European New Car Assessment Programme) standards.

71% of the Council's fleet provided to our contractors, (Type 3) is under five years old. This fleet is predominately larger vehicles with investment in lowering emissions.

The Council's Passenger Transport Unit (PTU) operate a number of minibuses (Type 4), which are provided by the Council, using Service budgets for their day to day running.

Most of the Council's existing workshop facilities are old and outdated. There is one modern workshop at Kennet House, Devizes and one outmoded workshop in Salisbury, after the closure of workshops in Chippenham and Trowbridge

There are no facilities for the repair and maintenance of the electric components of vehicles and no Electric Vehicle Charging Points (EVCPs) in the Council's depots or salt stores (this is being addressed via an Electric Vehicle Charging Infrastructure Plan for proposed provision). There are EVCPs at the Council's main hubs – County Hall, Monkton Park and Bourne Hill.

Many of the Council's back-office ICT systems have not been updated for many years and information capture is small, with most processes requiring considerable manual input. An up-grade of the Tranman system (parts and maintenance recording programme) is currently being undertaken, and several trials started.

The culture of Council services with regards to fleet travel has historically been centred on the convenience of travel to meet service delivery priorities. As a consequence, there has been little challenge as to how employees travel to minimise carbon emissions and cost. Examples include a significant number of council vehicles taken home (with insurance and taxable benefit complications) or grey fleet travel being a preference to council provided transport.

Scope of this Strategy

Our aim is to support the Council in meeting its business plan priorities and operational commitments through the provision of an efficient and effective fleet service that drives best value and minimises carbon emissions.

To achieve this, the Fleet Strategy describes how we will use, run, manage, and optimise the fleet that is owned or leased by the council and ensure compliance across the council's Grey Fleet.

The scope has been broken down to five sections (FS1 to 5), Strategic Priorities (SP1 – 5) and Strategic Approaches (SO1 – 5), supported by an action plan to deliver the intended outcomes.

FS1 – Fleet Travel

Substituting travel with technology and looking at how we reduce the impact of travel.

FS2 – Fleet Emissions and Carbon

The move to low emission travel and carbon neutrality.

FS3 – Fleet Efficiencies

Maximising the efficiencies of travel, increasing the productivity of vehicles, and improving safety.

FS4 – Intelligent Fleet Management

Moving to a data led service and optimising service user outcomes.

EV5 – Fleet Resilience

Ensuring resilience in fleet services.

Strategic Priorities

- SP1 Ensure council owned and operated fleet operations are *carbon neutral by 2030.
- SP2 Meet the requirements of the Council's Medium-Term Financial Strategy.
- SP3 Provide fleet vehicles that are fit for purpose, safe to operate and meet our statutory commitments.
- SP4 Meet the Service objectives of the Council and the requirements for best value; and
- SP5 Maximise the Council's performance and the opportunity for innovative ways of working.

Strategic Approaches

- SO1 A data led transport provision using technology to monitor fleet performance with the priority of travel being shared vehicles using alternative fuels.
- SO2 Holding managers and individuals accountable for their choices of their travel, with a flexible fleet provision to ensure services maximise the Council's fleet usage.
- SO3 Putting processes in place to provide safe, efficient, and reliable transport systems for Wiltshire Council whilst optimising fleet availability.
- SO4 Demonstrating best value in every activity we undertake and reducing whole life costs of our vehicle provision; and
- SO5 Using fact based provision criteria for the vehicle replacement programme, with an annual review considering the individual asset's whole life performance assessment and emerging technologies.

FS1 – Fleet Travel

Intent

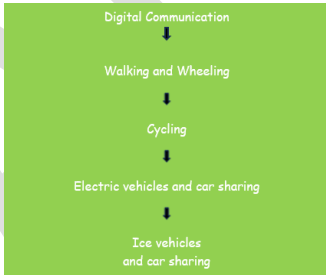

To minimise council related travel.

To minimise the size of vehicles used.

To minimise the volumes and weights carried.

To minimise the number of vehicles in the fleet.

Actions

Strategic Priorities	Strategic Outcomes	<u>To minimise council related travel.</u>
SP 1 SP 2	SO1 SO2 SO4	<p>Adopt a travel hierarchy across every aspect of the Council's transport provision.</p>  <p>By ensuring only essential travel is undertaken to maximise the effectiveness of its vehicle provision. Council managers and drivers will be supported with the cultural change through a communication and education programme.</p> <p>Travel outcomes:</p>  <p>Source Council's Lightfoot System of Fleet Asset Performance</p> <p>Performance is measured with an education and awareness programme or other action taken where required.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the size of vehicles used.</u>
SP 1 SP 2	SO1 SO2 SO4	<p>Use data to ensure the smallest appropriate vehicle is used.</p> <p>Where requirements for the movement of large volumes and weights are ad-hoc we will meet the need with a flexible fleet provision (pool large van allocation). A self-service booking system to match journeys to the required vehicle will be introduced.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the volumes and weights carried.</u>
SP 1 SP 2 SP 3	SO1 SO2 SO4 SO5	<p>Carrying items and loads 'just in case' will be eliminated wherever practical.</p> <p>Every vehicle replacement will be assessed against business case criteria to ensure type, weight and size provision is appropriate.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u>To minimise the number of vehicles in the fleet.</u>
SP 1 SP 2 SP 4	SO 2 SO 3 SO 4	<p>Focus the procurement and modification of high-quality vehicles on reducing the total number of vehicles and achieving best value, by moving to standardised vehicles.</p> <p>All spare vehicles will be managed by Fleet Services allowing a reduction in numbers by centralising their provision, their non-working time will be reduced with all Council services having access to spare vehicles.</p> <p>The Fleet Services Team will be restructured to provide a "fully managed" service to all council clients as normally experienced from fleet hire providers. Where any vehicle require inspection or maintenance they will be substituted with an equivalent vehicle to ensure front line services are not interrupted. This is a fundamental change to current working</p>

	<p>practices and will be far more transparent than the existing process.</p> <p>Where a vehicle is provided to an allocated driver, their manager will be required to ensure when the vehicle is not in operation (driver on leave, absent etc.) it will be made available for pool use. The Council's vehicle pool self-service booking will be updated to include these vehicles.</p> <p>To encourage use of the appropriate council vehicles, travel commencement points will be from an identified workplace, unless a home start can be justified.</p> <p>Managers will be expected to ensure their staff organise their travel arrangements by planning their day to maximise vehicle availability.</p>
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FS2 – Fleet Emissions and Carbon

Intent

To minimise travel emissions.

To have carbon neutral travel.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To minimise travel emissions.</i>
SP 1 SP 3 SP 4 SP 5	SO 4 SO 5	<p>From the baseline vehicles (Appendix A) we will operate sixty-two (25%) electric/ hybrid vehicles by the 31st March 2024. This will match the government's Department of Transport commitment in their Decarbonisation Transport Plan with a pledge that 25% of our cars/ vans will be ultra-low emissions.</p> <p>Alternative fuel plans will be developed working with Climate, Property, Finance and service providers. This includes an Electric Vehicle Charging Infrastructure Plan which seeks to update and modernise the council's current Electric Vehicle Charging Infrastructure (EVCI).</p> <p>We will identify further requirements for the transition to alternative fuels in the emerging Strategic Depot Plan.</p> <p>We will monitor the development of new fuel technologies (e.g. biofuels, green hydrogen, methane) and the vehicle types using them. The intent is for all future vehicle procurement exercises to specify electric or alternative fuel wherever possible as the preferred fuel source.</p> <p>Wherever possible all new buildings, depots and areas will meet the move to more sustainable fuel provision and will be designed to facilitate fleet provision using non-fossil fuel transport. They will also consider the requirement to meet the council's travel and statutory obligations in times of emergency. Designs will mitigate disruption from fuel supplies and build in measures to minimise risks.</p> <p>To facilitate the move to electric vehicles, the current electric capacity to provide charging at the council's workplaces will be identified, with the electric allocated to the charging of electric vehicles. Innovative charging methods to maximise the current</p>

		<p>capacity will be considered, such as smart charging, battery storage and other cost-effective quick wins.</p> <p>Council vehicles will be predominately stored at the council's workplaces to minimise non-work mileage and allow charging of electric vehicles. Home storage will only be allowed within certain criteria.</p>
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<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To have carbon neutral travel.</i>
SP 1 SP 3 SP 4 SP 5	SO 4 SO 5	<p>Put in place a framework to achieve a carbon neutral fleet by 2030, meeting the Council's climate emergency commitment.</p> <p>The framework will detail the programme of vehicle replacements to ensure that, where technology currently exists for new carbon neutral vehicles, purchasing these will be given priority over fossil fuel vehicles.</p> <p>The target is to have 100% of council owned/ operated fleet (Type 1) being carbon neutral by 2030, by running sustainable electric vehicles or using biofuel or other sustainable alternative fuel.</p>

FS3 – Fleet Efficiencies

Intent

To maximise fleet efficiency.

To improve Fleet Safety

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To maximise fleet efficiency.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Introduce a standard business case assessment form at the time of replacement consideration.</p> <p>Structure the replacement programme to create a staggered programme to maximise front line availability and to simplify the inspection regime and annual MOT test programme.</p> <p>Assess vehicles via demonstrators or with other fleet operators, to ensure technical specification compliance. Across the range of vehicles required for delivering core Council services, continual developments of bespoke and specialist solutions, will be undertaken.</p> <p>Lease, hire, outright purchase, and methods of maintenance will be assessed annually to ensure best provision. Asset performance consideration will include purchase costs, whole life running costs, spare parts and warranty provision, environmental credentials, and the best match, achieved through operational evaluation, to meet the client department's specification and to ensure vehicles are fit for purpose.</p> <p>Apply commercial rates for services provided to external partners. Costs will include the material costs, but also all the associated costs of that provision. For example: fuel will be charged at the cost of fuel purchase plus the provision and maintenance of the equipment in its management.</p> <p>Put in place a Continued Profession Development programme for each member of staff to ensure vehicles are maintained and repaired ensuring best value.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u><i>To improve safety.</i></u>
SP 2 SP 3 SP 4	SO 1 SO 3 SO 4	<p>Ensure Fleet Staff are competent evidenced by a recognised fleet qualification to run and operate a large fleet.</p> <p>Monitor staff training to ensure the Council has at least three Fleet Staff members trained to a Certificate of Professional Competence in UK Road Haulage, two for a Level 3 Award in Test Centre Management and our Vehicle Technicians will have an NVQ 3 in motor vehicle mechanics.</p> <p>Achieve DVSA's Earned Recognition accreditation¹ for Driver and Vehicles.</p> <p>For Council owned and operated fleet (Type 1) the procurement standard will comply with the Royal Society for the Prevention of Accidents guidance on the European New Car Assessment Programme.</p> <p>Establish maintenance schedules to undertake regular inspections on the condition of vehicles including pre and post use checks of vehicles using the workshops.</p>

¹ DVSA earned recognition for vehicle operators - GOV.UK (www.gov.uk)

FS4 – Intelligent Fleet Management

Intent

To deliver a data led service.

To optimise transport resources.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To deliver a data led service.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Restructure the Fleet Team to deliver a data led and performance driven service.</p> <p>Introduce new Job Role Descriptions and resource based on demand and competency levels to deliver the SPs and SOs</p> <p>Budget oversight for all Council owned and operated fleet provision (Type 1) will be managed by this team as will the safety, maintenance, technical standards, and regulatory compliance of all Council transport services.</p> <p>Support the Council's primary and statutory transport needs with technology, such as telematics, to assist in journey planning, innovation and the provision of workplace electric vehicle charging throughout the county.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To optimise transport resources</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Provide a turnkey service based on a Charter Agreement with all client groups where regulatory compliance, inspections, maintenance, annual tests, and repairs will be provided as a one-stop shop such that no client department will be required to engage with the fleet support aftermarket. This revised process will place the responsibility for 97% availability of vehicles upon the Council's Fleet Services function who will manage all service, repairs, and replacement budgets.</p> <p>The introduction of a programme of replacement for the council's Fleet IT systems to monitor performance levels including a measure on the access to vehicles when not in use (during leave</p>

	<p>and sickness). All main council offices will have access to vehicle keys from electronic key safes and increased access to pool vehicles for more specialist works.</p> <p>Employ technology on council owned fleet to locate and monitor the effectiveness of the fleet resources. The Council policy will be that all vehicles will be equipped with Telematics / GPS tracker solutions. The data generated will support the continual development of the Fleet Service. Data captured would include:</p> <ul style="list-style-type: none">• how the vehicle is driven (speed and braking),• where the vehicle is stored• idling and journey routes. <p>The system will update drivers in real time to address issues as they occur. Where poor driver behaviour continues their manager will be advised to support the driver.</p> <p>Adopt best performance practices based upon the data and removing wastage.</p>
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EV5 – Fleet Resilience

Intent

To ensure the resilience of fleet transport.

To optimise resilience in all fleet operations.

Actions

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<i>To ensure the resilience of fleet transport.</i>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Control and prioritise the internal fuel stocks, to ensure resilience in the system.</p> <p>Monitor telematic information to manage fuel use and maximise resilience.</p> <p>Monitor vehicle maintenance and down time of vehicles, to make decisions on the vehicles best operational uses as a preventative action to maximise resilience of fleet provision. This would include shuffling high mileage fleet with low use services, allocating towing vehicles to minimise wear and tear, driver maintenance behaviour (daily checks) corrections etc.</p> <p>Move the fleet replacement programme to one based on the effective life of a vehicle ensuring we only retain vehicles that are fit for purpose.</p> <p>Provide an operational logistics support role to all client departments to ensure the primary users are aware of innovations and new technology solutions which maximise use of the fleet, minimise operational costs and always make the “job” safer and easier.</p> <p>Ensure the business continuity plan protects fuel stocks to deliver services when supplies are interrupted. Initially this can be undertaken by having a mix of fossil fuel and electric fuel vehicles, and holding over two weeks of fossil fuel with electric being available if fossil fuel provision is disrupted.</p>

<u>Strategic Priorities</u>	<u>Strategic Outcomes</u>	<u><i>To optimise resilience in all fleet operations.</i></u>
SP 1 SP 2 SP 3 SP 4 SP 5	SO 1 SO 2 SO 3 SO 4 SO 5	<p>Review the Fleet Service Business Continuity Plan annually or when a material change occurs.</p> <p>Monitor internal fleet staff recruitment and outsource commercial work if additional capacity is required.</p> <p>Review all contracts annually, with a procurement plan to ensure timely tendering.</p> <p>Subject current in-house maintenance contracts, including MOTs, to regular (at least annual) competition and a 5-year major review with the final provision being based upon best value. Where there is a proven case that outsourcing provides the best service this will be undertaken.</p> <p>Build the future requirements of the Fleet Service into the emerging Depot Plan to ensure the required future provision is addressed.</p>

End.

Energy Saving Trust Base Line Review Data
2020/ 21

Type 1 - Council Operated Fleet EST Base Line Review Data

The Council operates and directly maintains 247 vehicles which are classed as Green House Gas Scope 1 – Direct Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual Mileage	CO ₂ e footprint (tonnes) ²
	WC cars	31	226,530	59.1
Smaller Vehicles	Up to 7.5t	161	1,298,909	465
	Minibus	26	182,793	99.6
Medium Vehicles	Canons House	2	8,721	3.72
Larger Vehicles	7.5t and above	19	78,721	78.3
Other	Non-highway vehicles	8	14,086	134.7
Total (WC operated vehicles only)		247	1,801,039	837

Type 2 - Council Grey Fleet Compliance EST Base Line:

The council has statutory requirements it must meet under the Health and Safety at Work Act for the privately owned vehicles used by its 3,278 staff for work purposes (Grey Fleet) classed as Green House Gas Scope 3 – Unowned and Indirect Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual mileage	CO ₂ e footprint (tonnes) ²
Car	Grey fleet	3,278	4,868,547	1,310.8

Type 3 - Council Provided and Managed Contractor Fleet EST Base Line:

The Council provides and directs the use of 147 vehicles through various contracts, classed as Green House Gas Scope 1 – Direct Emissions.

Fleet sector	Fleet	Fleet size (Current)	Annual Mileage	CO ₂ e footprint (tonnes) ²
Large Vehicles	Waste Vehicles	125	7,249,792	9,369.56
Large Vehicles	Winter Maintenance (Gritters)	22	62,144	156.13
Total (WC Provide To Contractor vehicles only)		147	7,311,936	9,525.69

Type 4 - Council Provided Contractor Controlled Vehicles EST Base Line:

The Council provides 10 vehicles to contractors which they operate to meet contract specifications, these are classed as Green House Gas Scope 2 – owned indirect emissions:

Fleet sector	Fleet	**GHG Scope	Fleet size (Current)	Annual mileage	CO ₂ e footprint (tonnes) ²
Medium Vehicles	Community Transport	2	10	65,550	27.99

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