

HEREFORDSHIRE PUBLIC REALM CONTRACT 2020/21

ANNEX 05 – FLEET MANAGEMENT

SERVICE OVERVIEW

| SERVICE SUMMARY | | | |
|------------------------|--|---|--------|
| | | Outcome / Output | |
| Revenue Activities | <ul style="list-style-type: none"> Routine and reactive maintenance on HC owned vehicles and plant by Balfour Beatty Fleet Services (BBFS). Fleet management on HC vehicles and plant. by Balfour Beatty Living Places(BBLP) | <ul style="list-style-type: none"> Fully road worthy and usable vehicles and plant. Fully compliant vehicles and plant. Effective management of HC Vehicles and Plant | |
| Revenue Activities | <ul style="list-style-type: none"> Statutory testing on Herefordshire Taxis. | <ul style="list-style-type: none"> Fully licensed and compliant Herefordshire Taxis. - | |
| Performance Indicators | | | |
| | Indicator | Target | Actual |
| 15 | Risk | 100% | 100% |

SERVICE SUMMARY

The fleet management service includes the management and maintenance, and coordination of support to Herefordshire’s vehicles and equipment. This includes non-routine maintenance on HC owned plant, (as per Appendix B) and routine checks and maintenance on HC owned plant and equipment to include the following:

- i) Damage repairs on HC owned plant and equipment;
- ii) Conducting MOT’s and statutory compliance tests on Herefordshire’s taxis;
- iii) Vehicle administration (Vehicle hire, asset register, risk assessment

SERVICE OUTCOMES

| OUTCOMES | HOW WILL THE OUTCOME BE ACHIEVED |
|--|---|
| HC and BBLP fleet and plant managed to required legal and safety standards | Regular routine and non-routine service and repair of assets. |
| Fleet maintained to, at a minimum, manufactures guidelines and standards. | Regular routine and non-routine service and repair of assets. |

ASSUMPTIONS

The following assumptions have been made:

- The facilities are suitable for conducting the service operations.
- The fleet list provided by HC in February 2020 is full and complete. Vehicles which are due for disposal will be identified.

Risk if assumption is not realised:

- Impact on ability of BBLP to fully deliver service
- Potential budgetary implications

THE SERVICE

SERVICE DELIVERY

| | SERVICE | RESOURCE | DELIVERY |
|--|---|----------------------|--|
| 1 Programmed | Fleet Management Service | | |
| | <ul style="list-style-type: none"> • Monthly service scheduling • Accident management • Liaison with subcontractors • Liaison with HC departments • Monitoring Of Hackney Carriage testing • Vehicle bookings • Management of breakdown service • Vehicle hire • Maintenance of HC vehicle fleet files | Fleet Manager (BBLP) | Daily |
| | Fleet maintenance Service (BBFS) | | |
| | <p>Scheduled maintenance of Herefordshire Council vehicles and plant</p> <ul style="list-style-type: none"> • Servicing • MOT testing • Safety inspections | 3 Operatives | <p>Annually/mileage, manufacturers recommendations.</p> <p>BBLP will obtain monthly mileage up-dates from HCC users as vehicles are due for service.</p> |
| <p>Safety inspections</p> <ul style="list-style-type: none"> • School Library van (Y319PCJ) • <p>Vehicles currently operating under the Councils Restricted Operators licence will be scheduled for inspection under the requirements of that licence.</p> | <ul style="list-style-type: none"> • 6 weekly | | |
| <p>Servicing of social care mini buses</p> <ul style="list-style-type: none"> • 5 vehicles, | 3x per annum. | | |

| | | | |
|----------|--|--|--|
| | <p>Statutory lifting equipment Inspections</p> <ul style="list-style-type: none"> 4 vehicles, | | Bi- annually |
| | MOT Testing of all HC vehicles | | Ministry of Transport (MOT) testing will be conducted annually |
| | <p>Hackney carriage and Private hire taxi testing. HC to provide vehicle schedules on a quarterly basis.</p> <p>(Approx. 340 vehicles)</p> | | Balfour Beatty Living places Fleet will carry out annual/bi-annual Taxi compliance testing and on request assist with ad-hoc spot checks on Herefordshire Taxis. |
| Reactive | Response to HC vehicle and plant breakdowns | | <ul style="list-style-type: none"> Reactive response within 60minutes Roadside repair or recovery |
| | HCC ad-hoc vehicle defect repair. Add Hybrids to vehicle list | | Defects repaired same day or re-scheduled |
| | Windscreen and tyre replacement (HC vehicles and plant) | | Non routine replacement of tyres and windscreens |

SERVICE SCOPE

| SERVICE | SCOPE |
|--|---|
| Routine annual vehicle and plant servicing | <p>IN SCOPE</p> <ul style="list-style-type: none"> A. Service, oil and filter change and safety inspection. B. Service all of the above in addition, air, fuel, pollen filters and fuel pre-filters if fitted. C. Periodic Cam belt changes. D. Heavy Goods Inspection E. Bi-annual Loler inspections on wheel chair lifts and excavators. F. Eberspacher servicing annually. G. 12 weekly inspection on trailers H. Service/inspection report. I. Monthly damage report. <p>Plant servicing annually.</p> <ul style="list-style-type: none"> J. Top ups of consumable items for Hybrid pool cars x4 |

| | |
|---|---|
| <p>Replacement of unfair wear and tear items, damaged items</p> | <p>NOT IN SCOPE Replacements of damaged mirrors, lenses, damaged tyres, abuse of wearing items, clutch and brakes.</p> <ul style="list-style-type: none"> • Collection and delivery of vehicles for planned maintenance • Non HC vehicles • Accident/breakdown for all vehicles covered by annex • Gritter Summer service as B. Service and re-waxing. Refer to annex. 1 • Snow Plough blade Inspection. Refer to annex. 1 |
|---|---|

RISK MANAGEMENT

High level risks will be managed through the Partnership risk management process and listed on the partnership risk register.

| | KEY RISK | CAUSE | CONSEQUENCE | MITIGATION |
|-------------|---|-----------------------------------|-------------------------|--|
| Operational | Failure to correctly maintain an item of plant or vehicle | Untrained staff, lack of resource | Item becomes VOR | Ensure equipment is maintained to schedule and standards. |
| | Failure of plant or vehicle compliance | | Item becomes VOR | Ensure equipment is maintained to schedule and standards. |
| | Failure of plant/vehicle lifting apparatus | | Item becomes VOR | Ensure all lifting devices are inspected and certified to LOLER standards |
| | New item of plant or vehicle is not properly maintained. | | Item becomes VOR | Develop and maintain a comprehensive asset register of all equipment to be maintained. |
| | Unable to carry out statutory testing. | Loss of accreditation | Delays in compliance | Ensure testing accreditation is maintained. |
| | Plant /vehicle failure to arrive for scheduled maintenance. | | Loss of productive time | Escalation to Energy and Environment management team. |

| | | | | |
|--|--|---------------------------------|---|---|
| | Lack of or no coordination of work. | | Non-compliant assets, assets stood down | Regular meetings and regularly up-dated schedules. |
| | Failure to recover costs of service or repair. | Timely processing of job cards | Loss of income | Ensure the owner of each plant/vehicle is properly identified and that correct invoicing/payment arrangements are in place. |
| | Speeding and Parking fines incurred by HCC drivers | Non-compliance with regulations | Fine and points on licence | HCC to re-charge driver. Please see appendices for process map |

PART 2

ORGANISATION

STRUCTURE

The fleet management service forms part of the Operations team within the organisation (BB Fleet services). It comprises a Workshop Supervisor (who reports directly to Balfour Beatty Fleet Services) who manages 2 Fitters who are located at Thorn (3 FTE).

In addition, there is a Senior Transport Coordinator (BBLP) who currently resides in the BBLP Operations team, reporting to the Operations Manager.

The service is delivered from purpose built facilities which include:

- i) 1 vehicle workshop at Thorn depot, Hereford.

ii) 1 plant workshop at Thorn Depot, Hereford.

1 MOT bay at Thorn Depot, Hereford.

ROLES AND RESPONSIBILITIES

WORKSHOP SUPERVISOR

The Workshop Supervisor is responsible for the overall management of the depot workshops and MOT bay and will ensure all work carried out within them is to the required standard and quality. The Supervisor will undertake service performance reviews to ensure the objectives set out by the Council are being achieved through the delivery of the public realm service, as budget and changing Council’s objectives may require. This role will also coordinate with the Transport Coordinator routine and reactive services on plant and vehicles to a defined schedule.

SENIOR TRANSPORT COORDINATOR

The Senior Transport Coordinator is responsible for all administration elements of the Fleet Management service, and will coordinate all fleet service related operations, including the arrangement of reactive and routine maintenance, the hire and off hire of plant and vehicles, and conducting audits of statutory vehicles compliance checks.

FITTER

The Fitter(s) are responsible for undertaking pre-determined reactive and routine maintenance activities and checks on all designated plant and vehicles to the required standard. To identify defects that would not normally be found through driver daily inspections and propose works to remedy them.

ROLES AND RESPONSIBILITIES

| Fleet team | Responsibility |
|------------------------------|---|
| Senior Transport Coordinator | All aspects of the Fleet management service |
| Workshop Supervisor | Overall supervision of depot workshops and MOT bay. |
| Workshop Fitters | Undertaking pre-determined reactive and routine maintenance activities. |

KEY DELIVERY INTERFACES

| | Who are the dependencies | What is their role |
|------|---------------------------------|---|
| BBLP | Operations Team | Co-ordination of winter maintenance fleet and Plant |

| | | |
|-----------------------|---|---|
| Herefordshire Council | With reference to the HC asset list BBLP will liaise with Energy and Active Travel Team as budget holder. | Identification of plant and vehicle needs. , deliver, maintenance and management of required plant and vehicles. Undertaking routine and non-routine maintenance of all plant and vehicles. |
| | HC mini-buses, Library services, EHTS, Private sector housing, Bereavement services, and Gypsy, travellers, Countryside, Facilities management, and Taxi licensing. | |
| | HC Other departments | Liaison regarding works to department vehicles |
| | Licensed Taxis | Undertaking MOT's and carry out annual/bi-annual Taxi compliance testing and on request assist with ad-hoc spot checks on Herefordshire Taxis. |

FOUR YEAR PLAN

INNOVATION AND CONTINUOUS IMPROVEMENT

- HC’s own plant and fleet assets within and across different council departments has decreased over several years, the EAT team are currently applying for a capital allocation to replace the fleet. The intention is this process will occur every 6 years to replace the fleet on a 6 yearly basis.
- BBLP will work with HC to understand and assist HC with their fleet needs and requirements and help develop Council wide fleet policies.
- BBLP will provide a breakdown of cost per vehicle annually.
- BBLP will meet with EAT and the Client every two months for progress updates.
- We will continually review workshop objectives and set performance targets that improve the service through *LEAN and 5S techniques to reduce waste and improve productivity.*
- A monthly Vehicle and Plant review will be held
- HCC drivers utilise the defect reporting book in the Thorn workshop office to report defects on HCC vehicles.

APPENDICES

APPENDIX A: POLICY & PROCESSES

Appendix B: DOCUMENTATION



HC All fleet old and new Jan 20.xlsx



Activity Schedule.xlsx



HC Plant and tools asset and BBLP serv



Speeding fines - process.pdf

APPENDIX C: DEFINITIONS

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|------|-------------------------------|
| BBLP | Balfour Beatty Living Places |
| HC | Herefordshire Council |
| VOR | Vehicle off road |
| EAT | Energy and Active Travel Team |

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