Appendix 1

Fleet Strategy
2020 - 2025

DRAFT: Updated 3 March 2020

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1. About the Fleet Strategy

Introduction

The purpose of this Strategy is to provide a framework for the procurement and management of vehicles (and similar equipment) required by the Council to deliver services on a daily basis.

The vehicle fleet is critical to the delivery of the front-line services of the Council. To operate the fleet efficiently and effectively: legal compliance, quality, environmental impact and whole life costs all have to be considered.

The Council's fleet has more than 1,400 vehicles, consisting of over 40 vehicle types performing a wide range of tasks including refuse collection, mechanical sweeping, gritting, passenger transport, supporting delivery of work, operational supervision. In addition, over 170 mobile plant assets also form part of the fleet.

Each year the Council's fleet travels approximately 12.9 million miles on business with associated annual lease, operation and maintenance costs of approximately £4 million. The Council's fleet is a critical corporate asset and vehicles must be fit for purpose, offer value for money and need to be managed effectively to support service delivery and protect the health and safety of both staff and the wider community.

The Council has always been committed to reducing carbon emissions from its fleet. In light of the increasing emphasis on climate change and the further reduction in carbon emission and associated environmental impact, these consideration will be an important factor in future procurement choices.

Strategic context

The Scottish Government's Climate Change Plan 2018 - 2032 published in February 2018, sets a target to reduce transport sector emissions by 37% over the period of the Plan. Alongside this, the Scottish Government are committed to phasing out new petrol and diesel cars by 2032 and going one step further by creating the conditions to phase out the need for new petrol and diesel vehicles in Scotland's public sector by 2030, and phasing out the need for all petrol and diesel cars from the public sector fleet by 2025. Decarbonisation of the transport sector will accelerate the shift to more environmentally friendly solutions, particularly electric and hydrogen vehicles. To ensure the delivery of this target, work is required to ensure the necessary infrastructure is in place, including charging stations.

The Council's Vision to 'improve the quality of life of everyone in South Lanarkshire' remains at the heart of the South Lanarkshire Council Plan Connect 2017 - 2022 and along with our values, influences everything that we do. This Fleet Strategy will support the delivery of all key objectives, directly or indirectly, through the rationalisation, replacement and deployment of the fleet with efficient, economical, sustainable and appropriately specified vehicles necessary to support operational service needs.

This Fleet Strategy also aligns with and supports the delivery of other Council led strategies and plans, including the Local Transport Strategy, Sustainable Development and Climate Change Strategy, Carbon Management Plan and the Air Quality Strategy.

This fleet strategy will ensure that the vehicle fleet is appropriately procured, managed, maintained, developed and receives investment to directly support delivery of the Council's wider organisational and service priorities and objectives.

Key strategic outcomes

In preparing this Strategy, Fleet Services within Community and Enterprise Resources has collaborated with other Resources and Services to establish the key priorities for the Fleet Strategy and to identify the key strategic outcomes that the Strategy will help to deliver. In considering these, we have looked at how we currently deliver the fleet service and the national and local priorities and drivers which will impact on the decisions we take going forward.

In this process, we have identified five key strategic outcomes:

1. The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.
2. The Council maintains a safe, efficient and legally compliant fleet.
3. The Council has a cost effective, efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.
4. The impact on the environment is reduced.
5. The Council will have a cost effective Fleet.

In the next section we set out the current position of the Council and how we intend to achieve each outcome.

2. Ensuring a fit for purpose fleet

Our strategic outcomes

This section considers the operational context of the factors which shape this Fleet Strategy and each of its five strategic outcomes,

Strategic outcome 1: The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.

This outcome considers the number of vehicles, their deployment, utilisation and specification, all necessary to ensure the right vehicle is in the right place at the right time.

Fleet establishment

As at January each year the fleet establishment is defined in the annual Fleet Asset Management Plan. The Fleet Manager provides the professional judgement, direction and authority to ensure this outcome is met. This is done in conjunction with service managers and taking account of overall council requirements.

The Fleet Manager and each relevant Service Manager review the fleet to determine fleet numbers, size and type to meet operational requirements:

- On an annual basis review the number and types of leased and owned vehicles required to deliver Council services.
- On an annual basis agree how fleet utilisation should be measured, for example, in hours or miles. Include the use of Vehicle Tracking Technology to agree the acceptable level of utilisation.
- Biannually monitor actual fleet utilisation against agreed levels and compare with current fleet size and in turn identify efficiencies.

The Fleet Management system identifies the number of vehicles within each service and by vehicle type to provide ‘at a glance’ an overview of the Council fleet. Where grant funding for specific vehicles is available, bids are prepared and submitted by Community and Enterprise Resources.

The number of vehicles and plant allocated to each of the Council’s Resources as at January 2020 is shown in Appendix 1

Vehicle procurement, evaluation and approval

Vehicles are procured through appropriate Frameworks. To ensure this approach continues to deliver value for money Fleet Services support collaborative opportunities with other local authorities through:

- Vehicles being selected from the most appropriate category from the framework.
- Vehicle specifications being agreed or refined in conjunction with service users and Health and Safety requirements.

Selecting vehicles for the wide variety of Council services takes the following into account:

- Existing fleet mix
- Parts availability
- Technical expertise
- Manufacturers support
- Specialist tools

- Fuel type
- Performance
- Load capacity
- Vehicle evaluation
- Suitability for role
- Environmental considerations
- Vehicle whole-life costs
- Health and Safety aspects
- Previous operational experience\knowledge.

Fleet Services maximises the potential economies of scale and other savings achievable, by using national contracts wherever suitable, to take advantage of preferential purchasing terms.

In conjunction with the operational Service Managers, new and alternative vehicles are tested and evaluated. These evaluations, in conjunction with regional and local procurement arrangements and whole life running costs, are used in the procurement of suitable vehicles to meet service requirements and ensuring value for money.

Vehicle markings, including the South Lanarkshire Council logo, provide a good opportunity for the Council to provide visible presence and provide reassurance to the general public.

Vehicle replacement criteria

The vehicle replacement programme is based upon revenue funding, operational needs and within the agreed establishment. Vehicles are replaced on an annual rolling programme determined principally by age criteria.

These criteria provides a guideline to the replacement programme. However, vehicles meeting these criteria will be subject to further assessment by the Fleet Manager to determine if replacement is required or whether there is economic life remaining.

This replacement programme allows for 20% (5 years)/25% (4 years) of the fleet to be replaced annually (Table 1). This ensures maintenance of a relatively low average age, minimises maintenance costs, maximises vehicle availability and spreads whole life costs over the four or five year period.

Table 1: Fleet replacement programme

Vehicle Type	Years
Refuse Collection Vehicle	5
Minibuses	5
Van, trucks and tippers (3,501 – 7,500kgs)	5
Cars and car derived vans	4

The lifespan of the fleet has been established through operational experience, whole life costs and operating lease term availability.

Short term hire arrangements (casual hire)

Under specific circumstances additional vehicles and items of plant are procured through the appropriate Framework. These assets are arranged on relatively short terms of less than 12 months and only in the following circumstances:

1. To provide cover when fleet assets are out of service for a period of time that requires a replacement to maintain service delivery, for example, where a vehicle has been involved

in an accident. Hires are terminated as soon as the fleet asset returns to service. This does not include cover for scheduled events including MOTs and servicing.

2. Hires required for fixed term or specific tasks, for example, seasonal work such as increased grounds maintenance during the summer months.

3. Hire of specialist equipment not available within the fleet and required for specific tasks such as specialist access platforms or heavy lifting equipment.

4. An asset hire is required to deliver a service pending the delivery of a new fleet asset; procurement of the new fleet asset will have been approved by Finance and Corporate Resources. Such assets will remain on hire until the new fleet asset is delivered.

In order to achieve this outcome, the following actions are required:

1	Review annually with operational Service Managers the fleet establishment of leased and owned vehicle types and numbers each Resource requires to deliver services.
2	Through the use of vehicle tracking technology and other means, review and challenge fleet utilisation across all Resources.
3	Undertake on going evaluations to ensure casual hire vehicles represent best value and are required to maintain operational service delivery.

Strategic outcome 2: The Council maintains a safe, efficient and compliant fleet.

This outcome considers where, when and how vehicles are maintained.

Vehicle Maintenance

The Council's in-house vehicle maintenance team operates from workshops based at Hamilton International Park in Blantyre and at Caldwellside Industrial Estate in Lanark, ensuring vehicles are kept legal, safe and in service.

The team of mechanics are highly skilled in maintaining specialist vehicles with a diverse range of specialist equipment. The workshops carry out a wide range of maintenance tasks, only outsourcing specialist and bodywork repairs.

The Blantyre facility is a modern large workshop capable of accommodating the range of vehicles and plant operated. The Lanark facility is smaller and can only accommodate cars and light commercial vehicles and requires review.

The Lanark workshop operates an extended dayshift from Monday to Friday. The Blantyre workshop operates a three shift system from Sunday night through to Thursday morning and then day shift and back shift on Thursday and Friday. These extended working hours reduces, to a minimum, the operational downtime of the fleet.

The fleet is maintained within a preventative maintenance regime including scheduled safety inspections. The heavier fleet is inspected every 6 - 8 weeks with the light fleet on a 52 week cycle. The fleet is maintained in accordance with the Goods Vehicle Operator's Licence and manufacturers' recommended maintenance standards.

Maintenance events are scheduled by the Fleet Management System. Users receive 30 days advance notice of inspection dates. Over 5,000 scheduled jobs are carried out annually and in addition there are a further 16,500 unscheduled jobs completed over the year.

The workshops target is to return 70% of vehicles to Services within two working days thereby reducing operational downtime.

The Blantyre workshop also performs compliance inspections on all taxis and private hire cars licensed to operate within South Lanarkshire.

In order to achieve this outcome, the following actions are required:

4	Improve data quality and use of management control and performance information to include the following: • Vehicle availability statistics (downtime) • Overall workshop costs • Material/stores costs • Cost of utilities • Tool and equipment costs • Workshop attendance rates • Data on MOT failures
5	Continue to monitor fleet compliance through regular quality assurance and workshop maintenance data.
6	A business case around service delivery and depot investment will be prepared to consider ensure cost effective vehicle maintenance service across all areas

Strategic outcome 3: The Council has an efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.

This outcome considers how the right vehicle, at the right time and at the right cost is made available to the service user.

In order to ensure the strategic outcome is achieved the following services are provided:

- Utilisation of national procurement contracts for the procurement of vehicle related services to include fuel cards, tyres and ancillary equipment.
- Management information provided to managers who will be accountable for changes and efficiencies identified.
- Work with colleagues from other local authorities to support regional collaboration initiatives which involve fleet provision. This includes Scotland Excel to ensure standardised fit for purpose vehicles are purchased and supported.
- Managing all aspects of vehicle accident repairs and claim management via the Council's Risk Management Team and the production of bespoke management information.
- Arranging timely collision repairs in liaison with accident management contractors and the body repair contractors, directly or via third parties.
- Contribute to the Corporate Management of Road Risk (MORR) Policy. The key objectives of which are:

    - To support the reduction in vehicle related accidents, particularly 'at fault' accidents.
    - To raise awareness of the causes of vehicle accidents and promote effective, preventative measures to reduce such accidents.
    - To provide information to the Learning and Development Section in order to enhance the driver training programmes.
    - Work with Risk Management colleagues to standardise accident recording process.

The MORR Policy will continue to be developed and detailed data will be provided to managers and the Learning and Development Section to inform further development programmes.

Service user involvement and satisfaction

The fleet is provided to enable staff to deliver operational services on a day to day basis and make essential journeys. It is important that the vehicles selected are fit for purpose and that an effective maintenance service is provided. Operational Service Managers in conjunction with the Fleet Manager will require to identify their operational needs prior to vehicles being procured on their behalf. Satisfaction levels with the service and support offered by the vehicle maintenance workshops will be assessed on a regular basis to ensure that user needs are being met as effectively as possible.

A biennial customer satisfaction survey is conducted covering both fleet management and workshop services.

In order to achieve this outcome, the following actions are required:

7	Continue to improve customer satisfaction by carrying out biennial surveys.
8	Review the Service Level Agreement with users
9	Continue to work with Corporate Health and Safety and Insurance and Risk to further reduce fleet related risk.

Strategic outcome 4: The impact on the environment is reduced.

The council is considering how best to reduce the need for travel using new technology, agile methods of working and using policy to effect change.

This outcome considers how carbon emissions are reduced through the use of technology and alternative fuels.

Fuel usage can be minimised by

- Designing routes efficiently
- Maintaining vehicles to a high standard
- Driver training
- Driver performance
- Purchasing fuel efficient vehicles
- Operating alternatively fuelled vehicles

Fleet Services consult with vehicle manufacturers to monitor advances in technology and alternative fuels such as LPG, bio-diesel, electricity and hydrogen. The evaluation of new developments in vehicles will be assessed in terms of operational suitability, ease of maintenance, ease of use, environmental impact and affordability.

Possible developments to reduce fuel consumption thereby reducing costs, reducing carbon dioxide emissions and also reducing emissions of nitrogen dioxides include:

- Telematics – system which monitors driving performance and continually encourages the driver to drive in an economical manner. A number of features such as acceleration and braking can be measured and give the driver feedback on his overall environmental driving performance. Fleet Services will manage and monitor the telematics system in conjunction with the vehicle replacement programme. This would include coordinating the fitment and removal of telematics hardware, monitoring the system's performance, analysing the system data and providing exception reports to service users allowing managers to improve performance if required.

- Moving to alternatively fuelled vehicles – transition to electrification should focus first on the light fleet both because this will be easier to electrify and because the Government target for the light fleet is earlier.

The UK and Scottish Governments have placed an emphasis on the public sector setting a leading example on climate change and for achieving an almost complete decarbonisation of road transport by 2050.

The Fleet Strategy should contribute and support the Council's and Scottish Government actions to improving local air quality. Many journeys undertaken in Council duties are short and can involve frequent stop/starts; the provision of efficient vehicles and alternatively fuelled vehicles will reduce the impacts of this type of journey. Efficient route planning is not only cost effective but will reduce unnecessary emissions and again contribute towards improving overall air quality. Successfully implementing the Fleet Strategy will be cost effective and beneficial to improving air quality across South Lanarkshire.

In order to achieve this outcome, the following actions are required:

10	Benchmark carbon reduction with other local authorities.
11	Monitor efficiency savings arising from vehicle fleet.
12	Continue to encourage the efficient use of resources through asset procurement, maintenance, monitoring vehicle use and driver behaviour.
13	Develop and plan for the requirements for the transition to Ultra Low Emission Vehicles to meet the Scottish Government's targets, focussing initially on the Council's cars and light vans.
14	Understand the requirements and technology developments for the transition to Ultra Low Emission heavy commercial vehicles and develop an action plan to meet the Scottish Government's targets.
15	Develop Fleet Management and Vehicle Tracking Systems to enhance management information.

Strategic outcome 5: The Council will have a cost effective Fleet.

This outcome considers the cost of the asset over its expected life including method of funding. Maintenance and fuel usage.

Cost Effectiveness

Fleet Services monitor purchase price, method of funding, maintenance costs and fuel usage over the life of vehicles to determine the whole life cost of the assets operated and to provide best value for the Council. Alternative vehicles will be trialled to consider and compare.

The options for funding the assets will be reviewed on a regular basis in conjunction with Treasury Management to ensure that the most appropriate and cost effective means are used to finance future acquisitions. Consideration will be made to purchase, lease or hire of vehicles, with best value being at the core of all decisions around vehicle acquisition and funding. Cost of returning vehicles will be taken into account when considering the financial implications of acquisition. Requirements for new vehicles over the agreed establishment will be accompanied by a suitable business case agreed by the requesting service. Opportunities to secure external funding from national and regional sources for purchase of vehicles utilising emerging, low carbon technologies will be explored.

The fleet management team review the fleet market on an ongoing basis, looking at technological developments which can lower cost, improve productivity and increase safety.

Economic life

On a four weekly basis, the Fleet Manager meets with the relevant Service Manager. At these meeting the replacement programme is reviewed, from 18 months in advance of the vehicles scheduled replacement date, to ensure that requested vehicles arrive in line with the replacement dates. The required operational needs, the specification and the likely costs are considered in detail.

Vehicle life is also considered in terms of both vehicle reliability and most cost effective operating lease term.

Vehicle disposal

At the end of the operating lease period, vehicles will be returned to the lessor. The end of lease process includes an inspection by the lessor and a charge being raised against the Council for defects or damage not considered to have been caused through normal use or wear and tear. These charges are subject to challenge by Fleet Services. Owned vehicles will be disposed of via auction.

Fuel usage

The Council's fleet used 3.4 million litres of fuel in 2018/19 .An analysis by fuel type is detailed in Table 2.

Table 2: Fuel Type usage, 2018/2019

Fuel Type	**Litres**
Diesel	2,982,765
Gas oil	335,346
Petrol	89,589
Total TOTAL	**3,407,700**

There are diesel tanks sited at five Council depots and fuel to supply these is bulk bought through a framework storing a maximum of 185,300 litres of road fuel (diesel) and 61,000 litres of gas oil. Gas oil is only used for mobile plant.

In addition, fuel can be obtained by fleet users through an agency card agreement with seven local garages (three in the Clydesdale area, one each in Hamilton, East Kilbride, Rutherglen and Larkhall). This arrangement serves all of the Council's fuel needs and improves access to fuel in rural areas and out of normal depot hours.

Fuel usage is monitored through a fuel management system, and each transaction imported into the Fleet Management System, allowing detailed analysis of fuel usage by vehicle.

It is estimated that 9% of the Council's total carbon emissions are from transport and approximately 80% of these are from heavy vehicles. Carbon emissions associated with all travel has reduced by 14.6% since the baseline year of 2005/2006 mainly as a result of carbon reduction initiatives, including vehicle monitoring (telematics), optimisation of vehicle routing, procurement of fuel efficient vehicles and electric vehicles. These initiatives are set out in the Council's Carbon Management Plan.

By expanding the use of vehicle telematics, the environmental impact of the fleet will be reduced by decreasing fuel consumption and emissions as well as reducing expenditure.

The environmental impact will be further reduced through the continued transition of the current fleet of small cars and small car derived vans from diesel to ultra-low emission vehicles. This is in accordance with the Scottish Government's target to decarbonise small vehicle fleet by 2032.

The Government's Programme for Scotland 2019-20 states that the Scottish Government is committed to phasing out new petrol and diesel cars by 2032 and go further by creating the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030, and phasing out the need for all petrol and diesel cars from the public sector fleet by 2025

Future replacement cycles will take account of emerging technologies and developments within the vehicle market. This is further explained in strategic outcome 4 above.

In order to achieve this outcome, the following actions are required:

16	Continue to review whole life costs across the fleet.
17	Consider alternatives to diesel assets in the vehicle fleet and the whole cost implications of these.
18	Monitor economic life and identify changes resulting from improved technology.
19	Review carbon emissions for vehicle fleet and identify changes.

3 Governance arrangements

Management of the Fleet Strategy

The Head of Fleet and Environmental Services is responsible for the development and delivery of the Fleet Strategy, the vehicle replacement planning process and implementation of the outputs identified in the strategy and is supported by the Fleet Manager. The Fleet Manager is supported in delivery of the strategic outcomes by the fleet management team.

Contingency and succession planning arrangements continue to be developed in order to maintain and guarantee resilience, with the capacity to meet service delivery demands as a consequence of changing technology and changes in operational service delivery.

A training programme is in place to ensure that staff are proficient with changing technology and able to operate the latest equipment on the newest vehicles. Staff are trained to cover first aid, fire marshalling, health and safety and risk assessments, along with the technical training.

Service Managers with fleet responsibility

Operational managers are identified as having day to day management responsibility for the vehicles within their own service area. Fleet Services provide regular management information to each service manager which include vehicle utilisation, fuel usage and compliance with Council policies. Service managers with fleet responsibility are able to:

- Discuss fleet in terms of meeting the demands of operational service delivery with vehicle end users.
- Consider outline requests for changes in fleet needs.
- Ensure compliance with vehicle related health and safety and transport legislation.
- Challenge usage and utilisation of vehicles.

Service Standards

Each Service is responsible for ensuring vehicles are used for the purpose they were procured. Drivers will be briefed and trained on the operation of the vehicle and equipment.

There is a clearly defined set of rules and responsibilities between the service user and Fleet Services contained within a Service Level Agreement. A set of service delivery standards have been developed to enable service users to understand:

- The nature of the service to be provided.
- The tasks and responsibilities of each party.
- Frequencies, quantities and standards of performance.
- The agreed charges or unit rates.
- Information that will be provided to each service.

Monitoring and review

The approach to vehicle provision and management set out in this Strategy will be monitored to ensure that it remains cost effective and meets the operational needs of service users.

A range of measures will be monitored annually by the Fleet Manager and the findings reported to the Community and Enterprise Resources' Management Team. The Strategy will be refreshed in 2025.

Implementation of the actions identified in this Strategy will be monitored annually alongside the monitoring of the Fleet Asset Management Plan. The Strategy will be updated as required to

take into account, completed actions, new actions coming forward and actions that have to be amended. A refreshed action plan alongside a report on progress will be presented to the relevant committee(s) for noting/ approval each year.

This overarching Fleet Strategy will be aligned with individual Service Level Agreements. The Fleet Asset Management Plan will be updated and circulated annually.

Individual Services are responsible for the day to day assessment and monitoring of drivers and addressing any issues

Action Plan 2020 – 2025

This Action Plan is set out to deliver the five strategic outcomes identified in the Fleet Strategy.

Strategic outcome 1: The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.			
No.	**Action**	**By whom**	**By when**
1	Review annually with operational Service Managers the fleet establishment of leased and owned vehicle types and numbers each Resource requires to deliver services.	All	Annually
2	Through the use of vehicle tracking technology and other means, review and challenge fleet utilisation across all Resources.	All	Six monthly
3	Undertake on going evaluations to ensure casual hire vehicles represent best value and are required to maintain operational service delivery.	All	Four weekly
Strategic outcome 2: The Council maintains a safe, efficient and compliant fleet.			
4	Improve data quality and use as management control and performance information to include the following: • Vehicle availability statistics (downtime) • Overall workshop costs • Material/stores costs • Cost of utilities • Tool and equipment costs • Workshop attendance rates • Data on MOT failures	FM	Four weekly
5	Continue to monitor fleet compliance through regular quality assurance and workshop maintenance data.	FM	On going
6	A business case around service delivery and depot investment will be prepared to consider ensure cost effective vehicle maintenance service across all areas	Head of Service	September 2020
Strategic outcome 3: The Council has an efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.			
7	Continue to improve customer satisfaction by carrying out biennial surveys and using feedback to improve service delivery.	FM	Annually
8	Review the Service Level Agreement with users.	All	June 2020
9	Continue to work with Corporate Health and Safety and Insurance and Risk to further reduce fleet related risk.	All	On going
Strategic outcome 4: The impact on the environment is reduced.			
10	Benchmark carbon reduction with other local authorities.	FM	Annually
11	Monitor efficiency savings arising from vehicle fleet.	Head of Service	Annually
12	Continue to encourage the efficient use of resources through asset procurement, maintenance, monitoring vehicle use and driver behaviour.	All	On going
13	Develop and plan for the requirements for the transition to Ultra Low Emission Vehicles to meet the Scottish Government's targets, focussing initially on the Council's cars and light vans.	All	September 2020
14	Understand the requirements and technology developments for the transition to Ultra Low Emission heavy commercial vehicles and develop an action plan to meet the Scottish Government's targets.	All	On going

15	Develop Fleet Management and Vehicle Tracking Systems to enhance management information.	FM	On going
Strategic outcome 5: The Council will have a cost effective Fleet.			
16	Continue to review whole life costs across the fleet.	FM	On going
17	Consider alternatives to diesel assets in the vehicle fleet and the whole cost implications of these.	FM	On going
18	Monitor economic life and identify changes resulting from improved technology.	FM	On going
19	Review carbon emissions for vehicle fleet and identify changes.	All	Annually

Acronym	Resource	Acronym	Resource
CER	Community and Enterprise	ER	Education
FCR	Finance and Corporate	HTR	Housing and Technical
SWR	Social Work	SLLC	South Lanarkshire Leisure and Culture Ltd
FM	Fleet Manager	All	CER, FCR, SWR, ER, HTR, SLLC and FM

Monitoring Framework

Measure	Baseline/Start	Target	Frequency
Strategic outcome 1: The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.			
Number of vehicles required to deliver Council services	1416	Reduce	Annually
Actual fleet utilisation against agreed levels	2020	Increase	Annually
Strategic outcome 2: The Council maintains a safe, efficient and compliant fleet.			
Workshop cost per mile	2020	Reduce	Annually
Percentage of vehicles returned to service within two working days	70%	Increase	
Strategic outcome 3: The Council has a cost effective, efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.			
Average cost per incident	2020	Reduce	Annually
Ratio of number of incidents to number of vehicles	2020	Reduce	Annually
Strategic outcome 4: The impact on the environment is reduced.			
Number of ultra low emission	37	Increase	Annually
Vehicles in the Fleet			
The number of miles travelled per year by the Council Fleet	2020	Reduce	Annually
Strategic outcome 5 : The Council will have a cost effective Fleet			
Council Fleet related carbon emissions	2020	Reduce	Annually

Vehicles by Resource as at January 2020 **Appendix 1**

	CER	FCR	ER	HTR	SWR	SLLC	TOTAL
01 SMALL VAN	53			107	57	2	219
02 MEDIUM VAN	33			72	54	4	163
04 PANEL VAN	4	1	1	267	5	1	279
05 LUTON BOX VAN	2			22	1	1	26
06 VAN LWB				1			1
07 CCTV VEHICLE				2			2
09 MOBILE LIBRARY/DISPL		1	1			2	4
10 4 WHEEL DRIVE VEHICL	2			3	1	1	7
11 TIPPER 5200 KGS	4						4
12 TIPPER 7500 KGS	14			3			17
13 TIPPER 18000 KGS 3 W	3						3
15 TIPPER 18000 KGS	3						3
16 TIPPER 26000 KGS	4						4
18 PLATFORM 18000 KGS				3			3
19 PLATFORM HIAB 18000	1						1
21 TRACTIVE UNIT 44000	1						1
22 BUS up to 17 SEATS	37		8			1	46
23 BUS over 17 SEATS	28						28
24 LOW CARBON VEHICLE	21			12		4	37
25 PEOPLE CARRIER	1		15	1	2	2	21
26 MOTOR CARS	150	2	6	16	37	5	216
28 TIPPER 12000 KGS MUL	5						5
29 WALKING FLOOR 18-32T	2						2
30 ROAD SWEEPER 18000 K	9						9
35 CREWCAB TIPPER	93				3		96
36 CREWCAB TIPPER 7500	3						3
37 CREWCAB TIPPER 5200	38						38
38 EFUSE SIDE LOADER 1	5						5
39 HOOKLIFT 18000 KGS	2						2
40 TOWER WAGON 7500 KGS	1						1
46 RCV UP TO 18000 KGS	13						13
48 RCV 26000 KGS	48						48
60 FRIDGE/FOOD TRANSPOR	2						2
65 HOOKLIFT VEHICLE 320	7						7
74 LOW LOADER SEMI TRAI	1						1
82 MESS UTILITY VEHICLE	1			3			4
83 PLANT MAINTENANCE VA	4						4
88 PMG	9						9
90 18 TON 4x4 PMG	1						1
94 PRECINCT SWEEPERS	24						24
96 DROPSIDE PICKUP	3			43			46
97 DROPSIDE CREWCAB	7						7
98 INTERCHANGEABLE BODY	4						4
Grand Total	**643**	**4**	**31**	**555**	**160**	**23**	**1416**

Road Going Plant		CER	ER	HTR	SLLC	Grand Total
053	DUMPER	2				2
054	EXCAVATOR/LOADER MED	1				1
058	TRACTOR WITH LOADER	9				9
061	EXCAVATOR/LOADER LAR	5				5
069	TRAILER	88	1	2	6	97
070	LARGE TRAILER	24		1		25
073	CHIPSPREADER TRAILER	3				3
084	MINI TRACTOR	21				21
092	EXCAVATOR 360	3				3
095	JETTER TRAILER MOUNT	4		5		9
P64	EXTRA LARGE TRACTOR	2				2
	Grand Total	**162**	**1**	**8**	**6**	**177**