



Report to Executive

Meeting Date: Tuesday 17 September 2024

Key Decision: No

Public/Private: Public

Portfolio: Sustainable, Resilient and Connected Places

Directorate: Resources

Report Author: Colin Bowley
Head of Off-street Parking & Fleet Services

Title: One Council, One Fleet: Corporate Fleet Management Strategy

Brief Summary:

The Fleet Strategy sets out a single corporate approach to the management of the Council's extensive and diverse fleet of vehicles, plant, and machinery, and establishes a set of objectives to be delivered through the accompanying Green Fleet Action Plan.

Recommendations:

The Executive are asked to:

- (1) provide their comments on the proposed Fleet Management Strategy and approve the proposed strategy in principle subject to review by the Business and Resources Overview and Scrutiny Committee
- (2) refer the proposed strategy to the Business and Resources Overview and Scrutiny Committee for consideration; and
- (3) if no further material changes are requested by the Business and Resources Overview and Scrutiny Committee; delegate the decision to finalise and approve the strategy to the Director of Resources.

Tracking

Executive:	Tuesday 17 September 2024
Scrutiny:	Tuesday 24 September 2024
Council:	--

1.0 Background

- 1.1. An effectively managed, modern, flexible, and resilient fleet is key to the Council's ability to deliver its statutory and priority services for the people and businesses of Cumberland. The strategy sets out a single corporate approach to the management of fleet and establishes four over-arching objectives:
 - To achieve overall fleet reductions and increase fleet utilisation reducing cost
 - To reduce fleet related carbon emissions and fuel use
 - To ensure the pool car / corporate transport offer meets business needs
 - To reduce fleet / transport related carbon emissions from services commissioned by the Council.
- 1.2. Progress towards the objectives will be monitored and reported against the Green Fleet Action Plan, with all future fleet replacement being subject to a Green Fleet Challenge, supported by a rolling fleet replacement programme facilitating service transformation and effective budget planning.
- 1.3. With fleet viewed as a single, corporate asset, the approach ensures that, when needed, and when practical, fleet assets can be shared / rotated across key services to maximise utilisation rates, support overall fleet reduction targets, reduce expenditure on avoidable external fleet hire. It also provides opportunity to utilise fleet more flexibly to support wider priorities and ambitions.
- 1.4. The Strategy has been developed through a collaborative process with input from a range of stakeholders from the key fleet operating departments and from colleagues in Fleet, Finance and Climate.
- 1.5. It should be noted that the Strategy is presented in draft format for approval. The final version will be reviewed to improve its general presentation.

2.0 Proposals

The Corporate Fleet Management Strategy proposes a single approach to fleet management across the Council, establishing the:

- **Green Fleet Action Plan:**
 - to support monitoring and reporting of progress towards the delivery of key objectives
- **Fleet Replacement Programme:**
 - to support the timely replacement of fleet, facilitating wider service transformation and improvement
 - to support effective budget planning.
- **Green Fleet Challenge:**
 - to support overall fleet reductions
 - accelerate the transition to low / zero emission vehicles

- ensure there is a robust business case in place to support all future fleet procurement in line with the fleet replacement programme
- facilitate the delivery of wider priorities through the flexible use of fleet / revised vehicle specifications.

3.0 Alternative options considered

The approach to fleet management differs from each of the four legacy councils resulting in a mix of owned, leased and hired vehicles. The age-profile of the fleet also varies significantly across different areas and across different services with some key front-line vehicles, supporting statutory, high-profile services, well overdue replacement. Older vehicles are more polluting and less reliable, impacting service performance and incurring significant maintenance costs, damaging reputation. The Strategy will establish a single corporate approach to fleet management, operation and replacement, addressing these issues and supporting the Council to meet its carbon reduction targets.

4.0 Reasons for recommendations

To repeat the above, an effectively managed, modern, flexible, and resilient fleet is key to the Council's ability to deliver its statutory and priority services for the people and businesses of Cumberland. The strategy sets out a single corporate approach to the management of fleet and establishes four over-arching objectives, with progress to be monitored and reported through the Green Fleet Action Plan:

5.0 Implications:

5.1 Contribution to the Cumberland Plan priorities:

Fleet is essential to the Council's ability to deliver its statutory services and local priorities for the people and businesses of Cumberland, including the provision of school transport services, street cleansing, refuse collection, highway maintenance etc. The Strategy sets out the Council's approach to the management of this key resource and through the Green Fleet Action Plan establishes objectives to drive improvement, for example, accelerating the transition to electric vehicles, contributing to carbon reductions in support of the Climate & Nature Strategy (Carbon and Energy Management Plan), improving local air quality, with associated health benefits for residents.

The approach running through the strategy is one of collaboration and flexibility, ensuring that vehicle specifications are developed through discussion with fleet users, providing opportunity to introduce measures to improve safety, welfare and comfort of staff, mitigate risk to other road users, and to support wider priorities and ambitions.

5.2 Risks and mitigation:

The Strategy will mitigate risks across the life cycle of fleet:

5.3 Financial:

- The establishment of the rolling fleet replacement programme will support the timely replacement of fleet vehicles, reducing avoidable costs from operating an increasingly unreliable and aging fleet, ensuring effective budget planning, and ensuring the most advantageous option is taken to support procurement.
- The Green Fleet Challenge will apply a robust test before all future fleet replacement is approved, ensuring there is a genuine business need, supported by a business case.
- Embedding the One Council: One Fleet approach will also contribute to efficiencies through flexible use of fleet, reducing avoidable external hire.

5.4 Health, safety and welfare:

- The Fleet Challenge referred to above is a collaborative approach allowing for the specification of new and replacement fleet to be developed with fleet users, supporting the introduction of measures to improve the comfort and safety of drivers and passengers, and reduce risk for other road users. This includes the consistent application of vehicle telemetry and on-board cameras to support driver development, mitigate risk and eradicate poor driving behaviour, such as excessive idling, reducing fuel use and avoidable vehicle emissions.
- The strategy also establishes objectives in relation to training for those driving on business related journeys, appropriate to the level of risk.
- The strategy also addresses vehicle inspection, testing, repair and maintenance ensuring fleet vehicles remain safe and roadworthy.

5.5 Reputational:

- The Fleet Replacement Programme will support the timely replacement of fleet vehicles, improving image and reliability, and facilitating flexible use of the fleet to support wider priorities.
- The Green Fleet Action Plan and Fleet Challenge will support fleet reductions and accelerate the transition to a cleaner, greener fleet with opportunities to raise awareness through effective, creative vehicle livery.
- An improved fleet profile will support carbon reductions, improve service reliability, and improve staff safety and welfare. The approach to driver training and the development of driver profiles will improve driver performance, reduce incidents, and eradicate poor driving behaviour.
- Collectively, the Strategy will help reinforce a positive image for the Council.

5.6 Consultation / Engagement:

The Fleet Strategy has been developed through consultation with officers from the key fleet operating teams, and with officers from Finance, Procurement, Fleet and the Climate team.

The approach to the use of vehicle telemetry, use of vehicle cameras, and development of driver profiles to support staff development, mitigate risk, have been developed through consultation with the trades' unions.

5.7 Legal:

The strategy is not a strategy or policy reserved to Full Council or other council committee and therefore it is a decision to be made by the Executive.

The report itself does not contain any direct legal implications at this stage, Executive may in the future be asked to take associated decisions that will have legal implications such as those related to procurement or disposal of the fleet, which must be done in accordance with the Council's Contract Procedure Rules and Financial Procedure Rules.

The strategy has implications for the management of data, which must be undertaken in a lawful way.

5.8 Finance:

The report and strategy include no direct financial recommendations to consider and all existing governance arrangements, including the Council constitution, will remain unchanged. The strategy is expected to strengthen and improve these governance arrangements, rather than amend them.

The Council fleet represents a significant financial investment, including operational revenue costs, such as leasing, fuel and maintenance expenditure and capital replacements.

By adopting a fleet strategy, this will ensure there is framework for the effective short, medium, and long-term management of those services and associated budgets and aims to provide clarity in relation to roles and responsibilities across the Council directorates and services.

It is proposed that the Fleet service work in collaboration with services to establish a replacement programme and that this be supported by a business case process: ensuring the Council can engage in effective financial planning over the medium to long term, rather than taking a re-active approach to managing the Fleet and associated budgets. This will strengthen the Councils approach to revenue and capital planning.

The clarity of roles and responsibilities, linked to the Councils operating model, will also allow a framework to transition from the current mixed model of Fleet service management and budget responsibility, moving towards a single consistent approach, with clear lines of accountability. This will improve the Councils understanding of budget performance and financial reporting of Fleet across the whole Council.

5.9 Information Governance:

While the Cumberland Council Surveillance Camera Policy is being formulated the use of camera footage and telemetry from the Council's fleet will be covered by the legacy authorities' respective Surveillance policies. Information Governance will ensure the use of cameras from the Council's fleet is incorporated into the single Cumberland Surveillance policy.

5.10 Corporate Landlord:

As the fleet transfers over to alternative fuel sources, close collaboration between the property and fleet teams will ensure that suitable provisions are included on council sites for the new fuel source. The increasing number of electric vehicle charging points on council owned buildings is an example of work to date.

6.0 Impact Assessments:

The Strategy sets out the general approach to fleet management. Impact assessments will be undertaken as part of any business case developed to support future fleet replacement on a case-by-case basis.

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Background papers:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

Appendices attached to report:

Appendix 01: Draft...One Council, One Fleet, Corporate Fleet Management Strategy



Appendix 1

DRAFT

One Council, One Fleet

Fleet Management Strategy 2024 to 2029



Health and wellbeing is
at the heart of everything we do

Our values



Ambitious



Collaborative



Compassionate



Empowering



Innovative

1 Introduction and objectives.

An effectively managed, modern, flexible, and resilient fleet is key to the Council's ability to deliver its statutory and priority services for the people and businesses of Cumberland. This Fleet Strategy sets out a single corporate approach to the management of the Council's extensive and diverse fleet of vehicles, plant, and machinery, and establishes four over-arching objectives:

1. To achieve overall fleet reductions and increase fleet utilisation reducing cost
2. To reduce fleet related carbon emissions and fuel use
3. To improve the Council's pool car offer
4. To reduce fleet / transport related carbon emissions associated with services commissioned / procured by the Council

This strategy outlines how the Council will deliver against these objectives through establishing the 'One Council', One Fleet approach, applying a robust Green Fleet Challenge, and clearly identifying future fleet requirements through a rolling fleet replacement programme to support service transformation and effective budget planning. Progress towards each objective will be monitored and reported through the Green Fleet Action Plan (appendix one).

2 One Council, One Fleet

It is important that fleet is viewed as a single, corporate asset. This approach ensures that, when needed, and when practical, fleet assets can be shared / rotated across key services to maximise utilisation rates, support overall fleet reduction targets, and reduce expenditure on avoidable external fleet hire.

In line with the Council's Target Operating Model, the corporate fleet team will lead all fleet and plant procurement across Cumberland Council. The Corporate Fleet Team, is committed to working closely with the user / operating departments to develop vehicle specifications to meet individual service requirements, retaining a constant focus on delivering the key objectives of this strategy. It is a key principle of this strategy that all requests for new or replacement fleet will:

- be subject to the Green Fleet Challenge
- need to be identified on the rolling Fleet Replacement Programme
- be managed as a single corporate asset.

3 The Green Fleet Challenge

The fleet strategy will support the Council to deliver against its Climate & Nature Strategy (Carbon and Energy Management Plan) through the introduction of the Green Fleet Challenge. This will be a collaborative approach with Fleet Services working closely with the user / operating departments to gain a better understanding of future fleet requirements, to agree vehicle specifications, and to subject all requests to a basic series of tests – the 'Green Fleet Challenge'. This is designed to:

- ensure there is a consistent approach to all future fleet investment, supported by a robust business case

- provide a challenge to explore opportunities for fleet reduction / re-allocation / sharing before any decisions to invest in replacement or additional fleet are made
- explore options to increase resilience and flexibility through enhanced / varied specifications, facilitating service transformation and improvement
- accelerate the transition to cleaner, greener vehicles through establishing an 'electric-by-default' approach

Recognising that electric is not yet a realistic, practical, or affordable alternative for all vehicles in the Council's fleet, this approach will initially be focussed on the lighter fleet, plant and machinery where practical alternatives are available. The approach is designed to shift the emphasis, with electric becoming the default choice for fleet replacement of vehicles up to 3.5ton, unless there are operational, service delivery or financial reasons not to do so. This target will be kept under review with progress measured through the Green Fleet Action Plan.

The Green Fleet Challenge also provides opportunity to consider alternative options to fossil fuel vehicles, where fully electric or hybrid alternatives are not available, not practical, or affordable. This could include emerging fuels/drive systems such as hydrogen, or alternative 'drop in' fuels such as HVO (Hydrotreated Vegetable Oil) which can reduce carbon emissions by up to 90%, with no tail-off in performance across the Council's heavier vehicles.

The approach will also see the roll out of a programme of training for drivers of fleet vehicles, including pool car and grey fleet drivers, with options to undertake different training modules in relation to safe and fuel-efficient driving.

4 Fleet Replacement Programme

Cumberland Council 'inherited' a mixed approach to fleet management from the legacy councils. Whilst some vehicles are owned, there is also a mix of short and long-term lease and hire arrangements. The age profile of the fleet also varies significantly across services, with the inevitable impacts on service performance and rising costs associated with aging vehicles. This Strategy will establish a rolling Fleet Replacement Programme, to identify current and future fleet requirements, anticipated future costs to support service and budget planning. In turn, this will reduce the age-profile, improving safety, reliability, and service reputation, with associated reductions in maintenance costs and carbon emissions.

The Replacement Programme will support both service and budget planning, ensuring there is sufficient budget to support the acquisition, maintenance, and operation of fleet over the full life of the asset. And, to support its future replacement, recognising the increasing costs of new vehicles, particularly alternative fuelled options and their associated infrastructure. Advice will be sought from Finance on the most advantageous option to support future fleet procurement, considering capital purchase against lease / hire options.

5 Fleet definition

References set out in this strategy apply equally to all vehicles, plant and machinery, collectively comprising the corporate fleet. This includes:

- cars, vans, pick-up trucks, tippers, mechanical sweepers
- large trucks, heavy goods vehicles such as refuse collection vehicles, large mechanical sweepers, gritting vehicles
- people carriers, minibuses & coaches
- tractors, loaders, tele-handlers, trailers, ride-on grass-cutters, push mowers
- Bicycles, e-cycles / e-trikes
- hand operated equipment, such as trimmers, back-pack blowers, chainsaws
- miscellaneous equipment such as generators, pumps, fuel storage tanks, welding / cutting / grinding equipment.
- workshop and depot lifting equipment such as vehicle ramps, pit-lane jacks, fork-lift, platform-lift, hoists etc

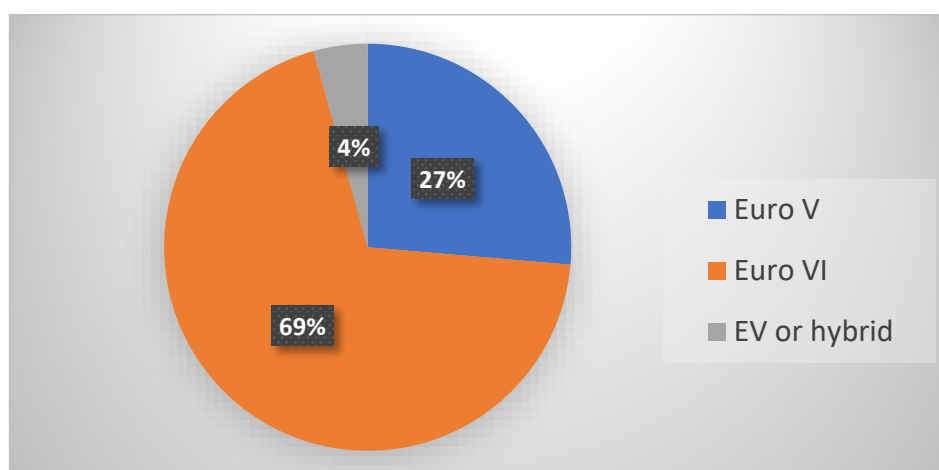
And, in relation to the Port of Workington:

- cranes and dock handling equipment
- locomotives
- boats

6 Fleet Profile

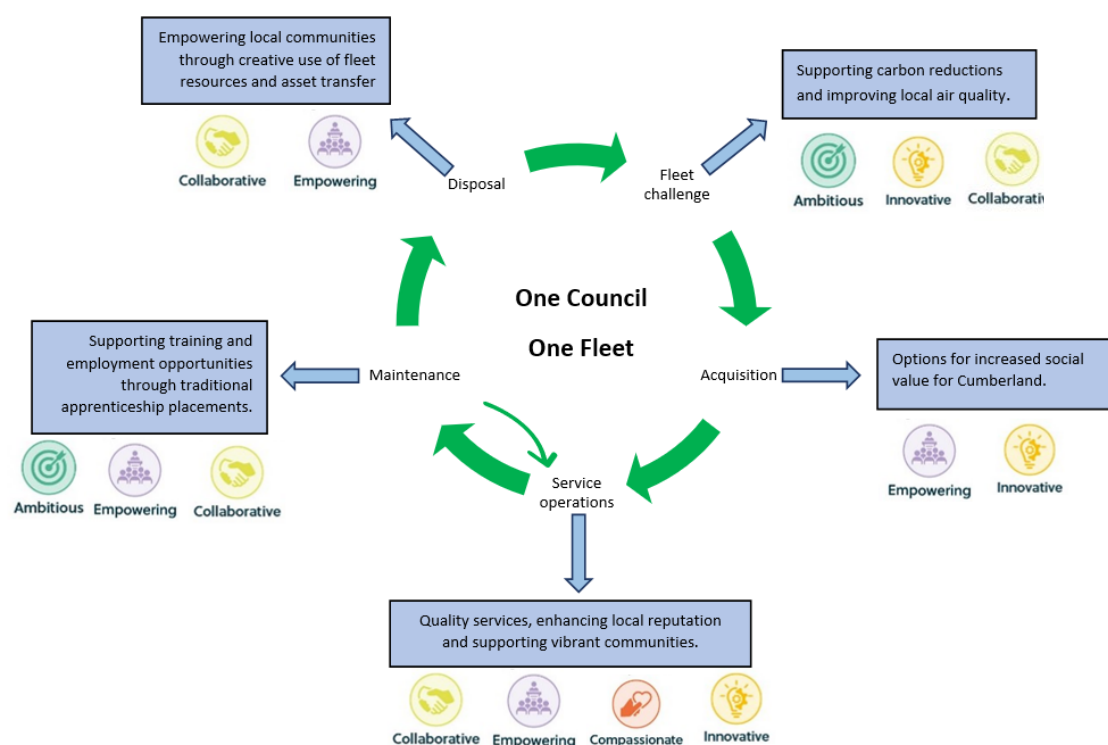
The table below illustrates the existing profile for Cumberland's fleet.

Type	Euro V	Euro VI	EV	Hybrid	Petrol	Total
Cars	14	53	7	2	4	80
Small Vans	13	48	9	0		70
Medium Vans	12	42	0	0		54
4x4 pick-ups	0	9	0	0		9
<3.5 ton	12	49	0	0		61
>3.5 ton	17	14	0	0		31
HGV	21	53	0	0		74
Minibus	11	19	0	0		30
Tractor	2	3	0	0		5
Ride-on Mower	9	2	0	0		11
Quadbike					3	2
	111	292	16	2	7	427



7 The fleet (asset) life cycle

The image below illustrates how fleet will be managed across the life of the asset.



8 Roles and responsibilities

Effective, safe and compliant fleet management and operation is a shared responsibility between Fleet and the operating / client department. The table below sets out clear roles and responsibilities in this regard.

Corporate / SMT 'owner'	Assistant Director Corporate Assets, Fleet and Safety
Strategic Lead	Head of Off-street Parking & Fleet Services
Operational Lead	Fleet Strategy & Compliance Manager
Fleet User Group	Comprising representatives (fleet users) from key client departments to inform future service planning, fleet specifications, training and development etc.
Procurement / hand-over	Fleet Services will lead all fleet procurement in line with the fleet replacement programme, through collaboration with the client, agreeing vehicle specifications, confirming budget for the acquisition and operation across the life of the asset. Fleet Services will 'hand-over' responsibility for operating the vehicle to the client department upon delivery.
Safe, responsible, fuel-efficient route planning and vehicle operation	<ul style="list-style-type: none"> • Driver / operatives • Supervisor / manager (client / user department) • Information from vehicle telemetry, CCTV, complaints and reports received, will be used to support compliance monitoring for health and safety, quality and performance standards.

	<ul style="list-style-type: none"> • Fleet Services will support compliance checking when necessary.
Maintaining a clean vehicle	<p>Responsibility for maintaining a clean vehicle rests with the operating department. The driver ultimately holds responsibility for taking a clean vehicle on to the highway. Resources will be provided to support staff to maintain fleet assets in a clean, safe condition.</p>
Monitoring and compliance	<p>Client / user department / driver / staff</p> <ul style="list-style-type: none"> ○ Licence checks ○ Driving hours checks ○ Mileage and fuel consumption recording ○ Driver / operator training + competency ○ Pre-journey and end of day checks ○ Timely reporting of faults ○ Compliance to safe working practice ○ Compliance to performance standards ○ Investigation of incidents / claims <p>Access to systems / information to be available to authorised officers to support such monitoring.</p> <p>Fleet Services</p> <ul style="list-style-type: none"> ○ Providing advice, guidance, and technical support in relation to the above. ○ Undertaking secondary checking of the above, establishing a regime of robust compliance checking, consistent across the organisation. ○ Monitoring and interpreting fleet / driver performance data to mitigate risk, predict and prevent future incidents. ○ Recommending intervention and action, or directly intervening to address immediate or future risks arising from poor driver / operator behaviour.
Maintenance	<p>Client department / driver</p> <ul style="list-style-type: none"> ○ Undertaking pre-journey checks and timely reporting of defects / concerns ○ Presenting the vehicle on time for the scheduled inspections, testing, and servicing ○ Maintaining the vehicle in a clean, litter free condition to maintain a positive image, reduce operational costs and avoidable damage, and ensure the vehicles is presented on time in a suitable condition for scheduled service and inspection appointments.. <p>Fleet Services</p> <ul style="list-style-type: none"> ○ Planned and responsive repairs, maintenance, inspection and testing ○ Recommendations / action in relation to vehicle replacement in line with the fleet replacement programme, including options to bring forward or defer replacement.
Disposal of fleet assets	<p>Fleet Services in collaboration with client departments and partners as appropriate.</p>

9 Factors underlining effective fleet management.

Fleet Challenge... Fleet Services will provide robust challenge before initiating any fleet procurement. This will ensure that vehicles are only replaced when there is a genuine business case and where there are no other options to utilise spare capacity within the existing fleet.

Affordable... Budget must be in place to support the initial acquisition of fleet, associated infrastructure, and for its operation and maintenance across the full life of the vehicle / asset.

Fit for purpose... Vehicles need to:

- be fit for purpose to support service delivery
- incorporate modern technology and measures to improve driver / passenger safety and comfort, and to mitigate road risk
- be flexible to meet wider needs and build resilience across the organisation
- present a modern, consistent, professional image
- incorporate the latest telemetry and on-board cameras to mitigate health and safety risks for staff and other road users, to protect our assets and reduce operational costs and avoidable waste.

Environmental impact... The vehicle specification needs to consider:

- minimising negative impacts on the local environment
- alternative fuel, hybrid, and electric options
- maximising fuel efficiency
- second life and end-of-life disposal options

Collaboration... Fleet Services will lead all fleet procurement through full collaboration with the client / user departments, and in line with the fleet replacement programme and available resources.

Fleet Services will, through collaboration:

- develop an understanding of service requirements and agree / develop vehicle specifications in discussion with the client / user departments
- arrange demonstration vehicles where available and seek the views of drivers / staff to inform selection
- identify alternative options / solutions via the 'fleet challenge' will ensure that vehicle specifications support the wider fleet strategy
- procure vehicles through purchasing frameworks or competitive processes to deliver the lowest whole life cost, to support fleet standardisation and mitigate negative environmental impacts.

Client / user departments should:

- commit to the principles of the one council, one fleet approach, and positively embrace the fleet challenge to ensure that the council's limited resources are consistently and effectively allocated, considering whole-life vehicle costs, and supporting fleet and emissions reductions, where practical / possible

- accept that fleet vehicles may be rotated across other service areas to balance mileage / wear and tear and may be offered as an alternative to replacement with new
- release fleet resources when available for wider use across the council and / or with approved partners when needed.

Operation:

Vehicles, plant and equipment must be operated in line with manufacturers' recommendations, safe operating procedures and with any agreed local standards. As key assets, staff must recognise the significant investment by the Council and should drive, operate and look after the vehicle, plant and equipment responsibly.

This includes ensuring the vehicle is clean (inside and out) and cabs are clutter free. The importance of regular cleaning cannot be over-emphasised, to maintain a positive image of the council, to ensure a clean, comfortable and safe working environment.

Further information is provided in the Handbook for Drivers.

Maintenance:

Servicing, repair, testing and maintenance of fleet will typically be carried out by Cumberland Council Fleet Services team. When necessary, Fleet Services, may need to allocate work to an external provider / specialist contractor. Such decisions will be made by the Workshop Operations Manager.

Disposal:

All fleet, plant and equipment should be 'returned' to the Fleet team for sustainable disposal. Vehicles may be reallocated within the Council's fleet or with partners to facilitate wider ambitions of the Council. Income generated from the sale of vehicles, plant and equipment generally offsets against the fleet replacement (capital) programme to support future purchases.

In some cases, vehicles and plant may be scrapped where re-sale or transfer is not a realistic option. In such circumstances, Fleet Services will seek to ensure that vehicles and items of plant are disposed of in a responsible way, minimising any negative environmental impacts. Action could include stripping key components from the vehicle for future re-use before disposal.

10 Improved safety and performance.

This strategy also supports improvements in safety through enhanced vehicle specifications and investment in driver training. Vehicle specifications will include features to improve driver and passenger comfort and to mitigate operational risks, for example, to include:

- Low entry cabs to reduce risk of slips, trips and falls
- Reversing aids such as cameras, sensors, radar, auto-braking
- Vehicle telemetry and on-board cameras to support monitoring of safe working compliance, learning from incidents, and to help predict future incidents, with training and intervention as necessary
- Drive-lock systems to prevent unauthorised use

- Speed-limiters to reduce speed associated risks, improve fuel-efficiency and reduce emissions
- Cab-heaters to reduce operational costs and engine wear through idling to de-ice, pre-warm the cab and to improve welfare / comfort across the day for staff as well as cutting emissions to improve local air quality

11 Delivering wider ambitions and priorities.

Fleet vehicles represent a significant financial investment by the Council and are essential for the delivery of core services. There may be opportunities for some of the fleet assets to be used differently to support the council to deliver on its wider ambitions and local priorities. This in turn will support the aim to increase fleet utilisation rates. An example in this regard could be using the Council’s passenger carrying vehicles to support community transport activity when they are not in use for their core purpose of transporting children to school, for example across the day, in the evenings, at weekends or holiday periods.

Sweating our assets in this way does however introduce different risks that need to be fully explored through discussions with the relevant operating departments and Fleet Services as part of any business case.

12 Client involvement

Fleet vehicles are provided to enable staff to deliver operational services and make essential business journeys. Vehicles selected need to be fit for purpose and supported with a robust inspection, testing, and maintenance regime. Vehicle users will be required to identify their operational needs prior to vehicles being procured on their behalf.

Where possible, demonstration vehicles / items will be provided to inform decision making. Where this cannot be organised locally, staff may have the option to view similar vehicles in operation in other similar organisations. References from external customers may be sourced to support the evaluation of vehicle tenders / options.

Information gathered should be general in relation to vehicle requirements / specification, not specific to individual vehicle makes and models. Fleet Services will be responsible for the final decision as to the vehicle to be provided, in consultation with the client and following a robust procurement process.

Fleet User Group: To support service planning and inform future decision making, a Fleet User Group will be established to involve representatives from key client departments.

13 The replacement cycle

As vehicles age, maintenance costs tend to rise with increased time off the road, quickly impacting on the delivery of key services, leading to delays, complaints, additional cost, and reputation damage.

Typical replacement frequency	
2 – 3 years	Hand-held plant
3 – 4 years	Pavement sweepers

6 – 7 years	Buses / coaches Minibuses Refuse collection vehicles Ride-on grass cutters Road sweepers Gritting vehicles Gully cleaners Vehicles (7.5 to 10t) Vehicles (3.5 – 7.5t)
7 – 10 years	Tractors / tele-handlers / forklifts Cars Panel Vans Trailers
10 years	Miscellaneous plant
As required	Other: <ul style="list-style-type: none"> • Workshop equipment (eg vehicle lifts) • Port related assets (eg cranes / hoists)

The above is a guide only. Earlier or later replacement of fleet may be necessary due to the condition of the asset or due to planned changes to service delivery. Where appropriate some vehicles may be given a mid-life re-spray or refurbishment to extend its working life.

As a corporate asset, vehicles may be rotated where appropriate between different drivers and different client departments. Rotating the vehicles in this way will extend their life, reduce maintenance costs and improve residual values. Client departments may be offered an existing fleet vehicle as opposed to a new vehicle at the point of replacement.

14 Handover of new vehicles / equipment.

It is essential that staff are competent and confident in driving / operating any new fleet vehicles, plant, and machinery. Fleet Services will conduct / coordinate a handover of the new vehicle / plant to the operating team. Responsibility for the safe and efficient operation of the vehicle / plant rests with the relevant operating team / service manager who must ensure that all staff are suitably licensed to drive and fully competent in the safe operation of the vehicle and ancillary equipment. Familiarisation or 'Train the Trainer' training requirements will be discussed as part of Fleet / Client meetings.

15 Fleet Standardisation

A further aim of the strategy is to work towards fleet standardisation, with fewer vehicle makes and models in the fleet profile. This will support:

- Increased flexibility / resilience across services
- Reduced training costs for both the user departments and for the workshop teams
- Reduced cost of parts replacement,

- Reduced time off road.

It remains important to test out these benefits against the ultimate need to demonstrate value for money in any competitive procurement process.

16 Fleet Resilience

It is important that the fleet supports the Council in delivering its key priorities but also to ensure there is resilience and capacity to respond to major incidents or severe weather events, potentially supporting key partners in their response. As specifications for vehicles are developed, consideration may therefore be given to procuring a percentage of vehicles, with enhanced capability.

An offer to partner agencies to utilise specialist fleet vehicles for example to support priority response during major incidents will only be made where this does not impact on the Council's ability to deliver its own statutory or priority functions. Such cases will be determined on an individual basis.

17 Corporate image / branding

It is vital that the fleet presents a clean, professional and positive corporate image of Cumberland Council. Vehicles provide an opportunity to promote key messages as part of public awareness campaigns for example displaying livery, including paid promotion, on the side of panel vans and refuse collection vehicles. Such livery will need to be developed in line with the Council's communications and promotions strategy to ensure compliance to corporate standards.

Fleet vehicles will predominately be white. A consistent colour across our fleet helps to present a standard image and help build fleet and brand identity. White tends also to be often the lowest cost colour option and supports end of life re-sale.

With very few exceptions, all vehicles will display Cumberland Council badging and fleet numbers. No other notices, stickers, flags and emblems should be displayed on any fleet vehicle without the approval of the Head of Fleet Services in consultation with the AD for Communications and when appropriate SLT. To improve staff safety and to support service delivery, some vehicles may be exempt from displaying Council livery where there is a clear business reason.

Vehicles will also be fitted with additional lights, beacons, signage, Chapter 8 markings, where necessary to comply with legislation and, best practice to improve their visibility and safe operation on the highway.

18 Fleet disposal / asset transfer

As vehicles approach the end of their economic life, they are typically disposed of through vehicle auctions or returned to the leasing provider. Income from the sale of the vehicles is used to reduce capital borrowing and is a key part of funding the vehicle replacement programme for future years.

Where it is determined that vehicle auctions will not provide the best return, with the approval from the Chief Finance Officer a different disposal option such as direct sale, through a confidential bidding process, to an interested party may be sought.

Subject to the required internal approvals, and depending upon the type of vehicle, and its condition, consideration could be given to community asset transfer where this will facilitate the wider ambitions of the council to empower local communities.

19 Managing fleet assets

All fleet vehicles will be managed as key council assets. Whilst they may be allocated to client / user departments, they remain a corporate asset and will be managed accordingly. To ensure effective fleet management, the Fleet Strategy and Compliance Manager, through discussion with the client, will agree the following:

- The installation of on-board cameras (CCTV) to support:
 - Compliance monitoring for quality and health and safety reasons, and for 'tracking' valuable assets
 - an investigation that may be necessary following a complaint or claim from a third party about driver / staff behaviour or in relation to an incident that led to injury to staff / public or damage to property / vehicle
 - any investigation into driver / operator behaviour in relation to a pattern of vehicle incidents or in relation to a single incident
 - any investigation into driver / operator behaviour where patterns may emerge of high tyre / component wear / excessive fuel consumption due to rapid acceleration and harsh braking, sharp cornering, high speed and/or general poor driver behaviour
- The installation of GPS trackers (telematics) for similar reasons to the above, to show vehicle location, speed, driver behaviour etc.
- The installation of other driver aids and controls to reduce safety risks and / safety measures such as reversing cameras / radar, drive-lock systems, speed limiters to improve fuel efficiency and reduce emissions.
- The rotation of vehicles across services to pro-long the life of the fleet and balance replacement costs across the programme.

Further information is provided in the Handbook for Drivers setting out the controls in place covering the use of video images from on-board cameras use of data from vehicle telemetry and will be operated in line with the Council's Surveillance Policy. The general approach has been agreed with the professional associations, establishing the following over-riding principles:

- Access to video images from on-board cameras and to vehicle telemetry data is restricted to a limited number of authorised officers only from the client operating department or Corporate Fleet Team.
- There must also be a clear reason for viewing such images or data (ie for the reasons outlined above) and all requests must be logged in advance, and copies must be retained for inspection later if needed.

20 Operator Licence

Some larger vehicles and passenger carrying vehicles on the Council's fleet fall under the rules and requirements of a heavy goods or passenger service vehicle

operating licence. Officers currently designated as the Council’s Transport Managers include:

Heavy goods vehicles	Fleet Strategy & Compliance Manager
	Workshop Operations Manager
Passenger carrying vehicles	Transport Operations Manager / PSV Transport Manager

The Transport Manager is a key post and has lead responsibility to ensure vehicles are operated and maintained fully in line with legislation and sector best practice.

Failure to comply to the standards set could lead to penalties and prosecution against the Council and individual members of staff. This applies equally to service managers turning a blind eye to poor practice by their staff. Any damage to reputation could also lead to the loss of the Operator Licence and with it our ability to operate heavy goods or passenger carrying vehicles with inevitable major impacts on service delivery, including statutory services.

Examples of vehicles that fall under the Council’s operating licence include:

Heavy goods vehicle	Passenger carrying vehicles
Vehicles above 3.5ton Heavy tippers, cage vehicles Refuse and recycling collection vehicles	Minibuses Coaches

The Council also operates a range of vehicles that sit outside of the requirements of the Operator Licence, but the need to ensure that vehicles are roadworthy and operated safely and responsibly remains just as vital. Vehicles that fall into this group include:

- Pool cars
- Light vans
- Tippers and pick-ups (under 3.5ton)
- Tractors / tele-handler etc
- Ride-on grass-cutters
- Mechanical sweepers
- Gritting vehicles

21 Fleet maintenance

The Council’s in-house fleet maintenance team provides a key service to support the Council in delivering its priority services to residents ensuring that our fleet is roadworthy and vehicle downtime is reduced to a minimum.

Our team of workshop staff are skilled and experienced in working across the full range of the fleet, working on planned maintenance, inspection, and testing, as well as responding to breakdowns and incidents when recovery or repairs are needed. This team can meet most of the demands faced but there will be occasions when

vehicles need specialist support from an external provider. Such work will be commissioned by Fleet Services.

All vehicles are maintained and inspected in line with the service schedule, typically as below:

Vehicle	Servicing frequency	Testing frequency
Pool cars / small van	Annual service Safety inspection 6 months after service	Annual MOT after vehicle is three years old
Vehicles under 3.5ton Eg van / pick up	Annual service Safety inspection 6 months after service	Annual MOT after vehicle is three years old 1 x LOLER test per year (goods only lift) 2 x LOLER test per year (people lift)
Vehicles above 3.5ton Large tipper / cage vehicle / HGV / Mechanical Sweeper / Gritting vehicle	Safety inspection every 6 - 8 weeks, including annual full service plus mid-year service 6 months later	Annual MOT required before the anniversary of first registration
Hand operated plant	Annual service	Equipment to be serviced in line with the Provision and Use of Work Equipment Regulations (PUWER)
Grounds maintenance equipment	Annual service	
Ride-on cutters etc	Service every 150 hours	

The above schedule does not replace the need for all drivers and operators of vehicles, plant and equipment report any concerns in a timely way.

22 Benchmarking

The maintenance costs of the fleet are closely monitored throughout the life of the vehicles. This includes the costs of servicing (parts and labour) and fuel costs. The Council operates a fleet management system to support performance monitoring and benchmarking. Typical examples would include:

- Fuel use – comparing fuel consumption figures across vehicles and drivers to encourage safe and fuel-efficient driving
- Mileage – to support the life expectancy of the fleet by rotating high mileage vehicles across the fleet as appropriate
- Tyre use – comparing tyre wear / longevity to support challenges on driving standards / behaviour
- Number of incidents – highlights staff training requirements and links to insurance costs
- MOT pass rates / failures – to assess the performance of the maintenance provider.
- Damage – the cost of repair and cost of claims associated with vehicle damage to build a profile of driver performance

- Maintenance costs per vehicle – general comparison of maintenance and repair costs to support future fleet purchases to ensure our vehicles are fit for purpose
- Operating costs per vehicle – comparison of operating costs across the fleet and against alternative vehicles to highlight opportunities to reduce operating costs
- Time off road – to show vehicle availability across the year for services and as above to support future purchase decisions.
- Vehicle utilisation – how much the fleet is used compared with its availability to help identify whether the fleet size is appropriate.
- Pool car use – to support future reviews / value for money assessments

Benchmarking will also be outward looking so we can measure performance against other fleet operations with the aim of sharing best practice across the fleet and transport sector.

User satisfaction surveys will also be circulated as we seek to capture feedback on the performance of the current fleet and will also be a vital part of the procurement process when sourcing replacement vehicles, plant and equipment.

23 Incident monitoring

An incident reporting system exists for all vehicles. On reporting an incident, the driver / supervisor must record all relevant information and submit reports to the fleet office within one working day. Information from GPS trackers and on-board vehicle cameras, where fitted, will be used to support incident investigations and performance monitoring.

In line with this strategy all incidents will be investigated to support the identification of any trends or causation factors. This will also help to develop a profile of our driver behaviour to support further intervention as necessary.

Further information on the use of vehicle telemetry, both pro-actively and re-actively, is available in the Handbook for Drivers and will be covered by the Council's Surveillance Policy.

24 Parking of fleet vehicles

The default position is for all fleet vehicles to be parked overnight at a Council depot or designated site / location. In exceptional circumstances, where supported by a robust business, approval may be given to the parking of fleet vehicles off site, for example to support staff that provide an out-of-hours on-call service or where there is a clear and demonstrable business efficiency reasons.

To ensure consistency across the organisation, service managers should seek advice from the Fleet Strategy and Compliance Manager to ensure our fleet assets are parked securely and responsibly. Cumberland Council also strives to be a good neighbour so an individual Parking Impact Assessment (PIA) will need to be

undertaken to ensure that any negative impacts of parking fleet vehicles in residential areas are mitigated. A car or small van for example may be a suitable alternative to a long wheelbase, hi-roof panel van or pick-up.

25 Use of pool cars

Cumberland Council operates pool cars to support staff business travel, reduce business costs and mitigate occupational road risk. Pool cars are based at various locations and can be booked on-line. Drivers of pool cars may need to undergo a driving assessment and / or familiarisation training for example if they are not familiar with electric cars.

Pool cars can be a very cost effective and valuable resource. But they can quickly become a very expensive and inefficient resource if used inappropriately. The use of pool cars will be monitored by the fleet office.

26 Refuelling arrangements

Fleet vehicles will typically refuel at local depots. Where this option is not available, fuel cards may be assigned for refuelling at local filling stations.

Electric vehicle charging is available at depots and other locations. E-fuel cards are available to access the charge-point network.

27 Monitoring and review

This strategy will be subject to future review to ensure that it remains current and forward facing. As the pace of change in vehicle technology quickens, this will ensure that we are able to embrace these changes at the earliest possible opportunity and phase in changes in line with the vehicle replacement programme.

28 Further reading

This strategy should be read in conjunction with:

- Fleet Replacement Programme
- Green Fleet Action Plan
- Handbook for Drivers

Green Fleet Action Plan: Objectives

Objective 01: Fleet reduction and increased utilisation
<ul style="list-style-type: none"> • Fleet Services to work collaboratively across the Council to: <ul style="list-style-type: none"> ○ Reduce the size of the fleet ○ And / or to facilitate wider efficiencies / service improvements through changes or growth in fleet. (see note 01). • To increase average utilisation rates across the fleet, exploring options for alternative fleet use, to maximise use of the assets.
Objective 02: Reduce fleet related carbon emissions
<ul style="list-style-type: none"> • To appoint a dedicated 'Green Fleet Coordinator' to act as a champion in delivering and overseeing the fleet strategy. • To accelerate the transition to cleaner, greener vehicles, reducing carbon emissions from Council fleet vehicle and plant operations • To encourage responsible and eco-driving behaviour whilst maintaining service excellence through a programme of staff development for fleet and pool car drivers and grey fleet users. • To achieve fuel savings through effective route planning, optimising routes, reducing avoidable journeys, eradicating bad driving habits / wasteful behaviour, and through ensuring a consistent application of the standards expected • To increase the number of charging points across Council sites, to support the transition to electric vehicles for fleet and staff.
Objective 03: To improve the Council's pool car and overall fleet offer
<ul style="list-style-type: none"> • To reduce the reliance on grey fleet through an improved pool car offer for staff • To ensure all pool / hire cars provided for staff are either fully electric or hybrid vehicles. • To establish a Fleet User Group, involving representatives from key client departments to inform future vehicle specifications and drive service improvement.
Objective 04: To reduce fleet / transport related carbon emissions from contracted / commissioned services
<ul style="list-style-type: none"> • To work towards the above standards when procuring / commissioning fleet / transport services from external partners or providers.

Note 01: Retaining the basic aim of overall fleet reductions, this objective recognises that changes to the fleet profile, including in some cases, expansion of the fleet may facilitate wider efficiencies and service transformation. For example, an increase in passenger carrying vehicles to support the Council's in-house transport service, may provide a more cost-effective alternative compared to external transport providers.

A change in the fleet profile will also count towards fleet reductions. For example, replacing a 26ton refuse collection vehicle with a 16ton refuse collection vehicle, that will deliver improved performance and reduced carbon emissions.

Green Fleet Action Plan: v.01 July 2024

1.0	Fleet reduction and increased utilisation	Action / target	By when	Responsible officer	Interdependencies	Status
1.1	Fleet Services to work collaboratively across the Council to facilitate overall fleet reductions (or associated efficiencies) avoiding any negative impacts on service performance.	Net reduction in fleet numbers by 10%. Or, demonstrable wider efficiencies / service improvements through a changed fleet profile.	31/03/2026	Head of Fleet Services	Service Managers	
1.2	To increase average utilisation rates across the fleet, exploring options for alternative fleet use, to maximise use of the assets.	Fleet to work with operating departments to increase vehicle utilisation rates.	30/06/2025	Head of Fleet Services	Service Managers	
1.3	Increased 'standardisation' across Fleet procurement and maintenance.	Fewer vehicle brands on the Council Fleet Standard approach to fleet maintenance, delivered in-house, reducing reliance on external providers.	31/03/2026	Head of Fleet Services	Service Managers	
2.0	Reduce fleet related carbon emissions	Action / target	By when	Responsible officer	Interdependencies	Status
2.1	To appoint a dedicated 'Green Fleet Coordinator' to act as a champion in delivering and overseeing the fleet strategy.	Officer in post and actively supporting the Green Fleet Action Plan.	31/10/2024	Head of Fleet Services	None	
2.2	To accelerate the transition to cleaner, greener vehicles, reducing carbon emissions from fleet and plant operations.	Electric-by-default approach applied to all future fleet replacement.	30/09/2024	Head of Fleet Services	Service Managers	
		Through the fleet replacement programme, replace all Euro V diesel vehicles from service	30/09/2026	Head of Fleet Services	Service Managers	
2.3	To encourage responsible and eco-driving behaviour whilst maintaining service excellence through a programme of staff development for fleet and pool car drivers and grey fleet users.	Training programme initiated with a range of modules available for staff.	01/04/2025	Fleet Strategy & Compliance Manager	HR+OD Fleet User Group	
2.4	To achieve fuel savings through effective route planning, optimising routes, reducing avoidable journeys, eradicating bad driving	Vehicle telemetry to be rolled out.	30/06/2025	Fleet Strategy & Compliance Manager	Service Managers	

	habits / wasteful behaviour, and through ensuring a consistent application of the standards expected.	Driver profiles to be established to support targeted intervention and development.				
2.5	To increase the number of charging points across Council sites, to support the transition to electric vehicles for fleet and staff.	This action will be picked up under the car park & depot review.	30/06/2025	Head of Fleet Services	Depot and Car Park Review Group.	
3.0	To improve the Council's pool car and overall fleet offer	Action / target	By when	Responsible officer	Interdependencies	Status
3.1	To reduce the reliance on grey fleet through an improved pool car offer for staff.	Improved pool car offer available for staff.	31/03/2026	Business Manager Fleet Services	Service managers	
3.2	To ensure all pool / hire cars provided for staff are either fully electric or hybrid vehicles.	Upgrade of current pool car fleet to fully electric of hybrid vehicles	31/03/2026	Business Manager Fleet Services		
		Review of corporate vehicle hire contract.	31/12/2024	Business Manager Fleet Services		
3.3	To establish a Fleet User Group, involving representatives from key client departments to inform future vehicle specifications and drive service improvement.	Fleet User Group established.	31/12/2024	Fleet Strategy & Compliance Managers	Client representatives	
4.0	To reduce fleet / transport related carbon emissions from contracted / commissioned services	Action / target	By when	Responsible officer	Interdependencies	Status
4.1	To work towards the above standards when procuring / commissioning fleet / transport services from external partners or providers.	Review of contract specifications to include consideration of fleet / transport related emissions for externally commissioned activity.	31/03/2025	To be discussed with Procurement / Climate	Service managers	