



Delivering the right care, at the right time, in the right place

Fleet Strategy

2013/14 to 2017/18

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For use by	All Trust employees

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Please contact the Fleet Department on 0161 279 4929

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1. INTRODUCTION

- 1.1 As an Ambulance Trust the fleet of vehicles is perhaps the most important of the organisation's physical assets. The vehicles within the fleet are the workplace for staff, they house sophisticated pieces of medical equipment and provide a caring clinical environment for patients. Because the vehicles are a vital part of resources the future fleet requirements need to be considered in the Trust's planning of future resources. The Trust's fleet should support the Trust's operational models, for example the introduction of Patient Centred Deployment (PCD) in PES and the new PTS contract will impact on the profile and numbers in the fleet.

2. BACKGROUND

2.1 CURRENT OPERATIONAL FLEET

The Trust's fleet size is based upon the core operational service requirements and a relief percentage (pool resource) to enable the continued maintenance and servicing of the fleet to ensure safe and sufficient availability of the operational fleet. The current fleet numbers are set out below:

Operational vehicle numbers

Vehicle type	Total
PES	356
Urgent Care Service	54
Patient Transport Service	284
Rapid Response Vehicles	150
HART USAR	24
Major Incident Unit	21
Other	11
Training School	15
Transport	4
Workshop Support	27
Advanced Paramedic	13
Total	959

Table 1 – Current Operational Fleet Profile (as at April 2013)

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2.2 AGE PROFILE

This strategy aims to achieve and maintain a 7 year replacement cycle for both Emergency and PTS Ambulances. Due to the arduous working environment the planned replacement for Rapid Response Vehicles is 4 years. Support vehicles have a planned replacement cycle of 7-10 years. Their replacement will depend on mileage, operational needs and the vehicle condition.

The current age profile for the fleet is set out below:

Vehicle type	Years of service													Total
	0-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	10-11	11-12	12 plus	
PES	62	66	88	26	47	23	16	14	10	3	0	1	0	356
Urgent Care Service	0	0	0	9	7	0	30	1	2	2	3	0	0	54
Patient Transport Service	0	80	65	15	101	0	23	0	0	0	0	0	0	284
Rapid Response Vehicles	62	13	22	49	4	0	0	0	0	0	0	0	0	150
HART USAR	0	1	10	3	9	1								24
Major Incident Unit	0	14	2			1			3				1	21
Other	0				1	1	1	4	1	2	1			11
Training School	0	1	1		1	1		8	2				1	15
Transport						1	2	1						4
Workshop Support					9	1	2	2	1	3	3	2	4	27
Advanced Paramedic				13										13
Total	124	175	188	115	179	29	74	30	19	10	7	3	6	959

Table 2 – age profile

The vehicles shown under PES/Urgent Care Service/PTS which are 7-8 years and beyond will be replaced in 2013/14.

2.3 NATIONAL DESIGNS

The projected increased numbers and use of RRVs and the requirement for different categories of ambulances, along with the drive towards national designs, will mean that that there will be a need for new standard specifications and types of vehicles to be brought into service and supported.

The National Strategic Fleet Group has developed a base specification for a modular emergency ambulance. The specification allows for the UK Ambulance Services to accommodate the variations for equipment carried. NWS Modular emergency ambulances procured from 2007 conform to the base national specification. A proposal to develop a national specification for a van derived emergency ambulance is presently under development.

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The Trust currently has a mix of modular emergency ambulances (principally Mercedes) and van derived ambulances (principally Fiats). The Trust's plan is to increase the ratio of vans to modular over a period of time. The van derived ambulances are more suited to certain types of terrain and are a lower capital cost than the modular ambulances. However the Trust will maintain an appropriate balance.

A future design consideration for the modular ambulance is the use of demountable bodies. This has the potential to prolong the life of the vehicles overall as only the chassis will require replacement.

The Trust currently uses the Skoda Octavia as its preferred Rapid Response Vehicle, again this will be kept under regular review and the Trust is currently trialling some VW vehicles.

2.4 WORKFORCE PLAN

The Trust's workforce plan is set out in the Integrated Business Plan and covers the period 2012/13-2017/18. Alongside the delivery plan this is critical to ensuring that the vehicle programme fully supports the service delivery model. The Trust has approved an investment plan for 2013/14 which results in a net increase in the operational fleet requirement. This comprises:

- PES – 10 additional frontline ambulances, including 4 to support major trauma.
- RRV's – 11 additional Rapid Response Vehicles
- Urgent Care Service – 6 additional Urgent Care Service vehicles to support to changing service delivery model.

(These increases are included in the overall numbers in tables 1 and 2)

In future years the workforce profile will see an overall reduction under the modernisation and cost improvement requirements which is likely to result in a reduction in the overall fleet requirements (see section 10 of this strategy)

2.5 SPECIFICATION CONFORMITY

The National Strategic Fleet Group has developed a range of standard ambulance designs for the future. The Trust will need to develop designs to meet the operational requirements. The specification and implementation of the range of vehicles operated by the Trust will be delivered via the Vehicle Design and Equipment Group (VDEG) who will advise the Board of Directors on matters relating to the design, specification, procurement and use of vehicles and equipment for the North West Ambulance Service.

Membership of the Vehicle Design and Equipment Group consists of:

- Nominated Head of Service (Chair)
- Fleet Engineer – Support
- Sector / Operational Manager (1 per Area)
- Senior Clinical Governance Manager

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- Health & Safety Manager
- Training Manager
- Medical Equipment Manager
- Trade Union Representatives (2 per Area)
- Staff Representatives (1 per Area)
- Supplies Manager (strategic)
- Senior ICT Manager
- Critical Friends Representatives

The environmental impact of fleet operations will also be taken into account when considering new developments.

2.6 VEHICLE REPLACEMENT PROGRAMME

The strategy proposes having annual replacement programmes and that these programmes will be drawn up to take into account the changing fleet profile in line with the service modernisation. Therefore the programmes will be dependent upon the Trust concluding the development and agreement of the operational model.

Annual vehicle replacement programmes will be supported by robust business cases targeted to each Service Delivery core vehicle type. The replacement programme covers the “in-service” fleet only. Additions and special projects will be covered under separate business cases.

2.7 POOL VEHICLE RESOURCE

Current reserve vehicle pools have been developed from Operational data analysis, and were last assessed and approved in March 2013.

The pool resource is under continual review to evaluate the current operational requirements to fulfil the operational needs. To determine the pool resources it is crucial to accurately assess the core operational fleet requirements.

The pool requirements are built into the overall fleet numbers set out in tables 1 and 2. They are designed to provide sufficient cover whilst vehicles are being serviced, MOT or repaired, for example within PES the pool accounts for c 30-35% of the total vehicle resource across the various areas within NWAS.

2.8 SUPPORT SERVICES

The strategy aims to support the Trust’s strategic performance plan and vision, and to develop workshop services in line with Service Delivery demands, in suitably equipped workshops located to maximise operational efficiency. In this respect, the strategy will be supported by the Estate and IM&T Strategies.

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Fleet Management System

The Trust has procured and implemented the V3 Fleet Management system (Fleetman). This integrated system is now the single fleet management package across all NWS workshops. The comprehensive facility includes service and maintenance sourcing, accident management document control, purchase ordering and vehicle equipment asset management. It can also calculate vehicle whole life costing, vehicle downtime and can provide a suite of extensive reports. The system is designed to maximise workshop efficiency and minimise overall costs within the fleet department.

Lease cars and vehicle insurance

Fleet will manage the lease car and vehicle insurance policies. The Trust will aim to achieve a low claims history with regards to insurance cover, and operate cost effective insurance policies. The strategy has seen the establishment of an Insurance Working Group to identify standard procedures and practices and to promote the environmental aspect and reduce risk to the Trust, staff and public.

Fuel

The Trust operates the Arval fuel card system which enables the vehicles to be fuelled at any of the main fuel providers (e.g. Shell, Esso) or supermarkets. The fuel management system provided by Arval allows the Trust to monitor usage, price and vehicle efficiency in terms of its fuel.

2.9 CARBON REDUCTION/ENVIRONMENTAL

For every 1 litre of fuel burnt 2.63 kg of carbon is produced. The main factors that contribute to the production of carbon are vehicle design, vehicle utilisation, vehicle maintenance, fuel usage and driving techniques.

The Trust seeks wherever possible to act in a socially responsible manner and recognises its responsibility to minimise any adverse impact of its activities on the environment. The Trust will develop targets and plans to reduce environmental pollution from its transport in partnership with relevant stakeholders. All vehicles operated by the Trust will conform to the relevant European regulation at the time of production.

Carbon footprint

The Trust in partnership with the Energy Saving Trust has developed a base carbon footprint report for the operational and lease car fleet. The report identifies a number of recommendations for consideration within an action plan to reduce the Trust's carbon footprint:

- Examples include vehicle type, plans to introduce hybrid electrical vehicles into the PTS fleet, stop start technology, speed limiters, alternative fuels, telematics, driver training, mileage reduction planning, vehicle maintenance

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schedules, low rolling resistance tyres, synthetic oils, data collection and response policy. All Trust vehicles procured conform to the European vehicle emissions regulations current at the time of procurement.

- The Trust will comply with The European Union Directive on the Public Procurement of Clean Energy Efficient Vehicles for National Health Service Organisations. All trust vehicles operate on bio-diesel fuels.

2.10 PARTNERSHIP WITH OTHER SERVICES

The Fleet team will continue to investigate opportunities to develop the fleet in conjunction with other organisations should the opportunities arise. These will include other NHS Trusts, local government organisations as well as private sector developers.

2.11 FLEET POLICY

A Trust fleet policy has been developed to underpin the strategy and provide a sustainable, quality fleet function to support service delivery.

The policy ensures that responsibilities are identified and accountabilities are clear throughout the Trust. The policy encourages a partnership approach with all stakeholders and patient forums and is currently scheduled to be updated in June 2013.

2.12 PERFORMANCE MEASURE AND BENCHMARKING

Achieving service quality is more than performing well financially. There is a need therefore for a set of measures across all aspects of performance relating to the fleet function.

It is essential that any such measures relate to the overall strategic direction that has been set and that they provide a comprehensive view of performance in that respect. Therefore, standard measures will be developed with the Health Informatics team guided by the KPMG report Performance Management Framework, 2009. To this end, fleet measures will include:

- Fleet availability/non-availability.
- Average costs: fuel, insurance, maintenance.
- Vehicle accident data benchmarked against national data and other ambulance services.
- Fleet servicing and MOTs.
- Fleet delivery and disposals

The Trust will actively participate in national ambulance Trust benchmarking and is a member of the National Strategic Fleet Group.

Continuous monitoring of the implementation of the strategy will be via the Executive Management Team and Finance, Performance and Planning Committee.

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3. FLEET STRATEGY FUTURE PROVISIONS

The successful implementation of this strategy will enable the provision of a fit for purpose fleet providing a caring clinical environment for our patients and a workshop infrastructure capable of supporting current and future models of service delivery.

The Trust's fleet will be operated over the life of the strategy in such a way that it will be designed to be flexible and adaptable with the ability to change appropriately to the needs of the Trust across the communities it serves.

The Trust's Integrated Business Plan sets out the future direction of the service. The key elements of this vision and strategy is the redesign of ambulance responses to more appropriately meet the needs of patients and a differentiation of service and response models appropriate to urban, rural and remote areas of the North West.

The rural road networks, especially in the Cumbria area, are very narrow with small bridges and access to some properties is restricted. Rural areas require a different approach to vehicle design and van conversions are more suitable for the rural area.

The general fleet implications of a future strategic service model will include:

- The development of vehicle designs, which will provide the full range of vehicles required to support the service strategy.
- The capacity to support a more diverse vehicle base.
- Facilities for vehicle fleet maintenance that will compliment and improve vehicle availability and reduce ambulance crew downtime.
- A Vehicle Replacement Programme that delivers a modern, well maintained fleet that allows fleet maintenance costs to be controlled and avoids the need to invest significantly in the high running costs of retaining older vehicles.
- More flexibility to match operational activity and geographical challenges by way of increased workshop opening hours, greater efficiency in the use of labour, and the use of a mobile fitter response team to eliminate the unnecessary need for vehicles to travel to workshops for minor repairs.
- The development of a fleet green action plan to reduce the Trusts carbon footprint that, along with the Estate Strategy, delivers the Trust's Sustainable Development Plan.
- The provision of appropriate support systems for the management and control of the Trust's insurance policies and non-operational fleet.
- Opportunities for rationalization, co-location, partnership working and reduction in cost.

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4. FLEET STRATEGY DELIVERY

In order to ensure that this strategy remains relevant as time progresses it will be subject to annual review and update more frequently if required to reflect the changing circumstances. The process will be based upon the already established disciplines of monthly fleet planning assessments supported by risk management plans.

Annual plans will be agreed prior to the commencement of the financial year and will reflect the resource assumptions for delivery of the business plans of the Trust, based upon agreed capital and revenue funding. These, plus risk assessments, will be subject to an ongoing review of progress in order to ascertain necessary variations to the strategy because of changes in expected demand and internal and external environment.

This strategy sets out a number of key work areas for the Trust. These include:

1. Development of a future service model and operational core requirements for which the fleet profile can be configured.
2. Achievement and maintaining a;
 - 7 year replacement cycle for ambulances and
 - 4 years for RRV's.
3. All Trust vehicles procured to conform to the European vehicle emissions regulations current at the time of procurement.
4. Production of a fleet green action plan to reduce the Trust's carbon footprint for commercial fleet and lease cars.
5. Reconfiguration of the workshop infrastructure and workshop review.

5. OPERATIONAL MODEL/SERVICES

Currently the Trust operates a traditional ambulance station estate. In considering how the estate will support front line service delivery into the future, it is critical that the Trust determines the future service models. The PTS service has had a significant operational change and the fleet numbers and fleet resource has been amended to reflect the new PTS business model.

6. FLEET PROFILE

The workforce plan and service development model are key underpinning elements to the delivery of the Trust's plans. The impact on the fleet profile is critical. Specifications, replacement programmes, pool resource requirements, and support service infrastructure being dependent upon:

- An agreed operational model.
- Affordability
- Timing

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- Production capacity of suppliers.

Therefore, the workforce plan and service development will be referred to annually for any changes to be incorporated into the annual fleet plan and replacement programmes.

The future replacement programme for PTS will be determined by the four PTS contracts which come into operation from April 2013 and the activity and mobility requirements

7. AIMS

The Fleet Strategy supports the Trust's Integrated Business Plan by setting out how it intends to meet the requirements of the service in terms of appropriate operational capacity, affordability, and optimising the use of technological advances. The fleet profile will change to reflect the new model of service delivery. The objectives of the fleet strategy are to:

- Deliver an appropriate operational capacity.
- Deliver a fleet that is affordable.
- Optimise technological advances.
- Be fit for purpose.

8. SCOPE

The document covers directly patient related vehicles and support vehicles e.g HART, workshop vans, courier vehicles. It does not include staff lease cars.

9. KEY DRIVERS

9.1 PATIENT CENTRED DEPLOYMENT (PCD)

NWAS must provide an efficient, timely, clinically safe service for its patients. Key to improving patient care is the development of deployment plans that position ambulance resources as close as possible to patients at the time of despatch. This concept of intelligent deployment plans based upon accurate and reliable activity data is called Patient Centred Deployment (PCD). To support PCD, resources are deployed within an area to maximize coverage and performance. The approach to PCD is supported by the 'Hub and Spoke' Estate model.

9.2 ENVIRONMENTAL FACTORS

On 27th January 2009 the NHS Sustainable Development Unit published a new NHS Carbon Reduction Strategy for England – "Saving Carbon, Improving Health". The guidance was developed, after a period of extensive consultation, in response to the global challenge of climate change and to promote systematic action by the NHS to meet the legally binding target agreed in the 2008 Climate Change Act for an 80% reduction in Carbon Dioxide emissions by 2050 and a minimum reduction of 26% by 2020 against a 1990 baseline. In

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response to this requirement the Trust produced the Sustainable Development Management Plan, which sets out the Trust's plans to achieve the targets set in NHS Carbon Reduction Strategy for England (this is covered in section 4 of this strategy).

The Fleet Team has worked with the Estates Team as part of the Vehicle Power Management project. An additional 53 shorelines were installed which facilitated a reduction in the use of the vehicle run-lock facility. The widespread use of run-lock practices has an environmental impact (poor air quality and increased carbon footprint) and increased fuel and maintenance costs and therefore it is advantageous to restrict the use of run-lock wherever possible. Analysis undertaken by Fleet and Operations as part of the trial identified a potential reduction for the entire A&E fleet of 3,140 tonnes of carbon emissions into the atmosphere based on initial tests/findings following the implementation of the changes.

9.3 LEGAL AND REGULATORY FRAMEWORK

The Trust is required to comply with all statutory and regulatory requirements. In the field of Fleet this is constantly developing, particularly with regards to Health, Safety and Environmental legislation. The Road Vehicle (Construction and Use) Regulation 1986 and the Road Vehicle Lighting Regulation (1989) form the main legislation covering the design manufacture maintenance and use on the road of a motor vehicle in Great Britain.

All road vehicles operated by the Trust will conform to these regulations.

9.4 WORKSHOP INFRASTRUCTURE

The Fleet & Workshop Review was approved by the Board of Directors in June 2011. The stated aim of the review was to determine short, medium and long term objectives to reconfigure the Trust's workshops to support the current and future operational models. To date the short term objective to permanently close Ellesmere Port and Burnley workshops has been achieved. The objectives for the medium term involve the consolidation of workshop facilities to form larger workshop bases and work to achieve these medium term objectives is incorporated within this Estates strategy.

The Board approved an outline business case for a Centralised Workshop in the Cheshire & Mersey Area in November 2012, the full business case is currently being developed. The proposal is designed to both improve the quality of service delivery, and help achieve better value for money by introducing new ways of working within the fleet and workshops. This facility will involve the closure of 5 existing workshops (Macclesfield, Northwich, Anfield, St Helens and Runcorn).

The consolidation of Greater Manchester workshops was approved by the EMT in January 2013. This involves the expansion of the Bury workshop and closure of the Salford workshop which is scheduled for the first quarter of 2013/14.

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The vehicle workshop review completed in January 2009 has identified that in the long term, workshops need to support the operational requirements 24/7. The present locations, size and infrastructure of the workshops do not support the operational requirement effectively.

The new infrastructure has identified a number of areas that would add improvement to the day to day support to the operational requirement in the short term.

- To develop out of hours support for vehicle breakdowns.
- To reduce the number of workshops. This will give opportunity for longer workshop operating hours and greater efficiency in the use of staff resource.
- To establish an in house mobile engineering resource to remove the unnecessary need for vehicles to travel to workshops for minor repairs.

Long term aims are to establish in collaboration with Estates and Operations, a workshop infrastructure and estate that will support the present and future needs of the Trust. The long term strategy aims to establish strategically placed workshops that provide a 24 hour 7 day cover suitably equipped to accommodate key fleet activities working in line with the Estates strategy this includes:

- Commissioning of vehicles
- Service / Repairs
- MOT Tests
- Major overhauls
- Minor accident damage
- Refurbishing
- Equipment servicing and repair
- De-commissioning of vehicles
- Vehicle storage/disposals

9.5 PARTNERSHIP WITH OTHER SERVICES

The Fleet team will continue to investigate opportunities to develop the workshops in conjunction with other organisations should the opportunities arise. These will include other NHS Trusts, local government organisations as well as private sector developers.

10 FINANCIAL AND ECONOMIC OUTLOOK

The future economic environment requires levels of cost reductions beyond those historically delivered and the Trust's Integrated Business Plan reflects a strategy to deliver savings. The future economic environment requires levels of cost reductions beyond those historically delivered and the Trust's Integrated Business Plan (2011-2016) sets out a programme to deliver 5% savings in 2013/14, 6.67% in 2014/15 and 4.2% in later years.

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Therefore, a key requirement is to deliver efficiencies in the Fleet to support the continued frontline service delivery.

The financial and economic outlook will be the overall driver for efficiencies in the fleet towards:

- Reducing the overall fleet numbers and mix of vehicles.
- Exploring the use of alternatives vehicles and designs to derive efficiencies from the fleet.
- More operating efficiencies derived from the operation and maintenance of the fleet, to achieve recurrent reductions in running costs over the period 2013/14 - 2017/18.
- Cross functional working (Operations, IM&T and Finance) to ensure that the matching Finance Strategy is consistent with the Vehicle Replacement Programme. The objective is to develop a strategic replacement programme that balances and makes best use of the Trust's available capital and revenue resources currently dedicated to fleet operations.

This strategy clarifies the key issues and actions required over the next five year period. The strategy will need to be continually reviewed as other Trust strategies develop. It is recommended that this strategy be refreshed and considered by the Board of Directors at least annually to inform and be informed by the Business Planning Cycle. The Fleet Strategy at this stage does not reflect increases or reductions in the actual numbers of vehicles. This will be undertaken as part of the annual planning cycle and will take into account:

- Investment Plans arising out of the annual contract discussions.
- Service reconfiguration plans in the wider health economy.
- Cost Improvement Programme.

The strategy will therefore be used as the basis for determining the annual fleet plan for the Trust.

The Fleet Team will prepare annual and 5-year capital and revenue investment plans with the aim of producing a fleet that will support current and future models of service delivery. The outline 5 year capital investment plan is shown in table 3 This is drawn from the Integrated Business Plan. The RRV and PTS vehicles are leased, therefore, RRV/PTS investment is dependent upon the prevailing financial position in respect to revenue monies.

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	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	£000's	£000's	£000's	£000's	£000's	£000's
Vehicles and Equipment	6,771	5,691	5,591	6,866	7,203	8,022
Estates	2,220	2,102	2,313	1,822	1,779	1,854
Estates development and change management		2,100	1,000	1,000	1,000	1,000
IM&T	608	1,373	1,204	936	913	950
PTS Modernisation	0	1,000	0	0	0	0
Total Capital Spend	9,599	12,266	10,108	10,624	10,895	11,826
Depreciation Profile	8,064	8,852	9,878	10,398	10,599	11,530
Planned Revenue Surplus	2,705	2,750	3,000	3,250	3,500	3,750
Capital Resources Available	10,769	11,602	12,878	13,648	14,099	15,280

Table 3 – Fleet 5 year capital investment

The Trust must always demonstrate that it is providing optimum value in all areas of business. All NHS Trusts are subject to mandatory efficiency targets. As set out in the Trusts Financial Strategy, the Trust anticipates year on year savings of between 4% and 6%. As such the target will be to drive through efficiencies from the fleet to achieve a reduction in running costs over the period 2013/14 – 2017/18. The key elements of this plan will be:

- Match operational efficiencies with reductions in vehicle number requirements.
- Improve vehicle maintenance processes.
- Implement new fleet mix profile to reduce the cost of base ambulance vehicles.
- Deliver year on year improvement in fuel economy and vehicle reliability

An integral element of financial governance for the fleet department, is the income generation target from lease vehicle and private vehicle maintenance. As part of the overall fleet maintenance plan, the Trust's in- house maintenance facilities maintain fleet lease vehicles, under a contractual agreement with nominated lease companies.

As part of the annual fleet maintenance budget allocation, there is an income generation target set for this service provision and maintenance activities.

The income target will be formally reviewed on an annual basis as part of the budget setting process. This is to ensure the agreed income target for both lease and private vehicle maintenance activity does not exceed the physical ability of staff resources or the resale hours available to the leasing companies. The hourly labour rates for both lease and private vehicle maintenance income will be reviewed and agreed with appropriate stakeholders, on an annual basis.

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It is formally noted, that fleet vehicle maintenance (leased and owned) will take priority over all other vehicle maintenance activity and only the surplus hours available within each workshop facility, will be allocated for private vehicle maintenance income.

11. HEALTH, SAFETY AND CLINICAL GOVERNANCE

Future vehicle design of a front line emergency ambulance will concentrate on the need for safer emergency care for patients and staff and to deliver standardisation of design that will ensure national consistency, reduce risk and improve working lives. All health care organisations are expected to minimise the risk of healthcare acquired infections to patients in accordance with The Health and Social Care Act 2008 code of practice for the prevention and control of health care associated infections and related guidance.

The use of easy clean anti-bacterial materials and ergonomic design to minimise dirt traps will be incorporated into the vehicle specification.

12. EQUALITY IMPACT ASSESSMENT

The Trust will ensure that all patient carrying vehicles and equipment comply with relevant legislation. All new vehicles specifications will have the potential to impact both staff and services with regards to equality. Therefore, there is a requirement to carry out a detailed Equality Impact Assessment. This will be undertaken out through the Vehicle Design & Equipment Group in consultation with the Assistant Director of Equality & Diversity. The Equality Impact Assessment for the fleet strategy is at Appendix A.

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APPENDIX A – EQUALITY IMPACT ASSESSMENT REPORT

Name of Policy, Service or Function

Fleet Strategy – Service Delivery Support.

Equality Impact Assessment carried out by (include name and job title):

Mick Sweetmore – Head of Engineering Services

Neil Maher – Assistant Director Estates and Fleet

Date of Equality Impact Assessment

April 2013

Step 1: Description and Aims of Policy, Service or Function

Overall aims

To define the responsibilities and accountability for the delivery of a quality service delivery support fleet function.

Key elements of policy, service, process

The strategy is written for the fleet department to be systematic in its approach in the control of the quality and control of the vehicle maintenance and procurement.

Who does the policy, service or function affect?

All operational staff (Support and Road Staff)

Patients

Members of the Public

Contractors

How do you intend to implement the policy or service change (if applicable)

The strategy requires approval by the EMT and Trust Board. It will be made available by intranet for all internal staff and disseminated to all Fleet Area Service managers for implementation within their given area. The policy will be reviewed and amended to take into account any future service developments.

Step 2: Data Gathering

Summary of data available and considered

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All data and informatics has been gathered by fleet management systems which have been subjected to external audits.

Also the policy has taken into account all vehicle and workplace related legislation and regulation.

Outcomes of data analysis

Equality Group	Evidence of Impact
Gender	Monitoring of vehicle accidents does not currently consider whether there are any gender related factors
Race/Ethnicity	None
Disability	The policy is a written document and there may be an impact on those with visual impairments or those with conditions such as dyslexia.
Sexual Orientation	None
Religion or belief	None
Age	Monitoring of vehicle accidents does not currently consider whether there are any age related factors
General (Human Rights)	None

Step 3: Consultation

Please note you may want to return to this section following Steps 4 & 5

Summary of consultation methods

Area Service Manager meetings

Fleet Senior Manager meetings

Internal E+D Co-Coordinator

Estates Managers

Health and safety Practitioners and Managers.

Operations.

Design and Equipment Strategy Groups / Forums.

Outcomes of consultation

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Equality Group	Evidence of Impact
Gender	None
Race/Ethnicity	None
Disability	The policy is a written document and there may be an impact on those with visual impairments or those with conditions such as dyslexia.
Sexual Orientation	None
Religion or belief	None
Age	None
General (Human Rights)	None

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Step 4 & 5: Impact Grid

Relevant Equality Area	Areas of impact identified	Is the impact positive or negative?	Key issues for action Will form basis of action plan]
Gender	No data collated re vehicle collisions to identify gender related factors	Negative	Consider monitoring
Race/Ethnicity	No impact identified		
Disability	The policy is a written document and there may be an impact on those with visual impairments or those with conditions such as dyslexia. Access to vehicles by disabled patients is directly affected by vehicle design Lease cars may need to be procured for disabled employees	Negative Negative Negative	Provide alternative formats where requested. Use of pictograms within vehicles and workplaces. EIAs of designs. Involvement of disabled patients Ensure procedures support easy access for disabled employees
Sexual Orientation	No impact identified		
Religion or belief	No impact identified		
Age	Issues relating to carriage of children need to be addressed in	Negative	EIA of vehicle designs

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	vehicle design No monitoring of vehicle collision data in relation to age	Negative	Consider monitoring
General (Human Rights)	No impact identified		

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Step 6: Action Plan

Name of Policy or Service: Vehicle Lifts and Workshop Equipment Replacement.					
Issue identified and equalities group or communities affected	Action to be take	By When	Who By	Expected outcome	Progress
Difficulties in reading the policy by visually impaired users	Produce a large print version in accordance with the principles of RNIB "clear print" guidelines.	Once policy is approved.	AD – SDS.	Large print version produced.	Awaiting final approval\of policy.
Difficulties in reading the policy by users with conditions such as dyslexia.	Initially the usual enhancements by the user will be employed. As dyslexia takes many forms it is not possible to be overly prescriptive however requests for alternative versions of the strategy will be accommodation on request.	On request.	AD - SDS	Alternative version produced.	None to date.
Disability - Vehicle design will have a high impact on patients from disabled groups in terms of their access and dignity of use	Equality Impact assessment of vehicle design to be introduced Involvement of patients in vehicle design	31/03/09	Fleet Engineer (Strategic)	To be incorporated into the working of the VDE Group	EIA for core members of the group and ASMs is being arranged.
Age - Vehicle design will have a high impact on children and the safety of their transportation	Equality Impact assessment of vehicle design to be introduced	31/03/09	Fleet Engineer (Strategic)	To be incorporated into the working of the VDE Group	EIA for core members of the group and ASMs is being arranged.

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Gender/age - Vehicle collisions may be affected by diversity factors	Review monitoring of vehicle collisions to identify diversity factors	31/03/09	Fleet Engineer (Strategic)	To be incorporated into the working of the VDE Group	EIA for core members of the group and ASMs is being arranged.
Disability – delivery of requirements of lease car policy for accessibility by disabled employees	Review procedures to ensure appropriate ease of access to order of specialised vehicles and advice	At policy review	Deputy Finance Director/ Assistant Director of Employment Practices	Review inclusion of access to specialized vehicles with respect to disabilities is encompassing enough.	

Summary of decisions and recommendations

To be actioned as above.

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Step 7: Monitoring arrangements

The strategy will be reviewed and amended to take into account any future service developments.

Step 8: Date of next Equality Impact Assessment

On acceptance of the strategy and any subsequent changes following policy review.

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