



Tripartite Fleet Project

Annual Report January 2008

Owner: J.Nilsen	Version No: A	Date of Release: 21st Jan 2008	Approved by: Tripartite Review Board
Equality & Diversity Impact Assessment - "no adverse consequence has been identified"			
Printed versions of this document are uncontrolled			

1. Introduction

In September 2004 the Scottish Executive invited public bodies to bid for funding to pursue “projects which stimulate a sustainable more efficient public sector and to demonstrate the liberation of resources for better front line use.” In November 2004 the Scottish Executive published “Building a Better Scotland, Efficient Government – Securing Efficiency, Effectiveness and Productivity” which sets out plans to secure £745m of annual cash savings by 2007/08.

Subsequently, The Association of Police Officers Scotland (ACPOS), The Chief Fire Officers Association Scotland (CFOA(S) and the Scottish Ambulance Service collectively submitted an Efficient Government Stage 1 bid to support the funding of a national study into the potential for further collaboration across Fleet services. The stage one bid estimated savings of £1.2m per annum on a recurring basis. This bid was successful and in July 2005 the Service’s were awarded up to £100,000 to develop a stage two bid. Specialist fleet management consultants were appointed in August 2005 and their final report (The Fleet Scoping Study) was received in February 2006.

The Fleet Scoping Study investigated and identified the potential synergies to be gained from greater collaboration of fleet management between the eight Police Forces, eight Fire and Rescue Services and the Scottish Ambulance Service in Scotland at a national level. Each organisation operates, manages and maintains its own fleet service. Collaboration across the services to date has been fairly limited and informal.

The Tripartite Fleet efficiency programme was awarded project funding up to a maximum of £1,297,500 following a project initiation meeting held with the then Scottish Executive EGF team on 13th September 2006, with an eighteen month timeframe.

A Project Board with representatives from each Service had been formed to develop and oversee the each bid phases. Following the successful award of the Stage 2 bid this Board was renamed the Project Review Group with specific references of administering, evaluating, implementing the project and reporting to Project Sponsors.

The Project Team consisting of a Project Administrator and three Programme Managers were recruited and in position March of 2007.

2. Statement

The three emergency services in Scotland each operates, manages and maintains its own fleet service. The Tripartite Fleet Project Team is looking at collaboration across the services.

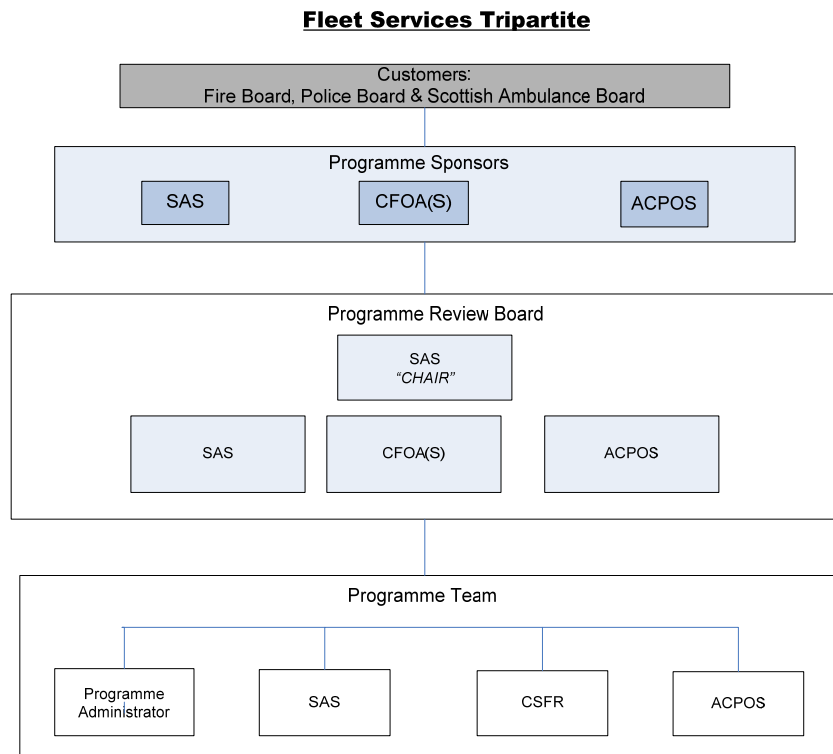
This project is the first of its kind in the UK, bringing together 17 partners across 3 services. Successful same service collaboration has taken place in other parts of the UK e.g. the Chiltern Transport Consortium, and it is the intention of the Steering Group to regularly share its learning and experience with other parts of the public sector in Scotland and the wider UK.

Experience of other major change projects indicates that one of the critical success factors is dedicated project management and change teams to implement such change. The revenue component of the bid has thus been critical to the success of the project, funding 3 dedicated project managers and a project administrator.

The Project Review Group has monitored progress monthly and provided quarterly updates to the Scottish Ambulance Service Board, ACPOS and CFOA(S). The Project Review Group has agreed cash releasing and other benefits. Any deviation from the scope of the project has been approved by the Steering Group.

The consolidation of workshops offers the greatest quantified benefit through collaboration. The management of the consolidation needs careful attention to ensure minimal disruption to operational services. It is anticipated that this work stream may in future involve the establishment of local joint boards within areas, with the Project Review Group providing a Scotland-wide perspective on the pattern of workshop consolidation. The approach would allow each region to proceed at a pace appropriate to local circumstance.

3. Organisation Chart



Review Board:

Chair – Pauline Moore –SAS representative.

Michael Jackson – SAS representative.

Thomas Mann - CFOA(S) representative.

Richard Flint - ACPOS representative.

Programme Team:

Programme Managers: Paul French (CSFR secondment) Neil Gillies (SAS secondment), Tony Chalk (ACPOS secondment)

Programme Administrator – Joan Nilsen

4. Highlights

Workshops

Ayr & Kilwinning

The long-term strategy for the Strathclyde Police Vehicle Workshops took into account the possible future inter service working with the other emergency services and local authorities, operational demands & requirements, geographic locations and current staffing.

After initial talks, research was carried out with other emergency services and Local Authorities, it became obvious that the preferred option was to utilise the offer of vehicle maintenance facilities made by the Scottish Ambulance Service at their Ayr and Kilwinning Vehicle Workshops. This would negate the need for the force to build a new Vehicle Workshop facility at Irvine, which had been planned.

The Ayr and Kilwinning collaboration between Strathclyde Police and the Scottish Ambulance Service went live on 1 October 2007 and Strathclyde Fire and Rescue Service have now joined this collaboration by sending locally based light vehicles for service and repair. Approximately 120 Police vehicles are now maintained at Ayr and Kilwinning Scottish Ambulance workshops. Three employees of Strathclyde Police have been seconded to the Ambulance Service to support this partnership working.

Cabinet Secretary, Nicola Sturgeon officially opened the workshop on 12th December 2007.



The benefits of the collaboration are:

- Capital savings of £1,230,000 - One off in year one with no requirements to build a new Police workshop at Irvine.
- Revenue savings of approx. £56,000 per annum recurring after year one.
- Dual vehicle maintenance coverage of Ayr & Kilwinning.
- Reduced Officer/staff time of approx. 630 hrs per annum due to vehicle collection & delivery service provided.
- Liability/risk transfer.
- Free up workshops accommodation at Ayr Police office, for other use by Division.
- Scottish Ambulance Service will increase their workshops productivity by having Police vehicles serviced and maintained at their workshops and secure employment.

Other collaborative workshops being considered are:

- Lothian and Borders - Police and Fire Service collaboration talks underway.
- Central Scotland – The Project Team are assisting with the appraisal of viable options in the area. This appraisal is programmed to be completed by April 2008.
- Strathclyde - further options for collaborated ventures are currently being considered.
- Grampian - Discussions with Grampian Fire and Rescue Service have taken place. Submission of a Scoping Paper to the February 2008 Board meeting anticipated.
- All other regional areas – The Project Team have either met with, or have plans to meet with representatives from all Services to encourage collaborative ventures.

Vehicle Insurance

The Project Team have been examining the various Alternative Risk Transfer models available for a collaboration of Insurance across the Police, Fire and Ambulance Services in Scotland. In July a Scoping Paper was submitted to the Project Board with details of the Fire and Rescue Authorities Mutual Limited (a collaborative insurance venture by Fire and Rescue Services in England).

Following a meeting with AON, a proposal has been submitted to the Project Review Board recommending that detailed information is obtained and a feasibility study carried out to assess current insurance arrangements and identify a preferred option of Alternative Risk Transfer arrangements across the three Emergency Services in Scotland.

Green Fleet Review/Travel Plans

A business case was ratified by the Project Review Board recommending that each Emergency Service in Scotland undergo a green fleet review and Travel Planning consultancy. Green fleet reviews enable organisations cut carbon dioxide emissions and encourage the sustainable use of energy. Green fleet reviews are carried out by independent consultants provided by the Energy Savings Trust which could identify efficiencies of up to 10% of fleet costs.

The travel plan is a package of measures designed to promote more sustainable travel choices within organisations and have many benefits to staff, the community and the environment.

Both initiatives involve the provision of free consultancy advice organised by the Energy Savings Trust and funded by the Scottish Government.

A number of Scottish Police and Fire and Rescue Services, along with the Scottish Ambulance Service, have already signed up for this free initiative and it is hoped that the remainder will take the opportunity in the near future.

Fuel Work stream

The Project Team have circulated a Fuel Questionnaire to all 17 stakeholders, which has been completed and returned, the information has been collated and further investigation is required on the supply and purchase of internal fuel supplies from Local Authorities.

A further questionnaire has been produced and has been circulated to the 32 councils across Scotland. This information is being collated and enable the completion of a business case/report on the way ahead for fuel usage and supply.

Accident Reduction

The Project Team have been researching the availability of Accident Reduction or Management of Road Risk Policies across the United Kingdom; enquiries have also been made with the Royal Society for the Prevention of Accidents (RoSPA).

A Template is currently being drafted and should be available subject to Project Board Approval in February 2008.

Emergency Warning Systems

The Project Team have been collating information on the types of systems currently in use by the 17 stakeholders across Scotland, informal enquires have been made with several suppliers which indicate that some form of framework agreement be established or an existing framework agreement made available to all services would have benefits.

5. Active Workstreams

Current Workstreams	Current Status	Next Steps	Timescales
Strategy	Existing Strategies from Emergency Services received (Essex & West Midlands Police). These will assist in formulating a Scottish Tri Services Strategy document.	Formulation of Tripartite Strategy	Estimated completion Jan 08
Policies			
<ul style="list-style-type: none"> Management of Road Risk 	Work in progress	Draft has been circulated to Board	
<ul style="list-style-type: none"> Risk Management 	Work in progress	Organise meeting early 08	
<ul style="list-style-type: none"> Fleet Maintenance 	Ayr & Irvine		Expected to commence early 08
<ul style="list-style-type: none"> Fleet Hire 	Work in progress	Ongoing	
<ul style="list-style-type: none"> Accident reduction Policy 	Work in progress	Ongoing	
Fuel	Questionnaire results from Fleet Managers and Local Authorities being analysed		
Vehicle Insurance	Scoping report submitted to Project Board July 07. Proposals for AON to gather information and carry out a Feasibility Study – submitted Oct 07	Information gathering. Feasibility study by AON.	Early 08
Breakdown/Recovery			Expected to commence Feb 08
Green Fleet Review	Adopted by Project Board as best practice	To be rolled out to organisations. Taken to ACPOS and CFOAS	
Workshop Amalgamation	Lothian & Borders, Central, Strathclyde and Grampian being conducted	Ongoing meetings to progress collaboration	

6. Conclusion

Good progress has been made over the past year and moving forward into the final year will continue to work on the following Workstreams,

- Strategies and Policies
- Vehicle Insurance
- Green Fleet Review
- Fuel
- Vehicle Hire
- Breakdown and Recovery
- Workshops collaboration

The Project Steering Group will, via the project team, consider requests for funding tripartite collaborative initiatives.