

Action Plan

Audit Follow-up Review of: Corporate Fleet Management

Date: June 2017

Action Plan Contacts:

Waste & Transport Manager

Fleet Manager

Corporate Road Risk Advisor

Corporate Risk/Issue Severity Key	
0	Critical – Significant CET and Cabinet intervention
1 o/s	Major – intervention by SLT and/or CET with Cabinet involvement
3 o/s	Moderate – Containable at service level. Senior management and SLT may need to be kept informed

Risk Issue 1	The Transport Policy is out of date and was removed from the intranet for this reason.	
Background Detail	Without effective communication of each driver’s responsibility and acceptable use of Council vehicles, there is a risk that non-compliance is not taken seriously. Communication is needed at all levels of the organisation, supported by the Senior Leadership Team (SLT) to ensure that it is read and applied by all employees.	
Agreed Action	<i>The Waste & Transport Manager will present the revised Transport Policy at a SLT meeting to promote staff awareness and get senior management buy-in.</i>	
Responsibility & Deadline	Waste & Transport Manager	December 2015
1st Follow up Status	The review of the Transport Policy is now complete and the Waste & Transport Manager will request for it to be included on the next SLT meeting agenda. This will be supplemented with a one page summary for SLT to be made aware of key changes. There are also plans for separate Drivers Handbook for drivers to reference to key matters.	In progress – March 2016
2nd Follow up Status	Sections within the Transport Policy have been reordered to provide better focus and clarity for the drivers and managers that it is applicable to. This is supplemented by “Driving for Denbighshire – Managers Guide” and “Vehicle Manual” to provide specific instructions to drivers and managers.	In progress – September 2016

	Attempts to get the Transport Policy on the SLT agenda have so far been unsuccessful and so the Waste & Transport Manager will instead communicate via attendance at Service Management Team Meetings and Service Review Meetings.	
3rd Follow up Status	The Service is still having difficulties getting the Transport Policy on the SLT agenda. In the interim however, the policy and the supplementary guidance for managers and Fleet drivers have been published on the Council's intranet. The Waste and Transport Manager has also circulated the Transport Policy and guidance to Service Managers and raised awareness at Service Team Management meetings.	Complete – June 2017

Risk Issue 2	Ineffective identification of vehicles reaching the end of their economic life can lead to unnecessary costs e.g. extra maintenance work needed and leasing to replace vehicles that are no longer serviceable.	
Background Detail	There are inconsistent arrangements within Council services for replacing fleet vehicles. Ineffective identification of the vehicles that are reaching the end of their economic life may lead to unnecessary costs e.g. additional repair and maintenance, and short-term leasing. Individual services are responsible for deciding which vehicles to procure and dispose of, and Fleet Services facilitates this process.	
Agreed Action	<p><i>Lists of vehicles will be reviewed at Fleet & Service Review meetings to identify vehicles that are reaching an end of their economic life. An assessment on the continued use or replacement will be identified and recorded.</i></p> <p><i>(Meetings with Street Scene, Building Services, Street Lighting and Housing Services have taken place, with Waste Services, Countryside Services and Social Services left to do).</i></p> <p><i>Service users will be trained on how to interpret and use the monthly management information report, which will help them to understand which vehicles are no longer economical to maintain.</i></p>	
Responsibility & Deadline	Waste & Transport Manager / Fleet Manager	January 2016
1st Follow up Status	<p>Service review meetings have been held with the main service users and the Waste & Transport Manager has devised a schedule for other service users.</p> <p>At these meetings, the Waste & Transport Manager will go through the monthly management information report and, if needed, provide support to service managers on its use and</p>	In progress – March 2016

	<p>interpretation to identify vehicles that are costly to maintain so that they can plan for their replacement where relevant.</p>	
<p>2nd Follow up Status</p>	<p>This is included on the agenda for each Fleet & Service User Meetings. Meetings have been held/arranged with:</p> <ul style="list-style-type: none"> - Street Scene; - Social Services; - Building Services; - Waste Services; - Street Lighting; - Countryside Services; - Leisure Services; and - Property Services. <p>Minutes of Countryside Services' meeting shows that Fleet Services has advised Service Managers of its ageing fleet vehicles, and prompted them to review which need replacing so that procurement activity can be initiated.</p> <p>The Waste & Transport Manager confirms that Building Services prefer to replace vehicles every 5 years rather than extending to 7 years, to maintain a fresh image and ensure that the vehicles are reliable.</p> <p>We are satisfied that a process has been established, and Fleet Services will continue to prompt services to review their aged vehicle profile at future Fleet & Service User meetings.</p>	<p>Complete – September 2016</p>
<p>Risk Issue 3</p>	<p>Although it has improved, communication between Fleet Services and service users (and vice versa) is causing avoidable service downtime. Fleet Services has recently started to meet key service user representatives to discuss performance and recurring issues. Periodic meetings should be arranged with all fleet user services, with a set agenda and a record kept of the agreed actions for both parties.</p>	

Background Detail	There is still negative feedback from both sides about lack of notification, which causes avoidable service downtime. Fleet Services has started to meet key service user representatives to discuss performance and recurring issues. Periodic meetings should be arranged with all fleet user services, with a set agenda and a record kept of the agreed actions.	
Agreed Action	<i>Fleet & Service Review meetings are scheduled, a standard agenda is defined (although additional agenda items can be added), and minutes are now formally recorded.</i>	
Responsibility & Deadline	Waste & Transport Manager / Fleet Manager	December 2015
1st Follow up Status	Some service review meetings have been held with key service user representatives and a schedule of future service review meetings has been set to cover all service users.	In progress – March 2016
2nd Follow up Status	<p>Fleet & Service User meetings have now taken place with all main service users with an agreed schedule of upcoming meetings arranged for the remainder of the year.</p> <p>The set agenda for each meeting includes:</p> <ul style="list-style-type: none"> - Procurement, - Maintenance, - Compliance, and - Any other Business. <p>We are satisfied that meetings are helping to improve communication between Fleet Services and its main service users. Although this matter will be an ongoing one for Fleet Services and its service users, we are satisfied with action taken to date and so we will not need to review this matter again.</p>	Complete – September 2016

Risk Issue 4	Few formal agreements are in place with Fleet Services' external customers to protect its cash flow and contractual position by stipulating a cooling off period for ending a maintenance arrangement.	
Background Detail	Few formal agreements are in place with the Fleet Services' external customers. Where an external customer's work is above a certain value, the Council should seek to formalise the agreement to protect its cash flow and contractual position by specifying a cool off period, e.g. 30 days' notice, to terminate the maintenance arrangement.	

Agreed Action	<i>A trigger of £15,000 will be introduced, whereby when an external customer's work exceeds this defined value, a service level agreement will be issued (to include provision for 30-day notice of service break).</i>	
Responsibility & Deadline	Fleet Manager	December 2015
1st Follow up Status	<p>The Waste & Transport Manager, in discussion with Finance, to set up a mechanism for notifying Fleet Services when a supplier was nearing the threshold.</p> <p>The Principal Finance Officer confirmed that they would not have the necessary information to identify which external customer was nearing the threshold.</p>	No progress – March 2016
2nd Follow up Status	<p>The Finance & Assurance Officer and Fleet Administrative Officer will review the income received from each external customer to ascertain which need a formal maintenance agreement.</p> <p>The potential for running periodic reports from the Sundry Debtor system will be investigated.</p>	No progress – September 2016
3rd Follow up Status	<p>The Finance & Assurance Officer now runs a quarterly report which outlines the level of income received from each external customer. It is therefore easy to identify customers which exceed the £15K threshold. At the time of our review, there were two customers which exceeded this amount, but neither had a formal maintenance agreement in place.</p> <p>While the Waste and Transport Manager has recently contacted both customers to discuss the possibility of establishing a more formal arrangement, both have been reluctant to enter into an agreement of this nature. The Service has not pursued this further as they consider there is a risk that the business could be lost as a result, owing to other servicing facilities existing locally that could be used instead of Denbighshire. However, such competition actually strengthens the reason to seek a more formal agreement stipulating a cooling off period in order to protect the Service's cash flow.</p> <p>We are advised that where individual customer spend exceeds the £15K threshold in future the Service will approach them seeking a more formal agreement, including provision for 30-day notice of service break.</p>	Complete – June 2017

Risk Issue 5	Fleet Services has limited policies and procedures in place to guide consistent working practices, support business continuity, and assist health and safety or fraud investigation.	
Background Detail	<p>This includes, but is not limited to:</p> <ul style="list-style-type: none"> • guidance for new workshop employees; and, • disposal of vehicles i.e. redeployment, available methods for disposal, treatment of proceeds from sales, and capture the reason and approval for the disposal. <p>For example, at the time of our review, a new employee was due to start in the workshop; however, little written guidance is available to support induction training to ensure that they are sufficiently aware of relevant health and safety precautions (e.g. HSG 261: Health & Safety in Motor Vehicle Repair and Associated Industries) before being allowed into the workshop.</p>	
Agreed Action	<p><i>Current policies and procedures in place include:</i></p> <ul style="list-style-type: none"> • <i>Health and safety – risk assessments, safe working procedures are in place.</i> • <i>Toolbox talks are regularly provided to staff (and recorded).</i> • <i>New employees are inducted via use of the corporate induction form.</i> <p><i>This will be supplemented by:</i></p> <ul style="list-style-type: none"> • <i>As part of the induction process, new employees will be required to read health and safety procedures and sign to evidence this. This will incorporate emergency procedures, accident reporting and first aid.</i> • <i>Disposal of vehicles will be incorporated into the Transport Policy (see Risk/Issue 1).</i> 	
Responsibility & Deadline	Waste & Transport Manager / Fleet Manager	October 2015
1st Follow up Status	<p>The Corporate Induction Pack is used along with site specific guidance that has been developed.</p> <p>A HSE inspection (December 2015) of the Fleet Depot advised Fleet Services that new starters should be given the necessary Safe Working Procedures to read and then conduct a test to</p>	
		Complete – March 2016

	<p>evaluate their understanding to make sure is it sufficient. This will be applied to future new starters, and a record kept.</p> <p>New HGV fitter started in February 2016, so scope to check that records are in place as described.</p> <p>Disposal Procedures are included in the recently revised Transport Policy.</p>	
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Risk Issue 6	<p>The Fleetmaster system is a legacy system with limited vendor support and its reporting function is weak. There is an opportunity to streamline the workshop's paper-heavy processes and reduce non-productive time through using a more modern fleet management system.</p>	
Background Detail	<p>The Fleetmaster system has several weaknesses that could be resolved with a more modern system:</p> <ul style="list-style-type: none"> • The supplier no longer supports the system and so there will be no further enhancements to it. • It provides limited management information. For example, the system was unable to produce a report showing vehicles that did not make their scheduled safety inspection appointment. We also raised this issue as part of our previous audit of Fleet Services in 2010/11. • There is an opportunity to streamline the fleet maintenance process, which is currently very paper-heavy and time-consuming to administer. • There is poor integration with other Council IT Systems e.g. general ledger. Fleet Services must manually process recharges, and reports from service users suggest that this is often causing delays to budget monitoring information. 	
Agreed Action i	<p><i>A business case for a new system will be developed (ICT to be part of any subsequent procurement). Funding streams e.g. Modernisation Board will be investigated to cover the purchase cost.</i></p>	
Agreed Action ii	<p><i>If agreed, a new fleet management system will be implemented to replace the existing Fleetmaster system.</i></p>	
Responsibility & Deadline	<p>Waste & Transport Manager / Fleet Manager / ICT</p>	<p>April 2016 (i)</p> <p>April 2017 (ii)</p>
1st Follow up Status	<p>Fleet Services is in discussion with its ICT Business Partner and developing a specification for the replacement software.</p>	<p>Not yet due – March 2016</p>

	All neighbouring Councils use the same specialist software (i.e. Tranman) and so options and costs are currently being investigated.	
2nd Follow up Status	i. Specification for a new system and business case has yet to be developed.	No progress – September 2016
	ii. Fleet Manager believes that this date is still achievable despite the estimated time for completing a business case having slipped.	Not yet due – September 2016
3rd Follow up Status	The specification requirements for the new system have now been outlined and the Fleet Manager is currently consulting with ICT and Procurement to identify the appropriate way forward in terms of competitive tendering. Following this process, the Service anticipates a provisional installation and go live date of December 2017. We will therefore re-visit this issue again in January 2018 to confirm that the new system is operational, and has effectively resolved the original issue raised regarding report functionality, paper intensity and general efficiency of the Fleetmaster system.	In progress – April 2017 <i>Next follow up review scheduled for Jan 2017</i>

Risk Issue 7	Although two thirds of the employees that drive a Council vehicle have completed a form (D796) allowing Fleet Services to check their driving licence validity, there is no evidence that managers check driver licences as part of the recruitment and selection process for a post that involves driving. This is necessary to show that the Council only employs individuals who are competent to carry out their roles.	
Background Detail	<p>Despite it forming part of the Interview Assessment Form Checklist, there is no evidence that managers check driver licences as part of the recruitment and selection process for a post that involves driving.</p> <p>Once in post, Fleet Services check driving licences before handing over the driver’s tracker fob and ask them to complete the D796 form so that the Council can check driving licence validity directly with the DVLA. At the time of our review, two thirds of drivers had given their consent to this.</p> <p>We suggest that consent is sought at the time of appointment along with other checks, such as references and eligibility to work in the UK. This is to ensure that the Council employs persons who are eligible to drive and are able to carry out their roles effectively.</p>	
Agreed Action i	<i>As per Risk/Issue 1, the Transport Policy will be updated to clarify roles and responsibilities for carrying out driver licence checks.</i>	

Agreed Action ii	<i>Online driving licence checks will be introduced as part of the recruitment process. All new members of staff will be asked to complete the D796 form at the time of appointment i.e. when other checks are carried out on work references and eligibility to work in the UK.</i>	
Responsibility & Deadline	Waste & Transport Manager/ Fleet Manager/ Head of Legal, HR & Democratic Services	December 2015 In place (HR process introduced)
1st Follow up Status	i. Transport Policy & Procedures have been updated to include this requirement. See Risk Issue 1 for further details.	Complete – March 2016
	ii. HR has a new process whereby it issues forms to successful candidates (positions that require driving a Council vehicle) as part of the recruitment process. Once returned, HR forwards the completed form to Fleet Services. In November 2015, Fleet Services issued the D796 form to all employees who drive a Council vehicle and a majority have returned the completed form (1050 employees approx. 90%). Gaps are mostly Social Services and Education staff that drive Council vehicles. HR has asked Fleet Services to carry out checks on the remainder of Council employees (i.e. those that use their own car on Council business only), whereby HR issues and collect the forms and forwards to Fleet Services for processing.	In progress – March 2016
2nd Follow up Status	ii. A new process is now in place whereby HR issues a D796 form to all new starters. Fleet Manager confirms that coverage of drivers and eligibility to drive is much improved and therefore reduces this risk. Fleet Services are liaising with HR about how to capture all existing employees to include grey fleet and a few council vehicle drivers whose eligibility to drive is not currently being checked. Further work is underway to ensure that all drivers' eligibility to drive is checked. We are satisfied that a process is in place to reduce this risk and action is being taken to ensure that eligibility to drive is checked for all employees who drive on Council business.	Complete – September 2016

Risk Issue 8	Details of incidents and near misses captured in insurance claims are not always reviewed to prevent recurrence. This would help the Council to take action to reduce the risk of such incidents recurring and safeguard the public and employees from potential harm. This issue was raised in our previous audit 2010/11.	
Background Detail	The Corporate Road Risk Advisor reacts to road traffic incidents logged via the Health and Safety Incident Management Database by performing a post-incident driver assessment and driver training. However, several collisions resulting in insurance claims were not captured on the database and, as a result, there is no evidence that an assessment or training was provided to reduce the risk of recurrence. We raised a similar issue as part of our previous audit of Fleet Services in 2010/11.	
Agreed Action i	<i>As per Risk/Issue 1, the Transport Policy will be updated to include the requirement for drivers of corporate vehicles to report incidents in such a way that it will trigger a review and remedial action where necessary.</i>	
Agreed Action ii	<i>Employees and line managers will be reminded that the Incident Management Database (on the intranet) should be completed following an incident involving a Council vehicle. The accident management procedure will be set out at each Fleet & Service Review meeting.</i>	
Agreed Action iii	<i>The Corporate Road Risk Advisor will review insurance claim forms relating to road traffic incidents to ensure that all are captured on the Incident Management Database. If any are missed, Health and Safety will escalate with the relevant line manager and, if it is a recurring problem, the Head of Service.</i>	
Responsibility & Deadline	Waste & Transport Manager/ Fleet Manager Corporate Road Risk Advisor	December 2015 (i) In place (ii) October 2015 (iii)
1st Follow up Status	i. The Transport Policy has been updated with details on what to do in the event of an accident i.e. complete an incident form which goes to the Corporate Road Risk Advisor and the Insurance & Risk Manager. It also highlights the need to update the Incident Management Database which prompts a driver performance review by the Corporate Road Risk Advisor to address any poor driving practices.	Complete – March 2016
	ii. As above, a prompt is now included in the Transport Policy with a link to the Incident Management Database which is available on the intranet. Service Review Meetings have been scheduled and this will form part of the agenda for the meeting.	Complete – March 2016

	iii. The Corporate Road Risk Advisor confirmed that he gets the information through the Incident Management Database and puts into action any assessments that need doing, mainly through the respective managers.	Complete - March 2016
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Risk Issue 9	Council vehicles over 12 years of age are not being maintained in line with the VOSA Guide to Maintaining Roadworthiness. This states that vehicles over 12 years of age should have safety checks every 6 weeks, as they are more prone to defects. The Council must notify the Traffic Commissioner if maintenance is done less often, giving the reason.	
Background Detail	The VOSA Guide to Maintaining Roadworthiness states that vehicles and trailers over 12 years of age should have safety inspections every 6 weeks, as defects and annual MOT failure rate is more likely. (See Appendix 1 in original report for a diagram showing VOSA's "Guide to Safety Inspection Intervals") Our sample testing confirmed that this interval has not been applied to the relevant Council fleet and, at the time of our review, the Traffic Commissioner has not been notified as such.	
Agreed Action	<i>The Council has spoken with the Traffic Commissioner regarding this point and he is satisfied with the inspection frequency regime currently in place (given the Council's excellent maintenance procedures and records).</i>	
Responsibility & Deadline	Fleet Performance Manager	Complete
1st Follow up Status	Verbal confirmation from the Traffic Commissioner that he is satisfied with the Council's current arrangements.	Complete - March 2016

Risk Issue 10	Fuel management costs recharged to services are not an accurate reflection of the actual costs.	
Background Detail	Recharge of fuel management cost seems excessive given that administration of fuel has been streamlined. This arrangement no longer reflects the costs of the process and services are being charged disproportionately.	
Agreed Action	<i>There is a fuel management on-cost of 6%, which does not go to Fleet, it goes to stores. The 6% charge for stores is excessive. A 2% on-cost (1% to fleet, 1% to stores) would be fairer. This will be discussed with Head of Street Scene (who covers Stores).</i>	
Responsibility & Deadline	Waste & Transport Manager/ Head of Street Scene/ Chief Finance Officer	November 2015

1st Follow up Status	<p>The Waste & Transport Manager contacted the Principal Finance & Assets Officer to revise the current method used. A decision was taken to keep the fuel 'on-cost' at 6% rather than change it. The 'on-cost' only applies to bunkered fuel and it is Street Scene and Waste which are the main users of this. As the 'on-costs' go to stores, if this was taken away, it would just be pushing money round in circles as Street Scene and Waste would have to fund the 6% because stores runs the depots for the Council.</p>	<p>No further Action intended – March 2016</p>
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Risk Issue 11	More could be done to promote efficient use of fuel across the Council.	
Background Detail	<p>The Council spends nearly £1m a year on fuel yet there is little evidence of a campaign to promote efficient fuel use e.g. through altering driver style, inflating tyres correctly. Although information is available through the tracker system and fuel reports, these are not currently used to propel effective action to reduce fuel use.</p>	
Agreed Action i	<p><i>An updated fuel management procedure will be implemented to include:</i></p> <ul style="list-style-type: none"> • <i>the statement that fuel cards are to be used for business purposes only; and</i> • <i>a requirement to enter accurate odometer readings. Members of staff will have to read and sign the updated issue form before a fuel card or tracker fob is handed over.</i> 	
Agreed Action ii	<p><i>Investigate potential to introduce driver behaviour equipment in Council vehicles (Building Services and Street Scene) to highlight to drivers audibly when they are driving inefficiently.</i></p> <p><i>Contact Gwynedd County Council Fleet Services to gain their feedback on the viability of the system.</i></p>	
Responsibility & Deadline	<p>Fleet Performance Manager</p> <p>Waste & Transport Manager/ Fleet Manager</p>	<p>In place (i)</p> <p>Initial assessment by December 2015. If viable, implement by March 2016 (ii)</p>
1st Follow up Status	<p>i. The Transport Policy has been updated to include the requirement for drivers to input accurate odometer readings when collecting fuel to allow accurate MPG readings. Fuel Card Acceptance Forms include a requirement for drivers to enter accurate odometer</p>	<p>In progress – March 2016</p>

	<p>readings when re-fuelling to allow monitoring of fuel efficiency. The Waste & Transport Manager will emphasise to service users at Service Review Meetings to review MPG data available in their Monthly Management Reports and encourage them to reduce fuel use. Waste & Fleet Services are currently reviewing whether more fuel efficient vehicles can be used e.g. supervisors using small cars instead of pickups, which are less fuel efficient and unnecessary for that journey. There is scope for other services to follow suit.</p>	
	<p>ii. Waste & Fleet Services have looked into this jointly with Building Services. A verbal response was received from Gwynedd County Council that savings achieved from piloting driver behaviour equipment matched costs to install and therefore justification to proceed is borderline, and less attractive now that fuel prices have declined considerably.</p>	Complete – March 2016
2nd Follow up Status	<p>i. Fuel management procedure has been included in the updated policy to state that fuel cards are for use for business only, and odometer readings must be entered accurately.</p> <p>The Waste & Transport Manager will update the Fuel Management section of the Transport Policy to encourage more economical driving styles e.g. maintaining accurate tyre pressure, avoiding harsh braking and excessive speeds.</p>	Complete – September 2016

Risk Issue 12	No stock checks are carried out to ensure that fuel is accounted for and to aid detection of any loss, waste or theft.
Agreed Action	<p><i>Fleet Services will investigate the cost of installing a fuel tank gauge, which will provide:</i></p> <ul style="list-style-type: none"> • <i>accurate record of tank contents</i> • <i>accurate reading of fuel deliveries</i> • <i>warnings of any tank leakages</i> <p><i>If an electronic system is not deemed as financially viable, a manual system will be introduced and a stock check performed periodically. IA note: Stock check needs to be carried out by an independent person(s).</i></p>

Responsibility & Deadline	Fleet Manager	Either electronic or manual system in place by December 2015
1st Follow up Status	The Fleet Manager has investigated costs for electronic solutions. The Waste & Transport Manager prefers a manual system but this has not progressed.	In progress – March 2016
2nd Follow up Status	Bunkered fuel tank dispensers are tested independently every six months to evaluate the condition of the tanks and assess calibration accuracy. At the end of the financial year, Fleet Manager supplies data of fuel dispensed to Finance for reconciliation with fuel purchased. Fleet Services does not believe that fuel tank gauges (costing roughly £10k) offer value for money. Therefore, a new manual process has been agreed with the Street Scene team whereby storekeepers will monitor and document fuel levels in the bunkers and e-mail the details to the Fleet Manager each month for reconciliation. We will need to review this arrangement at a future date.	In progress – September 2016
3rd Follow up Status	A manual fuel stock checking process is now in place, whereby the storekeepers at Kinmel Park and Lon Parcwr monitor and document fuel levels in the bunkers each month. This information is provided to the Fleet Manager, however no reconciliation with fuel purchased is currently undertaken. Internal Audit have agreed to meet with the Service and provide guidance on how to complete the reconciliation to ensure all fuel is properly accounted for.	In progress – June 2017 <i>Next follow up review scheduled for Jan 2017</i>

Risk Issue 13	The Fuel Card Acceptance form does not clearly state that fuel purchased using the fuel card should be used solely for business reasons.	
Background Detail	Controls over fuel cards needs strengthening to reduce the Council's risk of fuel cards being misused. Fuel Card Acceptance forms should clearly state that fuel purchased using the fuel card is solely for business reasons.	
Agreed Action	<i>As per Risk/Issue 11, a fuel management procedure will be implemented and all members of staff will be required to sign a declaration that they have read it and agree to its contents. This will be rolled out to new employees and existing employees when fuel cards are renewed.</i>	

Responsibility & Deadline	Fleet Manager	In place
1st Follow up Status	The Fuel Card Acceptance Forms have been updated to make it clear that fuel cards are used for business reasons only.	Complete - March 2016