

Case study

Delivering green transport and mobility services for people-centred Adult & Community Services



TRANSFORM

The project

Birmingham City Council needs to make sure that 800 vulnerable people that access the Council's Adults & Community Services on a daily basis are in the right place at the right time.

The services that are provided include;

- **Night Care Team services** carried out by Carers from 9pm-7am every night of the year, self-driving with 3/4 vehicles covering up to 40 miles per night.
- **Day centre services** whereby a fleet of mini buses transport Older Adults, Adults with Learning Difficulties and People with disabilities to Day Centres alongside a contracted taxi service that transports vulnerable adults.
- **Economy Directorate social employment scheme, Shelforce**, run as a company uses trucks and vans to deliver the manufactured double glazing that Shelforce produces.
- **'Looked-After' Children services** use minibuses and contracted taxi services directly from children's homes and foster homes to day centres, family contact meetings, appointments and for some looked after children transported to and from school.

With the need to review the current fleet, given its age, carbon emissions and fitness for purpose, it became clear that any future fleet options procured for the A & C transport services provided needed to:

- be appropriate to the client base, provide a positive experience for clients and meet the individual needs of each client.
- demonstrate a progressive pathway towards zero NOX emission and reduction of carbon emissions by at least 60% by 2026.
- be safe and reliable
- be cost effective, based on whole-- life costs

Background

Within a framework of the developing BCC Green Fleet Strategy, an important first step for the project was the consultation, engagement and supporting of the A & C Fleet Manager in clarifying what the fleet issues were, and why there was a need to address a more Market focussed approach that included the engagement of stakeholders within this process.

This led to an initial audit of the fleet vehicles in terms of mileage, fuel used, cost efficiencies, safety and environmental aspects.

The A&C fleet is made up of 112 vehicles with a large proportion of them being minibuses (82) and the remainder being cars, vans and trucks.

The fleet covers lower than average mileage and has a large number of vehicles that are beyond the recommended age limit for fleet vehicles, resulting in a vehicles operating below modern safety and air quality standards.

From the initial high level review of where the market currently is with low carbon vehicles available that could support the Adults and Communities fleet duties, under the criteria that vehicle replacement should not increase fleet TCO (total cost of ownership) and should improve the fleet's environmental performance. The following areas were identified where low carbon vehicles can offer cost and carbon savings

- **Electric vehicles** can offer savings in the car and small van fleet
- **Hybrid vehicles** can offer savings in the car, small van, large van and minibus fleet
- **Stop/start micro hybrid vehicles** can offer savings in small van, large van and minibus fleet
- **Gas vehicles** can offer savings in the small van, large van and minibus if large capacity gas stations (dispensing natural gas or bio-methane) become available in the local area

However, the number of vehicles to which the technologies (using Total Cost of Ownership Models) above can be applied was found currently to be very limited due to the low annual mileage of the fleet which does not allow for the premium cost of low carbon technology to be paid off through reduced running costs during the vehicles lifetime.

However, in progressing towards zero NOX emissions and reducing carbon emissions by at least 60%, the technology review has provided future proofed options, as the market continues to develop and new vehicle prices reduce over time.



Case study

Delivering green transport and mobility services for people-centred Adult & Community Services



TRANSFORM

Where options were currently feasible, such as the use of electric vehicles within the Night Care Team service delivery, the project focused on getting a Nissan Leaf trial vehicle in place for a 6 month period. This was principally to aide organisational change towards greener options , with driver training and assisted support in aligning the needs of the Night Care team with the benefits of an electric vehicle ie safety and reliability. With the support of CENEX to introduce telematics for measuring mileage, driver behaviour, environmental factors and direct comparison with the existing diesel vehicles to support the total cost of ownership model.



This provided a first for the City Council, in using such telematics to collect data, but also to provide the objective evidence base needed for future procurement decisions, given the traditional mode of procurement being based on initial upfront capital cost, as opposed to Total Cost of Ownership. Aligned to this is the need for infrastructure development to support potential fleets of electric or gas vehicles.

Acting on outcomes of initial Green Fleet analysis

From the initial strategy recommendations of adopting low/zero carbon and innovative vehicles; development of fleet replacement schedules, applying minimum age limits to vehicle groups; implementation of telematics to support monitoring & review in terms of cost efficiencies, the project has further developed its approach , given its audit baseline, leading to wider discussions around reviewing vehicle utilisation, ownership models and new forms of transport service delivery.

This required supporting A & C Fleet Manager, now involving more staff in this process, to review wider procurement models that improve efficiency (cost and emissions) of fleet vehicles by shared ownership/utilisation models, the potential use of car club business models, sub-contracting transport services, car hire beyond x miles per journey.

With the Green Fleet Strategy not only being a Climate Change and Environment priority for the City Council, it was fast becoming a political priority in line with potential cost efficiencies in line with the need for Service Reviews as part of the Local Authority down-sizing of staff, services and resources (including fleets).

The opportunity of Market Sounding, albeit within the current political context as outlined, offers a way forward to identify new ways in which A & C transport services can be procured that address the needs of existing or reviewed services delivery /client requirements, cost efficiencies, zero NOX emissions and reduced carbon emissions.

Initial discussions have taken place with BCC Procurement Services, to gain agreement in principle. Further discussions have taken place with A & C Fleet Manager and staff around the need for Stakeholder engagement.

Next Steps include;

- A Market Engagement workshop in Spring 2015 with a view to launching the tender by the Autumn 2015.
- Market sounding documentation will be developed in parallel to the Green Fleet.
- Strategy approval (with outcome based service specifications) and Service Review process in consultation with A & C Fleet Manager, A & C staff, Procurement Team staff and appropriate Councillor involvement, supporting the approach and outcomes.
- A list of external stakeholders will be jointly developed for the Market Engagement Workshop and a plan made for their engagement.
- Market communication plan will be developed.

