



Northern Ireland Ambulance Service
Health and Social Care Trust



Transport Plan

V1.0

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1. Introduction

The Northern Ireland Ambulance Service currently operates a fleet of over 300 vehicles comprising of Accident & Emergency ambulances, Patient Care Service Ambulances, Rapid Response vehicles and support vehicles. These vehicles operate from 61 locations spread throughout Northern Ireland.

NIAS responds to many emergency calls in a year and also transports many patients to appointments across the province. The demand for emergency service is increasing year on year. Emergency calls have increased by 18.5% over the last 5 years shown below. The Patient Care Service is managed to ensure that those most in need are provided with an efficient timely service. NIAS fleet covered 6.24 million miles in 11/12, an increase of almost 30% in 5 years. The table below illustrates the extent of the service and shows the increasing demand.

Northern Ireland	07/08	08/09	09/10	10/11	11/12
Emergency Calls 000s	111.7	113.8	121	126.4	132.4
Urgent Calls 000s	34.6	36.3	36.1	35.3	35.4
Totals 000s	146.3	151.1	157.1	161.8	167.8
A&E Miles (Millions)	3.3m	3.4m	3.6m	3.6m	3.8m
Patient Journeys 000s	218.5	215.7	207.2	205.7	205.3
PCS Miles (Millions)	2.31m	2.37m	2.43m	2.39m	2.44m

This Transport Plan should be read in conjunction with the Fleet Strategy. The Plan describes the actions to be taken to meet our environmental obligations to reduce pollution, carbon footprint, waste and unnecessary use of energy.

The Plan will document required changes and set organisational goals for achievement with regard to transport environmental issues in the following areas.

- Vehicle specification and procurement
- Vehicle maintenance
- Vehicle disposal
- Staff Transportation
- Key Performance Indicators

2. Aims of the Transport Plan

The NIAS will continue to monitor the Trust's impact on the environment. The following actions are aimed at ensuring that the Trust continues to work towards reducing the environmental impact from its Fleet and general transport operations.

This Transport plan will ensure:

- The Trust considers and reduces the environmental impact from its fleet operations
- Internal & external stakeholders views are sought as part of the vehicle design and procurement process
- The Trust encourages staff to adopt more environmentally friendly modes of transport
- The Trust seeks to reduce the number of ambulance journeys and,
- The Trust will utilise technology to reduce unnecessary business travel

3. Vehicle Specification and Procurement

Specification

All vehicles when converted must meet legislation and guidelines that primarily are driven by safety but also contain references to environmental issues. These form part of the basic requirements of the specification.

- The Road Vehicles (Construction & Use) Regulations 1986 (amended 2011).
- European Community Whole Vehicle Type Approval Directives, 2009 and onwards

In addition new NIAS A&E ambulances and those Patient Care Service vehicles which are capable of transporting stretchered patients must conform to:-

- EN1789 – 2007 +A1:2010 European Safety standard for Ambulance vehicles

As part of the commitment to environmental issues NIAS will seek to take advantage of new technologies that reduce the environmental impact as they become available. Where they also meet the operational requirement they will be included in the selection process for NIAS vehicle tenders.

The specification and therefore the evaluation of the tender will include the following criteria:-

- Fuel economy, fuel efficiency
- Engine Emissions
- CO₂
- Amount of recyclable material used
- Appropriate disposal at end of life
- Waste disposal streams for consumables and by products

Compliance with the legislative, guideline and specification requirements is the responsibility of the Fleet Manger, who will ensure all vehicles conform to the agreed vehicle specifications and are of an acceptable build quality by means of:-

- Pre production meeting with Contractor/Converter
- NIAS quality inspection process
- Regular in-build meetings and inspections
- Project meetings
- In service Warranty analysis
- Benchmarking against other ambulance Trusts.

To assist with vehicle design and suitability the Trust engages with a range of stakeholders through various groups. The NIAS vehicle user groups input to the design and layout of the vehicle, cab and saloon and will invite healthcare professionals and patient representatives to attend as required. The groups include:

- NIAS A&E user group, which reports to the Facilities and Support Group
- NIAS PCS user group, which reports to the Facilities and Support Group
- NIAS Medical Equipment Group
- NIAS Infection Prevention and Control Group
- Transport Officers Group (inc NIFRS and PSNI)
- Mercedes Benz Ambulance User Group
- National Strategic Ambulance Fleet Group
- Suppliers and Contractors
- The Trust will continue working with other stakeholders in an effort to reduce unnecessary vehicle mileage.

The Facilities and Support Group oversees a range of work streams and reports to the Board via the Assurance Committee on these functional areas:-

- Buildings and Land
- Environment and Waste
- The Fire Compliance Group
- The Fleet A&E and PCS user Groups
- Security

Procurement

Procurement of vehicles for NIAS is managed through PaLS, the centre of excellence for procurement. In many instances NIAS purchase off a framework contract that has been let on behalf of the NHS and other government bodies and departments by National procurement agencies. Environmental factors are considered and embedded within the specification, tender and award process.

- Vehicle construction using recycled or recyclable products and components is considered as part of the process

- Alternative fuel vehicles are considered where they could be used effectively.
- Vehicle emissions are considered as part of Tender evaluations and vehicle selection from framework contracts.

4. Vehicle Maintenance

The Trust adopts a culture of safety and that is the prime and overriding factor when determining inspection interval and type. All vehicles and equipment are subject to planned preventive maintenance programmes primarily based on use but also linked to manufacturer's standards and best practices. All parts used on Trust vehicles and equipment must meet the original manufacturer's specification and standard. The planned preventive maintenance programmes will:

- aim to reduce unscheduled maintenance
- maintain vehicles in optimum running condition
- consider new vehicles and equipment entering service for their first time.

The NIAS maintains its fleet using its in house maintenance workshop in Belfast and by external contractors distributed across Northern Ireland.

In House Maintenance

The NIAS maintenance workshop is a small facility which carries out scheduled maintenance and repairs. Some major and specialised work is contracted out. The workshop is staffed by a supervisor and two technicians. The workshop is situated at Broadway ambulance station in the grounds of The Royal Victoria Hospital. The workshop services and maintains vehicles based in Belfast and the South Eastern Division and provides breakdown cover on a 365 day 24/7 basis.

Contracted External Maintenance

The Trust contracts out the majority of its maintenance requirements in the Northern, Southern and Western divisions. NIAS uses a network of contracted providers. These include the provision of maintenance, accident and body repairs, vehicle recovery, tyres, batteries and the supply of parts.

The contracts for fleet maintenance are awarded as part of a province wide tender involving all Northern Ireland Health Trust. The award criteria include, pricing, security, training, environmental/waste disposal, location and hours of business.

All external contractors are monitored by the Fleet Manager for the quality of service provided through internal and external audits. There are regular contract meetings to review the workload and ensure that the conditions and specifications are being met. External verification of vehicle condition and roadworthiness is provided by an independent external body who will inspect a sample of NIAS fleet.

5. Vehicle Replacement Cycle and Disposal

NIAS has a five year replacement strategy as discussed in the Fleet Strategy based on the historic usage and condition of vehicles. Capital funding is sought through the Business Case process to support this programme. Any deviation from the replacement cycle would be managed through the Risk Management process and a dynamic allocation of the existing fleet.

Disposal/Decommissioning

When vehicles have come to the end of their useful life within the Service they will be assessed by the Fleet Manager. Vehicles that are not roadworthy will be scrapped through an appropriate disposal route/waste contractor. Roadworthy vehicles with the potential for further use as an ambulance will initially be offered to voluntary services for a competitive sealed bid any vehicles remaining would then be offered for sale through contracted public auction after decommissioning.

NIAS must comply with “SA20C Counter Terrorism Guidance -Decommissioning and Disposal of Ambulance Vehicles” and the “Security Management Service Report on the Sale of Ambulances by Auction Companies” July 2010. This is done to ensure that all vehicles disposed of to the public domain are not readily useable as an ambulance, nor identified as a NHS/HSC ambulance. NIAS will therefore ensure that all emergency lighting, livery, sirens and equipment are disabled or removed from the vehicle before it is disposed of through public auction.

The Trust will comply with the regulations governing the disposal of its vehicles or equipment and, if not regulated, take due consideration of environmental issues during the disposal process.

- The Trust will recycle, where possible, all renewable waste and monitor its workshop waste including special waste such as tyres, oil, fluids, paints, steel and batteries.
- Ensure all waste is disposed of in an environmentally friendly manner that meets relevant legislative requirements.

6. Transport Patterns

The NIAS fleet of over 300 hundred vehicles has a significant environmental impact due to its size and mileage. This plan details the management of that impact but also must consider the impact of the transport patterns of over 1100 staff. The trust is committed to increasing awareness of staff to environmental issues and their own environmental impact and encouraging them to be more proactive. A staff transport survey was carried out in 2012.

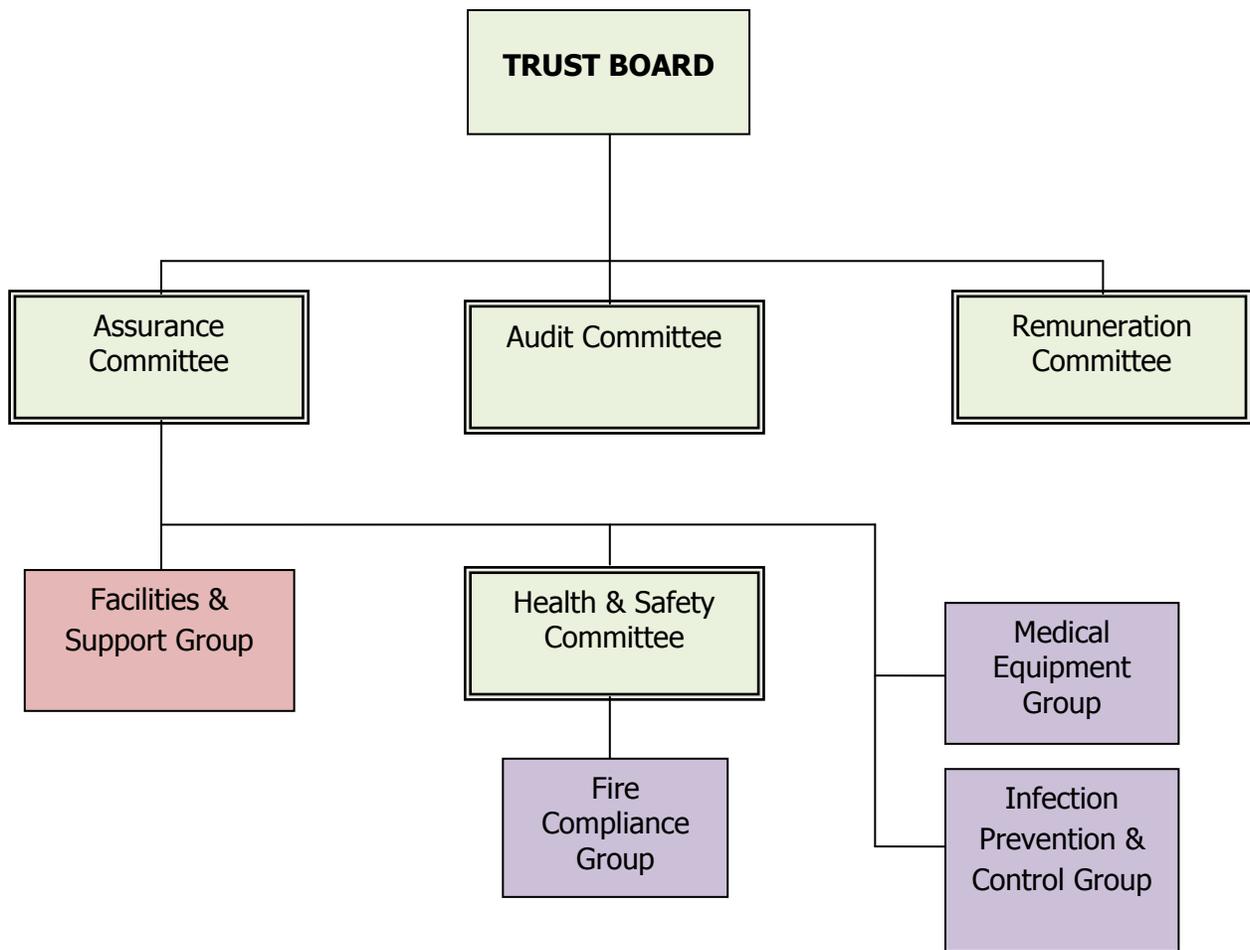
- The Trust will monitor the modes of transport used by staff to get to and from work
- The Trust will promote the benefits of alternative modes of transport including,
 - Reduced stress
 - Cost savings
 - Reduced congestion
 - Reduction in CO₂ and other harmful gases
- The Trust will attempt to reduce unnecessary journeys
 - More effective scheduling of meetings
 - Review attendance at events requiring long journeys/flights.
- The Trust will use telecommunications to reduce the need for unnecessary journeys where possible.
 - Tele/video conferencing
 - Home working
- The Trust will consider training staff on “green” driving techniques.

7. Governance

The Fleet Manager is responsible for the Fleet Section, maintenance and administration. He will ensure all statutory requirements are met and that the fleet is maintained according to manufactures requirements. The Fleet Section will process warranty work, approve invoices and record information in the fleet database. The Fleet Manager is responsible to the Assistant Director (Fleet and Estate) who is responsible for the fleet section and capital fleet replacement. Fleet activities are reported to the Facilities and Support group, chaired by the Director of Operations and from there to SEMT, Assurance Committee and Trust Board.

NIAS seeks to comply with the Fleet Transport Management Controls Assurance Standard. These standards apply to all Healthcare Trusts and the DHSSPS expect the Trusts to comply substantively across standards that relate to their activity. The Facilities and Support Group monitors these standards and reports them through the Assurance Committee to the Trust Board.

The Trust framework regarding responsibilities for fleet and transportation are as follows:-



8. Accident Management and Procedure

The investigation of road traffic collisions (RTCs) involving Trust vehicles is the responsibility of the Area Management team. However the Fleet Manager will monitor with the aim of reducing all types of vehicle related incidents. Trends and patterns will be identified and acted upon as necessary. Comprehensive training and review of actions will be considered where identified.

The Area Management team monitors and acts on accident reports locally and any member of Staff may be referred to the Trust's driving instructors.

9. Risk Management

NIAS manages its risks in accordance with its Risk Management Framework. Work processes are risk assessed and incidents are reviewed to continually improve safety for staff and patients and to reduce corporate risk. In relation to transport the main areas of risk are:-

- Driving
- Loading and unloading vehicles, lifting equipment, ramps, lifts
- Maintenance Workshop, equipment and activities
- Site traffic management

Driving risks are assessed and addressed through the Driver training programme. The fleet section is responsible for ensuring that all vehicles are safe. This is managed by carrying out risk assessments on all new vehicle types during commissioning. Vehicle fixed equipment eg tail lifts and ramps, are assessed at the same time. Lifting and handling equipment and techniques are assessed as part of the moving patients training.

The fleet section is also responsible for the maintenance workshop at the Royal Victoria Hospital. Risk assessments will be carried out, on a continuing basis, on workshop practices and reviewed as part of the Risk management programme. Working at height, vehicle safety, use of plant, equipment, electrical safety and the use of hazardous chemicals and the storage and disposal of waste are all risk assessed. All reasonable steps will be taken to minimise or eliminate the risk.

NIAS will seek to develop and maintain on-site traffic routes, traffic management systems and to provide signs, so far as is reasonably practical to allow, pedestrians and vehicles to circulate in a safe manner. The Area Management team will have input to traffic management across the Trust. Garage and workshop areas are assessed to ensure there are adequate measures in place to segregate vehicles and pedestrians. In existing locations the arrangements will be reviewed regularly and action will be taken concerning reported incidents. For new build projects traffic management features will be designed into the building to ensure the safety of staff, patients and the general public.

10. Key Performance Indicators (KPIs)

The fleet department will establish KPI relating to the environmental issues that can be recorded and report to the Facilities Support Group.

Membership on the national groups will assist in the development of common benchmarks among ambulance trusts.

11. Monitoring and Review of the Transport Plan

This plan will be monitored and reviewed on an annual basis as the fleet is currently in a state of change and the establishment of an optimum fleet is ongoing. It will be reviewed in the light of any regular or significant revision of the Fleet Strategy and should coincide with the life of that document. The Transport plan will also be amended to take account of any significant directives or legislation.

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