QFleet Fleet Efficiency and Utilisation Policy
for the Queensland Government motor vehicle fleet

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QFleet
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Foreword

Vehicles are a significant and necessary asset in the operational business of the Queensland Government.

The QFleet Fleet Efficiency and Utilisation Policy for the Queensland Government motor vehicle fleet focuses on achieving a culture change in the strategic and considered use of vehicles as a sizeable and dynamic resource. This approach endeavours to achieve an avoidance of unnecessary costs to Government and achieve value for money in the use and management of the fleet asset.

The Service Delivery and Performance Commission Report on the Review of QFleet in the Department of Public Works (August 2007) highlighted that the number of vehicles in the fleet could be reduced by promoting more efficient use of vehicles. This Policy focuses on the effective management of the government motor vehicle fleet and requires all agencies to ensure that fleet resources are managed to optimise fleet size and composition and produce the best value for money.

To achieve these results, the QFleet Fleet Efficiency and Utilisation Policy establishes consistent principles under a fleet management framework for all agencies to follow in the selection, operational management and assessment of vehicle assets.

This Policy enables government agencies to make responsible resource decisions about their fleets that will help agencies meet government and community expectations of a high standard of accountability, transparency and integrity.

I commend the QFleet Fleet Efficiency and Utilisation Policy for the Queensland Government motor vehicle fleet to you.

Robert Schwarten MP
Minister for Public Works and
Information and Communication Technology
Step 1: Accept fleet resource as a significant asset

QFleet has established a policy which supports a culture change in the strategic and considered use of vehicles as a sizeable and dynamic resource of Government. This Policy provides a framework to ensure that agencies optimise the management of their fleet assets for the benefit of government as a whole.

The issue of utilisation requires the cooperation of individual drivers and agency representatives to achieve this Policy’s aims.

It is recognised that an agency’s capability to engage in rigorous, strategic fleet management with associated performance measurement will improve over time, with this Policy setting the foundation for the development of that capability.

Step 2: Conduct strategic fleet management review

A strategic fleet management review will be conducted by each agency by December of each year in preparation for the annual budgeting and planning process. The purpose of the review is to:

- define and review the agency’s operational requirement from their fleet resource in the context of emissions levels and financial considerations
- review performance and effectiveness of the fleet according to the measures contained in the Whole-of-Fleet Performance Guide (See Section 4.1)
  Having assessed vehicles against these utilisation measures the agency should consider whether the total operational kilometres driven across the fleet can be reduced or delivered with fewer vehicles.
- take action regarding vehicles that fall outside of optimum performance usage range (See Section 4.2)
- consider and implement, where applicable, mechanisms (such as pooling and consideration of alternative transport choices – See Section 3) to more effectively and efficiently manage the fleet to service those needs
- determine whether the existing fleet is optimal in terms of size, composition, lease packages, availability and use to meet identified operational requirements.
Step 3: Ensure behaviour and decisions are aligned with policy and practice relevant to strategic fleet management

Optimising kilometre and time usage of a vehicle must be based on a valid and considered assessment of operational requirements in the context of environmental and financial considerations.

Fleet use should be optimised to gain maximum value for money and eliminate avoidable fleet costs.

In consideration of the environmental impact of vehicle use and the Government’s agreed ClimateSmart objectives and targets, agencies must not increase vehicle use unnecessarily or arbitrarily in an effort to simply drive closer to established lease parameters or establish a case for vehicle retention and replacement.

Consideration must be given to TravelSmart behaviour and whether a government vehicle is the best or only choice of transport to the intended destination. Use of alternatives to government vehicles should be considered as part of the vehicle allocation process.

Agencies will consider the use of a single vehicle in the context of their available pool of vehicles.

Agencies will integrate sustainable practices and principles into fleet related procurement decisions as part of the Queensland Government’s commitment to sustainable development. This integration is seen as central in achieving value for money, which is a foundation concept of the Queensland Government State Procurement Policy (2008) and this Policy.


The following whole-of-fleet performance measures have been set as an agency guide to assess the efficiency of utilisation and allocation of leased government vehicles:

- a usage range for each vehicle between 90% and 100% of the lease package purchased (lease term and kilometres)
- identification of a vehicle which drives less than 15,000 kilometres in a year
- vehicles used 80% of the time during business hours (for business purposes).

Vehicles that fall outside the optimal performance usage range are subject to review conditions during and at end of lease (other than private use entitlement vehicles). The Policy specifies action options for agencies to follow (see Section 4.2).

Agencies that own and manage fleets should measure usage in line with their vehicle life cycle plan.

Step 5: Make informed, justified decisions regarding vehicle replacement and additions

Having considered environmental and financial parameters specific to the agency, operational requirement shall be the primary consideration in the acquisition of a vehicle.

Prior to vehicle replacement, agencies must review all existing ordered and committed vehicles in their fleets (other than private use entitlement vehicles), against the fleet performance guide (see Section 4.1) to determine need for replacement.

Before ordering an additional vehicle to meet identified service delivery demand, the agency must review existing vehicles which do not meet the optimal performance standards and, where possible, reallocate a vehicle to meet this demand.
Step 1: Accept fleet resource as significant asset

1.1 Policy agenda

As outlined in Toward Q2: Tomorrow’s Queensland, the Queensland Government is committed to making smarter use of its existing resources as a key to a stronger, more enduring, environmentally responsible and globally competitive economy. This Policy recognises that the government fleet is a significant resource at the disposal of agencies and establishes a policy framework which supports the smarter use of this asset.

The QFleet Fleet Efficiency and Utilisation Policy:
- provides direction to ensure a consistent and coordinated approach by all public sector entities to meeting fleet management obligations associated with vehicle utilisation
- recognises that vehicle fleets are a significant government asset
- provides a framework to ensure fleet assets are better managed for the benefit of government as a whole.
- is designed to find the right balance between prescription and empowerment to encourage public sector entities to strategically review and manage their fleet assets to gain the best value from them.

This Policy is to come into effect from 1 July 2010.

1.2 Policy aims

The objective of the QFleet Fleet Efficiency and Utilisation Policy is to provide a framework for improved asset management of the Queensland Government vehicle fleet that is consistent with both the Government’s strategic direction and the needs of agencies.

This Policy aims to:
- avoid unnecessary fleet costs to government
- optimise fleet utilisation and improve fleet efficiency
- assist agencies to achieve best practice in fleet management through the introduction of review processes
- ensure agencies adopt fleet management strategies that limit fleet growth.

1.3 Policy position

At the highest level, this Policy is aiming to effect a culture change in the strategic and proactive use of vehicles as significant, dynamic operational assets of the Queensland Government.

The purpose of strategic fleet management at an agency level is to optimise fleet performance to achieve effective and accountable fleet management that demonstrates value for money to Government. The key to this is to find and maintain the most cost effective balance of fleet composition and utilisation to realise the agency’s operational requirements.

This Policy recognises the varied but integrated roles and responsibilities of QFleet, agencies and other government entities in achieving best practice fleet management. It is acknowledged that sensible and considered use of vehicles is contingent upon the cooperation of individual drivers and agency representatives for the intent of this Policy to be achieved.

This Policy will act as a first phase in implementing a process to address the issue of improved vehicle utilisation across government.

The implementation of this Policy will be necessarily staged over time to allow for an anticipated improvement in the resources and systems capacity of individual agencies to measure utilisation.
1.4 Principles

The QFleet Fleet Efficiency and Utilisation Policy for the Queensland Government vehicle fleet:

- describes how agencies, individuals and other entities with owned or QFleet leased vehicles can improve the efficiency and economy of their fleets
- endorses an agency managed approach to efficiency improvement with the Chief Executive Officer (CEO) responsible for the efficient, economical and effective use of resources, including leased motor vehicles
- establishes a performance guide for the time and kilometre usage of each motor vehicle
- sets parameters around which decisions can be made and provides a context for better decision making
- requires each agency to use its existing fleet to achieve optimum performance usage levels before acquiring any additional vehicles to their current fleet
- sets expectations for agency consideration regarding TravelSmart behaviour and alternative transport choices rather than vehicle use
- supports the pooling of all vehicles in a location suitable to the agency for the most effective use of available resources
- prompts an agency assessment of Home Garaging arrangements (other than Private Use Entitlement vehicles) and compliance with the Government Policy – Use of Government Owned Motor Vehicles and Parking of Private Vehicles on Official Premises
- details the roles and responsibilities of QFleet and agencies, including specific reporting requirements
- integrates with the principles of the QFleet ClimateSmart Policy for the Queensland Government motor vehicle fleet (April 2008) (ClimateSmart Policy)
- integrates with the principles of the Government Policies:
  - Executive Remuneration Package – Motor Vehicle

1.5 Scope: agency and fleet application

All Queensland Public Service departments as defined by the Public Service Act 2008 (Qld) are required to apply this Policy in the management and deployment of all Queensland Government fleet passenger and light commercial vehicles up to and including 3.5 tonnes.

Government entities that lease vehicles through QFleet are also obliged to manage their fleets in an accountable manner in accordance with the principles and intent of this Policy.

Government entities that own and operate their own fleets are encouraged to manage their fleets according to the principles and intent of this Policy.

Exceptions

Agencies may identify exempted vehicles (eg. emergency response vehicles) which due to their service delivery role, commercial contribution or special operational deployment cannot conform to this Policy. In these cases, agencies are required to develop a Business Case for approval by the CEO and are required to maintain a register of these exemptions.

Private use vehicle entitlements

Government vehicles with private use entitlements (eg. executive government vehicles) are included in this Policy in accordance with the requirement under the Government Policy – Executive Remuneration Package – Motor Vehicle to the extent that private use entitlement government vehicles must be made available for business use during business hours.

The Executive Remuneration Package – Motor Vehicle Policy can be accessed at:

Agency Specific Award Conditions

Agencies which are subject to Award conditions which allow for vehicles as a private use entitlement must consider the application of that Award in the implementation of this Policy. Unless specified otherwise in the Award, vehicles should still be made available for operational use during business hours.
1.6 Accountability: structure and key responsibilities

CEOs are responsible and accountable for managing their fleets (as per the Financial and Performance Management Standard 2009).

QFleet is responsible for developing and monitoring the implementation of the QFleet Fleet Efficiency and Utilisation Policy.

Under this Policy, Public Sector entities are accountable for the operational management of their fleets. With this devolution of responsibility comes the need for agencies to monitor the performance of their fleets from a whole-of-fleet perspective for the benefit of Government as a whole. In addition, this Policy is complemented and supported by government’s centralised arrangements for the ownership, acquisition, financing, management and disposal of vehicles through QFleet.
Step 2: Conduct strategic fleet management review

2.1 Strategic fleet management review

This step provides a structured approach that will be used by agencies to implement strategic fleet management and outlines the major issues that should be considered for effective and accountable fleet management.

A strategic fleet management review will be conducted by each agency by December of each year in preparation for the annual budgeting and planning process.

The purpose of the review is to:

• define and review the agency’s operational requirement from their fleet resource in the context of emissions levels and financial considerations

• review performance and effectiveness of the fleet according to the measures contained in the Whole-of-Fleet Performance Guide (See Section 4.1)

• having assessed vehicles against these utilisation measures the agency should consider whether the total operational kilometres driven across the fleet can be reduced or delivered with fewer vehicles

• take action regarding vehicles that fall outside of optimum performance usage range (See Section 4.2)

• consider and implement, where applicable, mechanisms (such as pooling, consideration of alternative transport choices and restricting unnecessary home garaging – See Section 3) to more effectively and efficiently manage the fleet to service those needs

• determine whether the existing fleet is optimal in terms of size, composition, lease packages, availability and utilisation to meet identified operational requirements.
Step 3: Ensure behaviour and decisions are aligned with policy and practice relevant to strategic fleet management

3.1 Fleet efficiency and utilisation

Optimising kilometre and time usage of a vehicle must be based on a valid and considered assessment of operational requirements in the context of environmental and financial considerations.

In order to measure the efficiency of the Queensland Government motor vehicle fleet, QFleet has established a Whole-of-Fleet Performance Guide. Measurement of vehicle use against this guide will identify discrepancies in relation to kilometres purchased by agencies and actual kilometres driven. It also focuses on time utilisation. This will enable more robust decision making regarding the use and replacement of a single vehicle and the addition of other vehicles to the fleet.

In effect, this Policy aims to identify vehicles with low kilometre and low time utilisation.

Use of the Whole-of-Fleet Performance Guide

The Whole-of-Fleet Performance Guide (See Section 4.1) ensures that fleet utilisation is optimised to gain maximum value for money and minimise avoidable fleet costs.

Agencies will use the guide to calculate and assess:

- the annualised actual kilometres driven in each vehicle over time compared to that purchased by the agency through their lease
- optimal business utilisation of vehicles during available business hours.

Agencies which own and manage fleets should measure usage in line with their vehicle life cycle plan.

Single Vehicle compared to Pool of Vehicles

Being aware of the level of utilisation of a single vehicle compared to those available across the agency is essential for effective resource management, particularly for a fleet administrator who is responsible for a number of vehicles.

The use of the Whole-of-Fleet Performance Guide provides the ability to assess the fleet on a vehicle by vehicle basis. Agencies can use the results to optimise the collective fleet resource by assessing the performance of individual vehicles in comparison with that of the available agency fleet (See Section 3.4 - Pooling and Utilisation Management).

Excess Usage of Vehicles beyond Lease Parameters

While this Policy aims to assess the usage rates of vehicles with low distance and time utilisation, it also aims to identify vehicles with excess and low usage which falls outside purchased lease parameters. If unidentified and/or not dealt with, excess and low vehicle usage contributes to inefficient resource management and results in additional costs to agencies and Government.
3.2 ClimateSmart alignment

In consideration of the environmental impact of vehicle use and the Government’s agreed ClimateSmart objectives and targets, agencies must not increase vehicle use unnecessarily or arbitrarily in an effort to simply drive closer to established lease parameters or establish a case for vehicle retention and replacement.

In accordance with the objectives set by the ClimateSmart Policy, agencies are required to adopt vehicle management and operational procedures to optimise the use of motor vehicles.

The QFleet ClimateSmart Policy can be accessed at:


Vehicle utilisation requires a balance between an agency’s drive for optimum resource management and appropriate concern for the Government’s environmental imperatives.

This Policy aligns with the strategic context set by the ClimateSmart Policy. The ClimateSmart Policy requires agencies to manage their fleets in a way that helps to reduce greenhouse gas (GHG) emissions. In most instances, adherence to the principles and the spirit of this Policy will also contribute to the achievement of the ClimateSmart Policy aims and outcomes.

The Service Delivery and Performance Commission Report on the Review of QFleet in the Department of Public Works identified the importance of QFleet’s leadership role in establishing initiatives which promote environmental issues as an important factor in the client’s vehicle management process. Optimum management and use of vehicles may include:

- pooling of government owned vehicles to maximise their use
- the decision to eliminate unnecessary vehicle use
- the decision not to use a vehicle for short trips
- the decision to eliminate a vehicle from the fleet following an assessment of the agency’s vehicle pool against fleet performance measures.

In this way, agencies will optimise their fleet management practices from both an environmental and resource efficiency perspective.

3.3 Travelsmart behaviour

Consideration must be given to whether a government vehicle is the best or only choice of transport to the intended destination. Use of alternatives to government vehicles should be considered as part of the vehicle allocation process.

In general, all venues that are within an approximate radius of 2km from the point of departure should be accessed by means other than government vehicles.

Alternative transport choices to government vehicles should also be considered for trips longer than 2km where operational circumstances allow.

Short trips of under approximately 2km

Walking, public transport (including the use of go cards – refer to www.translink.com.au), shuttle buses, taxis and teleconferencing are often practical and viable alternatives to using a government vehicle for a short trip.

In most instances a 2km radius is a reasonable distance for someone to travel without using a government motor vehicle.

Longer trips over 2km

Public transport (including the use of go cards – refer to www.translink.com.au), taxis, ridesharing across agencies and teleconferencing are alternatives to using a government vehicle for a trip longer than 2km. An example of a related government policy directive is that employees in Brisbane should use the AirTrain service to the extent that it is practicable to do so.

Further details on the use of the AirTrain can be accessed at:


These principles are in line with the objectives of this Policy, those of the ClimateSmart Policy and the concept that government resources should be used effectively and in a responsible manner.

At the discretion of the Fleet Manager, it may be decided that the standard application of these rules cannot be followed due to the operational or personal circumstances of a particular task or driver.

Further details on TravelSmart Behaviour can be accessed at:

3.4 Pooling and utilisation management

A pool of vehicles is the full time dedication of a number of vehicles for shared use and may be available across an entire agency, across a section of an agency or multiple agencies, garaged at one location.

Agencies may seek to establish temporary pooling arrangements with other agencies to increase use of vehicles and rationalise the need for extra vehicles in the fleet.

When considering the level of utilisation of a single vehicle, the issues of kilometre usage and time usage in comparison to that of the available pool of vehicles, will be investigated.

Agencies tied to QFleet fleet leasing arrangements are required to implement QFleet’s Utilisation Management System.

Pooling of vehicles will be considered by agencies as a mechanism for effective best practice fleet management.

A temporary pooling arrangement where vehicles are released for shared use to improve their utilisation is a key strategy in improving vehicle utilisation and is included as an action in achieving optimal performance usage for fleet vehicles (see Section 4.2). This arrangement may be established across operational pools within an agency or between agencies at a shared location.

3.5 Sustainable procurement

Agencies will integrate sustainable practices and principles into fleet related procurement decisions as part of the Queensland Government’s commitment to sustainable development. This integration is seen as central in achieving value for money, which is a foundation objective of the Queensland Government State Procurement Policy (2008) and a key driver of this Policy.

The conceptual model of sustainable procurement identifies four components, three of which are closely linked to this Policy either in terms of its principles and intent or an alignment of concept.

4.1 Whole-of-Fleet Performance Guide

Agencies are to use the following performance measures as a guide to assess vehicle performance as part of their annual strategic fleet management review (see Section 3.1).

The following whole-of-fleet performance measures have been set as an agency guide to assess the efficiency utilisation and allocation of leased government vehicles:

- a usage range for each vehicle between 90% and 100% of the lease package purchased (lease term and kilometres)
- identification of any vehicle which drives less than 15,000 kilometres in a year
- vehicles used 80% of the time during business hours (for business purposes).

Vehicles that fall outside the optimal performance usage range are subject to review conditions during and at end of lease (other than private use entitlement vehicles).

Exceptions may exist for special build or exempted vehicles and these will be identified and assessed on an individual basis by agencies.

Agencies which own and manage fleets should measure usage in line with their vehicle life cycle plans.

These performance measures form part of a first phase approach to the assessment of vehicles in an agency’s fleet (See Section 2).

When implemented, the QFleet Utilisation Management System will allow for fleet performance data to be captured and used as part of the agency’s strategic fleet management review.

Baseline vehicle utilisation levels will be developed after the conduct of the first strategic fleet management review. It is expected that the capacity of agencies to measure vehicle performance improvements will improve.
4.2 Optimum performance usage range

Following the strategic fleet management review, agencies will need to make decisions about vehicles depending on their performance against lease parameters (lease term and kilometres).

**Under Utilisation**

Vehicles which FALL BELOW optimal usage range

<table>
<thead>
<tr>
<th>KM USAGE RANGE</th>
<th>CATEGORY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 50 %</td>
<td>ADVERSE RANGE</td>
<td>Do Not Replace</td>
</tr>
<tr>
<td></td>
<td>o Place vehicle into agency pool for reallocation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Redeploy the vehicle to high demand areas in the agency.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Redeploy the vehicle within the agency (or to another agency, in consultation with QFleet) in lieu of replacing another existing vehicle at the end of its lease period.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o If the above are not possible, and utilisation does not improve above 50%, return the vehicle before the end of the lease (charges apply) and do not replace the vehicle.</td>
<td></td>
</tr>
<tr>
<td>50–75 %</td>
<td>SUB-OPTIMAL RANGE</td>
<td>Justify Replacement</td>
</tr>
<tr>
<td></td>
<td>o Place the vehicle into agency pool for allocation and monitoring.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Rotate the vehicle within agency pool for an over-utilised vehicle that has the same service delivery capability.</td>
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</tr>
<tr>
<td></td>
<td>o Prior to end of lease and replacement, confirm the operational need for the vehicle.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Where replacement has been authorised, negotiate new lease parameters for the replacement vehicle with QFleet based on actual annual kilometre usage of the existing vehicle.</td>
<td></td>
</tr>
<tr>
<td>75 – 90%</td>
<td>SUB-OPTIMAL RANGE</td>
<td>Improve and Replace</td>
</tr>
<tr>
<td></td>
<td>o Place the vehicle into agency pool for allocation and monitoring.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Replace the vehicle at end of lease on new lease parameters based on actual annual kilometre usage of the existing vehicle.</td>
<td></td>
</tr>
<tr>
<td>90–100%</td>
<td>OPTIMAL RANGE</td>
<td>Maintain and Replace</td>
</tr>
<tr>
<td></td>
<td>o Continue to manage the vehicle as part of agency pool.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Replace the vehicle at end of lease and review the new lease package as required.</td>
<td></td>
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</tbody>
</table>
Over Utilisation

Vehicles which RISE ABOVE optimal usage range

<table>
<thead>
<tr>
<th>KM USAGE RANGE</th>
<th>CATEGORY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>101 – 125%</td>
<td>SUB OPTIMAL RANGE</td>
<td>Additional cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Actively manage the vehicle as part of agency pool to return to optimal range.</td>
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<tr>
<td></td>
<td></td>
<td>- Where possible, reallocate usage to vehicles with lower rates of utilisation.</td>
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<td></td>
<td>- At lease end, replace the vehicle with a new lease package to reflect the actual kilometres used in the existing vehicle.</td>
</tr>
<tr>
<td>125% and above</td>
<td>ADVERSE RANGE</td>
<td>Significant additional cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Actively manage the vehicle as part of agency pool and return to optimal range.</td>
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<tr>
<td></td>
<td></td>
<td>- Rotate the vehicle with another in agency pool using an under utilised vehicle that has the same service delivery capability.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Consider early return of the vehicle (charges apply).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- At end of lease, ensure the replacement vehicle’s lease package reflects the actual kilometres used in the existing vehicle.</td>
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<tr>
<td></td>
<td></td>
<td>- Before vehicle replacement, identify the causes of over utilisation and consider Demand Management and other strategies to reduce annual actual kilometre usage.</td>
</tr>
</tbody>
</table>

Assistance for QFleet Clients regarding Utilisation Decisions and Actions

QFleet Fleet Consultants can provide advice regarding lease options and the appropriate time to request replacement vehicle.

QFleet Senior Account Managers are available to assist agencies to develop utilisation management strategies.
5.1 Vehicle justification

Having considered environmental and financial parameters specific to the agency, operational requirement shall be the primary consideration in the acquisition of a vehicle.

The need for a vehicle should be assessed in the context of the results of the agency’s annual strategic fleet management review.

In accordance with the Government Policy - Use of Government Owned Motor Vehicles and Parking of Private Vehicles on Official Premises, government-owned motor vehicles must be purchased or leased by agencies on the basis of the demonstrated need for the use of that vehicle to pursue normal day-to-day government business.

A vehicle must not be acquired, retained or replaced in order to provide vehicles for personal commuting or home garaging purposes.

The Use of Government Owned Motor Vehicles and Parking of Private Vehicles on Official Premises Policy can be accessed at:


CEOs will determine the agency fleet size and composition based on availability of funds and operational requirements while meeting relevant government fleet policy obligations such as the ClimateSmart Policy.

Adequacy of vehicle numbers is reflected in usage: each vehicle should have an operational usage rate in the optimal range or working towards an optimum range (See Section 4.2). Vehicles with low operational usage may not be required or may be able to be deployed more effectively.

5.2 Vehicle replacement

Prior to vehicle replacement, agencies must review all existing ordered and committed vehicles in their fleet (other than private use vehicle entitilements), against the Whole-of-Fleet Performance Guide (See Section 4.1) to determine genuine need for replacement.

For each QFleet leased vehicle found to fall below its optimal usage range, the agency must investigate the business need and take action in accordance with Section 4.2 of this Policy.

In deciding whether to replace the vehicle, consideration must be given to the current utilisation practices in the agency and to TravelSmart options (See Section 3.3). There must be a clear, documented, compelling justification of the decision to replace the non-complying vehicle.

In the case of an agency owned and managed fleet, replacement decisions are to be in line with this Whole-of-Fleet Performance Guide and the agency’s vehicle life cycle plan.

5.3 Additional vehicles

Before ordering an additional vehicle to meet identified service delivery demand, the agency must review existing vehicles which do not meet optimal performance standards and, where possible, reallocate a vehicle to meet this demand.

The agency must also consider alternative transport options (See Section 2.3) and current fleet utilisation practices before ordering an additional vehicle.

Private use entitlement vehicles as prescribed in the Government Policy – Executive Remuneration Package – Motor Vehicle are exempt from the above requirements.

For QFleet clients, where a private use entitlement vehicle becomes available due to resignation or other reason and the vehicle is not at lease end, the vehicle may be offered to another entitled officer, returned to QFleet or if used by the agency, included in the vehicle pool for business allocation.
Roles and responsibilities

Queensland Government Agencies

All Queensland Public Sector agencies that lease vehicles from QFleet must:

- comply with the requirements of this Policy to the level that is specified in Section 1.5, Scope: Agency and Fleet Application.
- implement the Utilisation Management System, with the assistance of QFleet.
- conduct a strategic fleet management review of the efficiency and economy of their leased fleets and identify under utilised vehicles for return, re-allocation or other action. At a minimum, this will be conducted by each agency by December of each year in preparation for the annual budgeting and planning process.
- On a monthly basis, correct errors and omissions in fuel usage and odometer readings, including data associated with refuelling by means other than fuel cards. This must be provided electronically to QFleet for analysis and advice.

To assist agencies in this process, QFleet will provide an error report to agencies on a monthly basis.

Note: QFleet receives fuel usage and odometer readings for the QFleet fleet from the QGCPO on a monthly basis. These fuel usage and odometer readings are key data used in the effective management of an agency’s fleet.

- ensure that agency specific Fleet Management Guidelines are developed and communicated across each department to all users of government owned motor vehicles. Such guidelines must comply with:
  - this Policy
  - the QFleet ClimateSmart Policy for the Queensland Government motor vehicle fleet
  - QFleet Terms and Conditions for Vehicle Leasing.

QFleet

QFleet, as the lead agency responsible for implementing this Policy across whole of Government, will:

- promote this Policy across Government.
- provide technical advice, operational guidelines, and practical support to agencies as required.
- provide a Utilisation Management System, and appropriate training, at no additional cost to QFleet leasing clients upon request. This system permits the effective management of all leased vehicles on a daily basis and collection of time and distance utilisation data on each leased vehicle for performance management and agency decision making.
- assist agencies tied to QFleet arrangements to conduct a strategic fleet management review of their leased vehicles, as required.
- provide an error report to agencies, on a monthly basis, to assist in the reporting of accurate and complete fuel usage and odometer readings.

Reporting

Agencies will report annually to their CEOs following the strategic fleet management review as to vehicles that fall outside the optimal usage range as set in the Whole-of-fleet Performance Guide (See Section 4.1). The report will include actions taken regarding vehicles which do not meet optimum performance standards, as per section 4.2 of this Policy.

QFleet will report on the performance of each agency with vehicles leased from QFleet against performance measures as part of quarterly reporting to CEOs.

Policy Review

This Policy will be reviewed annually in line with QFleet’s business and strategic management timeframes and requirements.
## Glossary of terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency</td>
<td>A department or public office as defined under Part 2 Division 1 of the <em>Public Service Act 2008</em>(Qld).</td>
</tr>
<tr>
<td>Agency fleet</td>
<td>The mixture of motor vehicles, including those packaged for business/private use, that are required to meet the business needs of the agency.</td>
</tr>
<tr>
<td>Annualised Actual Kilometres</td>
<td>The distance that a vehicle has been, or would be used in 12 months at the rate it was actually used for the period it was used during a financial year or other reporting period.</td>
</tr>
<tr>
<td>Business use</td>
<td>The authorised use of a motor vehicle on official business.</td>
</tr>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>As defined under Part 2, Division 1 of the <em>Public Service Act 2008</em>(Qld).</td>
</tr>
<tr>
<td>ClimateSmart Policy</td>
<td><em>QFleet ClimateSmart Policy for the Queensland Government motor vehicle fleet</em> (April 2008).</td>
</tr>
<tr>
<td>Department</td>
<td>As defined under Part 2, Division 1 of the <em>Public Service Act 2008</em>(Qld).</td>
</tr>
<tr>
<td>Entity</td>
<td>As defined under Part 2, Division 4 of the <em>Public Service Act 2008</em>(Qld).</td>
</tr>
<tr>
<td>Government motor vehicle</td>
<td>Any vehicle owned or leased by an agency including vehicles provided under private use entitlements as defined by various Industrial Relations agreements within government. Vehicles acquired by private use entitled individuals through a novated lease are excluded.</td>
</tr>
<tr>
<td>Home garaging</td>
<td>Garaging of government-owned motor vehicles at private residences.</td>
</tr>
<tr>
<td>Lease</td>
<td>A contractual agreement entered into between QFleet and the client pursuant to clause 2.1 of Part 2 of the <em>QFleet Terms and Conditions for Vehicle Leasing</em>.</td>
</tr>
<tr>
<td>Lease Parameters</td>
<td>The distance (in kilometres) and the term (in months) specified in the Lease Agreement.</td>
</tr>
</tbody>
</table>
# Glossary of terms

<table>
<thead>
<tr>
<th>Personal Use</th>
<th>The use of a government motor vehicle for a non-business purpose. It generally includes travel to and from the usual workplace, or non work related operation of the vehicle.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pooling</td>
<td>The processes of ensuring vehicles in a location are made available for business use by means of a managed, task-based allocation system.</td>
</tr>
<tr>
<td>Utilisation Management System</td>
<td>A QFleet system which permits the effective management of leased vehicles on a daily basis and collection of time and distance utilisation data on each leased vehicle for performance management and agency decision making.</td>
</tr>
</tbody>
</table>
| Value for money                                                              | Value for money is a way of comparing alternatives for the supply of goods and services. Assessing value for money includes consideration of a number of factors. These include the contribution to the advancement of Government priorities; cost related factors such as whole-of-life and transaction costs as well as non-cost factors such as fitness for purpose, quality, service and support, and sustainability considerations. In pursuing the objective of value for money:  
  • policies, processes and practices promote efficient and effective procurement, which can be measured  
  • the Government achieves the best return and performance for money being spent.  
Value for money is also about efficiency and effectiveness in the use of goods and services. Efficiency in motor vehicle utilisation means that the use of each vehicle and all the vehicles in a locality pool and organisation are intensively managed to deliver the maximum operational kilometres and usage time. Effectiveness means that the operational kilometres and usage time are used to produce the best outcomes for the agency’s customers and for Government policy. (Source: Queensland Government State Procurement Policy 2008). |
| Vehicle life cycle plan                                                      | For the purpose of this Policy, refer to the management process used by agencies that own and manage their own fleets.  
A typical vehicle life cycle plan will include five key stages: developing the fleet strategy, managing procurement, managing maintenance, assessing running costs and arranging disposal of vehicles. |
| Vehicle utilisation                                                         | A measure of the efficient use of motor vehicles.  
For the purpose of this Policy, utilisation is considered in a number of contexts:  
1. the distance that a vehicle is used in a year or annualised for any other period of utilisation management and reporting  
2. the use of a vehicle in comparison to the lease package purchased  
3. the actual time the vehicle is used for business purposes as a proportion of the time the vehicle is available for use.  
These measures impact on fleet related decision making and help determine the size and composition of the fleet required. |
References

Toward Q2: Tomorrow’s Queensland

The QFleet ClimateSmart Policy for the Queensland Government motor vehicle fleet (April 2008)

QFleet Terms and Conditions for Vehicle Leasing

Government Policy - Executive Remuneration Package – Motor Vehicle


Queensland Government State Procurement Policy 2008

Public Service Act 2008 (Qld)

Financial Accountability Act 2009 (Qld)

Financial and Performance Management Standard 2009 (Qld)

Department of Public Works Strategic Plan 2009 – 2013

Queensland Government Chief Procurement Office - Air Travel Policy


Enquiries should be directed to:

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