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Green Fleet Strategy

The Royal Borough of Kensington and Chelsea



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FOREWORD

I am delighted to introduce the Green Fleet Strategy and Action Plan 2018-2022.

This Strategy will green the Council's and its contractors fleet of vehicles and minimise the environmental and health impacts they cause, without compromising the excellent and efficient services we deliver daily to our residents. At the heart of this strategy is a bold aim to go fully electric by 2022 by procuring zero tailpipe emissions vehicles and banning diesel cars from the fleet as well as promoting healthier forms of travel such as walking and cycling. The aim is to reduce the consumption of fossil fuels and consequent carbon emissions, to improve air quality in the borough and the health and wellbeing of staff and residents.

Climate change and air pollution remain two of the greatest challenges of the twenty-first century and the Council is committed to lead by example when addressing these issues at a local level. Poor air quality is linked to the equivalent of around 9,400 premature deaths per year in London and emissions from road transport accounts for the largest source of air quality pollutants in the borough. We are at a cornerstone when we need to take urgent action to fulfil our own and residents' vision for a fairer, greener, cleaner, healthier borough with less polluted and safer streets.

This strategy uses all the Council's and contractors' power to get our house in order. Reducing the emissions of greenhouse gases and air pollutants our fleet is aligned with the Council's joint 2016-2021 Air Quality and Climate Change Action Plan and with RBKC's Health and Wellbeing Strategy. It will also support the Council in achieving the 40% in-house carbon reduction target by 2020.

The Council's vehicles have long played an important and essential role in daily operational activities such as maintaining the public realm and our parks, undertaking enforcement or collecting waste. It is important the vehicles used by the Council and its contractors minimise harmful emissions, with an ambition to produce zero emissions. Fundamentally, we need to change the way we operate and deliver services, travel and use our fleet, to encourage green and clean technology and innovation, to promote behavioural change and active travel. Improving the energy efficiency of the fleet such as reducing mileage and the size of the fleet and encouraging the use of pool cars is leading to reductions in both emissions and costs. It also helps to reduce congestion, to improve journey time reliability and safety.

Working more closely with the Council's fleet managers and encouraging contractors to adopt similar practices represents an essential element to successfully deliver this strategy. A key element of the Green Fleet Strategy is to improve staff health and wellbeing by introducing a travel hierarchy to encourage Council staff to be physically active by replacing car journeys with cycling and walking where appropriate. Ultimately we want our staff, residents, businesses and the huge number of people who work and visit our borough to look at sustainable alternatives to using motor vehicles in their day to day lives and help make Kensington and Chelsea cleaner and greener.

Councillor David Lindsay, Lead Member for Health City Living



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The Green Fleet Strategy should be read in conjunction with the Technical Appendices.



1. Introduction

The need for a Green Fleet Strategy

The Council and its contractors use a range of vehicles to deliver both statutory and non-statutory services and its daily operational activities such as delivering services to residents, maintaining the public realm, undertaking enforcement, collecting waste and transporting residents. These vehicles play a crucial role in maintaining an effective and efficient service but the Council acknowledges that to it is essential to manage and reduce the environmental impact of this fleet by developing a Green Fleet Strategy.

Vehicles and the environment – the problem

The reliance of these road vehicles on fossil fuels such as petrol and diesel gives rise to poor air quality and the associated health impact, and carbon emissions which contribute to climate change. Vehicles also contribute to noise pollution, which can affect people's health and quality of life¹.

With a growing pressure from rising fuel costs and the need to meet the Council's 40% carbon reduction targets and improve the air quality in the borough, implementing sustainable/green fleet management practices becomes a priority.

Council's commitments – why is it important

The Council is committed to tackling poor air quality, addressing climate change/reducing carbon emissions and securing a clean, safe and environmentally sustainable future for everyone living, visiting, working and studying in the borough. The Council wants to lead by example in reducing the health and environmental impacts and carbon footprint from its own operations, which includes its vehicle fleet and those of its contractors, with a long-term ambition to move towards active travel.

What is the Green Fleet Strategy?

This strategy sets out *how* and *when* the Council will "green" its own vehicle fleet, vehicles used by contractors and also the "Grey" fleet (private vehicles used for work) and proposes to adopt a travel hierarchy. It also outlines *why* it is important to demonstrate best practice and operate more efficiently without compromising the business needs and encourages contractors to adopt similar practices.

The aim of the Green Fleet Strategy is to provide practical advice and guidance to fleet managers on implementing sustainable fleet management practices and encouraging active travel amongst drivers. It proposes the following:

- **Adopt cleaner fuels and technologies by embedding green criteria in the fleet procurement process** to reduce greenhouse gas emissions and air pollutants: aim to lease ultra and low emission vehicles such as electric (EVs) and hybrid vehicles (where technology available) as an alternative to diesel and petrol.

¹ Sustainable Fleet Management Guide, Transport for London
(<http://www.eltis.org/sites/default/files/trainingmaterials/fuel-and-fleet-management-guide.pdf>)



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- **Efficient vehicle use:** ensure that vehicles are used as efficiently as possible and use the least amount of fuel through driver performance, eco trainings and vehicle maintenance. Reducing fuel use will cut emissions and running costs.
- **Transport demand management:** reduce mileage and adopt efficient journey planning techniques by assessing whether trips are necessary and that optimum routes are being used. By examining current practices, significant mileage and financial savings can be made, thereby reducing fuel and mileage costs, emissions and even the size of a fleet.
- **Active travel** – introduce a travel hierarchy which sets out a decision making process to reduce the need to travel and its environmental impact; and improve the health and well-being of the staff through active travel (e.g. cycling and walking).
- Enhance the **Green Fleet Manager's role** to oversee and input into all leases to ensure they are both sustainable and economically viable.
- **Installing** appropriate **infrastructure/electric charging points** at Council's offices.

Policies to support the strategy

This strategy is aligned with the Council's joint 2016-2021 Air Quality and Climate Change Action Plan (AQCCAP) and Policy² which has as one of the main objectives to “**lead by example by reducing the Council's fleet of vehicles and procuring a greener fleet**”.

It is also aligned with RBKC's Health and Wellbeing Strategy by encouraging Council's employees/drivers to be physically active and replacing car journeys with cycling and walking (where appropriate and feasible) to improve their health and well-being.

The Green Fleet Strategy will also ensure the vehicles operated by the Council and its contractors comply with the new Ultra Low Emission Zone (ULEZ) following proposals for introduction for HGVs (over 3.5 tonne) Pan-London in 2020 and for all vehicles up to the North/South Circular roads in 2021, which includes Kensington and Chelsea.

Council's fleet, grey fleet and taxi journeys

The Council's fleet generates greenhouse gas emissions and air pollutants and in 2016/2017 included 58 leased vehicles, out of which 34 were cars and 24 were vans.

To be able to identify where savings and improvements in operating the fleet can be made, it is important to monitor fuel consumption and mileage and compare it with operational requirements/needs. We need to identify underused vehicles or high mileage drivers and question whether there are more cost effective and greener methods of carrying out core business activity.

The strategy proposes to monitor/look into:

- **Operational fleet mileage:** vehicle use as an aspect of delivering the core operational needs/functions.
- **Grey fleet mileage:** “Grey fleet” refers to vehicles privately owned or leased by employees but used for business travel.

The grey fleet poses financial, environmental, health and safety concerns as explained in **Technical Appendix 1** as it usually includes large numbers of older and higher emissions vehicles. The Green Fleet Strategy outlines the need to

² 2016-2021 Air Quality and Climate Change Action Plan <https://www.rbkc.gov.uk/environment/air-quality/air-quality-and-climate-change-action-plan-2016-2021>



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audit/assess the usage to reduce and replace the grey fleet arrangements with greener options.

The benefits – financial, environmental and health related

If successfully implemented, the benefits for the short, medium and long term are:

- **Environmental:** deliver carbon reduction and other environmental impacts, alleviate the reliance on fossil fuels, improve business resilience and comply with policies.
- **Financial:** reduced operating and maintenance costs and savings on fuel. The financial implications and savings are explained in [Appendix 5](#).
- **Health:** Improving staff well-being through active travel.

The purpose is also to meet the operational needs of the Council without harming the environment and have a safe fleet by training drivers to drive efficiently and safely. This will support the Council to achieve cost savings and improve officers' health and wellbeing through less fuel consumption, mileage reduction and replacing car journeys with walking and cycling respectively.

Who is this strategy for?

The Green Fleet Strategy is designed to help Council departments and contractors who have managerial or financial control over a fleet of vehicles and/or need to use vehicles for work purposes. This could range from the fleet managers to officers.

The document's structure - how to use the Strategy?

This document includes both a strategy with clear aims and objectives and an action plan to be implemented by working in partnership with relevant key departments/stakeholders.

Section 2 – Aims & Objectives have been agreed by the Leadership Team and will remain the same for the lifetime of the strategy (2018-2022).

Section 3 – Action Plan and Targets is a live document which will be reviewed and updated twice a year in the light of changing requirements/legislation. A monitoring process will take place to assess how the actions are implemented, to identify where the opportunities for future savings lie and to present which new technology and cost saving measures prove most effective.

Section 4 – Policy Statement/Green Procurement outlines the process and the criteria to be followed when procuring new vehicles. The aim is to extend it to Council's contractors.

Section 5 – Travel Hierarchy sets out the decision making process to minimise travel and its impacts and must be consulted by fleet users before planning their journeys. Teams and colleagues will have the chance to feedback on how to best adopt it without major impacts on their activities.

Supporting information/Technical Appendices

In addition to this document, there are five Technical Appendices available which provide background and supporting information. These include further information on the characteristics of the Council's fleet, the national and regional policies supporting this strategy, the environmental impact of vehicles and the health benefits of active travel and the financial implications of greening the Council's fleet.



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2. Green Fleet Strategy Aims and Objectives

The Green Fleet Strategy has three overarching aims; these are:

- 1. Reduce emissions (both GHG emissions and air pollutants) from vehicles used in all Council's operations.**
- 2. Encourage active travel amongst fleet users/Council drivers to improve their health and wellbeing.**
- 3. Deliver cultural/behaviour change and lead by example while maintaining service excellence and providing best value for money.**

The aims of the Green Fleet Strategy will be delivered through a set of nine objectives:

Objective 1: To significantly reduce GHG emissions and air pollutants from vehicles used in all Council operations by adopting the green procurement criteria/process to procure lower emissions and/or zero tailpipe emission vehicles.

Objective 2: To reduce unnecessary miles/trips and fuel costs by investigating optimum routes and maximising performance of the vehicles which will bring significant fuel savings and emissions reduction.

Objective 3: To reduce the Council's grey fleet and review staff's contractual arrangements with Human Resources Department.

Objective 4: To educate Council and contractor staff in eco-driving best practice (fuel efficient driving and smart driving trainings) to adopt efficient journey planning techniques, minimise exposure to congestion and identify potential fuel savings.

Objective 5: To ensure all the Council and contractor vehicles comply with ULEZ standards.

Objective 6: To reduce the need to travel and introduce the travel hierarchy to improve fleet users'/drivers' health and well-being by active travel.

Objective 7: To ensure infrastructure is in place to facilitate the greening of the Council and contractors' fleet by introducing electric charging points.

Objective 8: To ensure the Green Fleet Manager is always consulted and acts as a champion in delivering and overseeing the strategy.

Objective 9: To encourage the Housing - Repairs Direct Team to follow the Council's green fleet procurement process and adopt the Green Fleet Strategy in all their leasing and vehicle procurement contracts.

Each objective has actions and targets set out in Section 3 – Action Plan. To deliver and implement the Green Fleet Strategy, partnership working and collaboration with key departments and fleet users is essential.



3. Action Plan

The Green Fleet Strategy is a Council wide document and will require all departments, staff and contractors to support, engage, adopt it and for key departments to work in partnership. A working group consisting of representatives from key stakeholders will be established to ensure the delivery of the strategy and buy in from across the Council. The group will ensure that the Green Fleet Strategy links and feeds into other Council relevant policies and contracts.

This action plan will be reviewed twice a year by the Climate Change Team, the Green Fleet Manager and the working group to ensure progress is measured and monitored. This includes adding new actions where required.

Objective 1: To significantly reduce GHG emissions and air pollutants from vehicles used in all Council operations by adopting the green procurement criteria/process to procure lower emissions and/or zero tailpipe emission vehicles.

Actions

Targets

1.1 Each Council department and contractor to work with the Green Fleet Manager to procure zero tailpipe emissions and/or low emission vehicles when renewing their fleet dependent on technology and budget.

100% electric and/or hybrid for less than 7,5 tonnes vehicles by 2021 and where technology is available for new leases from October 2018. Aim for all new leases from October 2018 to be electric and/or hybrid (where technology available) to fit the operation needs and/where economically viable.

1.2 Ensure the green procurement/lease process outlined in the strategy is followed for any lease renewals.

All departments to comply with the Vehicle Procurement Process Chart and consult with the Green Fleet Manager before renewing their fleet from October 2018.

1.3 Replace older polluting vehicles/ deployment of old fleet which doesn't comply with the new requirements.

Green Fleet Manager to be consulted by each fleet manager/user when replacing old fleet. Increase take-up of electric vehicles every year.

1.4 Removal of all diesel vehicles from the Council and contractors' fleet by January 2020 where appropriate/ green technology meets operational requirements.

100% replacement of all current diesel cars from the Council's and contractors' fleet by 2020 if technology available to meet the operation needs and financially viable.



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1.5 Ban the leasing/procurement of diesel vehicles for Council's operations (if appropriate).

No diesel vehicles will be leased/procured from October 2018 and opt for electric and/or hybrid where technology allows and financially viable.

1.6 Increase the use of electric vehicle (EV) without increasing the costs of operations.

Each Council department and contractor to have at least one electric vehicle in their fleet by December 2019 (if technology available on the market to meet their operation needs). Support with business case to outline the financial savings on the medium/ long term.

1.7 To produce/develop an official vehicle emission standard and sustainable procurement clause for inclusion in any new Council and contractors' lease/purchase agreements.

Criteria and sustainable procurement guidance to be adopted by March 2019.

1.8 To review the Whole Life Cost (WLC) modelling/policy recommendation proposed by Energy Saving Trust for all vehicle procurement decisions. The leasing supplier (Lex Autolease) will be requested to provide this.

Explore the Energy Saving Trust recommendations and how they could be implemented in RBKC.

1.9 To measure emissions for vehicles and provide comparison calculations for ultra-low emission versus petrol & diesel vehicles, if required.

An estimation could be provided by using the calculation toolkit provided by <http://www.nextgreencar.com/> for both air pollutants and carbon emissions.



Objective 2: To reduce unnecessary miles/trips and fuel costs by investigating optimum routes and maximising performance of the vehicles which will bring significant fuel savings and emissions reduction.

Actions	Targets
2.1 Ensure each team/Council department to assess their fleet & service delivery to reduce fuel consumption and miles.	Reduce fuel consumption and miles travelled by 30%-50% by 2022 where appropriate/if operation allows. Green Fleet Manager and Climate Change Team are available for assistance.
2.2 Follow the interim travel hierarchy/process proposed in the Green Fleet Strategy.	Interim travel hierarchy tested with Council staff until a more robust and RBKC specific one is developed.
2.3 Produce and introduce a robust travel hierarchy system to take staff through the decision-making process around whether to and how to travel before they make their journey.	Travel hierarchy to be developed and approved by January 2019 to reduce both travel and fuel use and encourage active travel (time efficiencies considered).
2.4 Ensure the relevant and most sustainable transport method is used for each journey, with active travel being (e.g. cycling or walking) prioritised where feasible to improve officers' health.	Travel hierarchy adopted by each team by January 2019 with active travel at the top.
2.5 Reduce the size and number of vehicles with less than 5,000 miles per year whilst simultaneously increase the utilisation across fewer vehicles together.	Review the usage for all vehicles with less than 5,000 miles and reduce by 20-30% by 2020 where feasible.
2.6 Increase operational efficiency while developing a better route and mileage optimization programme.	Each department to prepare a Fuel Reduction Opportunities Assessment and Implementation Plan (FROAIP) by January 2019.
2.7 Implement a fuel management monitoring system and robust data capture to ensure savings and fuel consumption are tracked.	To issue GHG report cards to each department on a yearly basis benchmarking progress against 10% annual reduction target.
2.8 Develop a 10 per cent yearly fuel consumption reduction target for each Council department and contractors.	Target is adopted and monitored if agreed.
2.9 Review taxi usage mileage and claims.	Review to be conducted by January 2019.



Objective 3: To reduce the Council's grey fleet and review staff's contractual arrangements with Human Resources Department.

Actions	Targets
3.1 Review the current grey fleet management including mileage trends, user payments and fleet used.	All grey fleet reviewed by end of March 2019 together with the Human Resource Department.
3.2 Discourage and replace the use of grey fleet and depreciate/decrease the car allowance by implementing the new robust travel hierarchy.	Work with Human Resources to review contractual agreements by end of March 2019. And identify best viable option in terms of environmental, financial and operational impact.
3.3 Ensure grey fleet vehicles meet standards (age/mileage/environmental footprint) to avoid highest emitting, most inefficient vehicles and not meeting satisfactory safety standards. Push for hybrid and/or ultra-low emission vehicles.	Develop and implement the criteria using Energy Saving Trust's (EST) footprint methodology/recommendations by March 2019.
3.4 Introduce a company car/van scheme for high mileage drivers (in excess of 8,000 miles a year) to replace their grey fleet vehicles (on the grounds of cost, reduced emissions and better risk management).	Explore options of lease cars/vans and/or salary sacrifice vehicles in partnership with the Human Resource Department by March 2019.
3.5 Replace grey fleet with company controlled vehicles options: daily rental car vans or car clubs for trips greater than 64 miles).	Explore all EST recommendations by March 2019.
3.6 To assess the taxi journeys and propose green alternatives.	Assessment to be carried out by March 2019./

Objective 4: To educate Council and contractor staff in eco-driving best practice (fuel efficient driving and smart driving trainings) to adopt efficient journey planning techniques, minimise exposure to congestion and identify potential fuel savings.

Actions	Targets
4.1 To facilitate eco driving trainings for all Council and contractors' drivers on a regular basis to encourage driving	All Council drivers are trained by December 2019; contractors' drivers to be trained if



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electric vehicles, potential cost savings and mileage reduction³.

similar programme not available within their organisation.

4.2 Implement eco driving training for all new drivers as mandatory to reduce fuel consumption.

All new drivers are trained. 15%-20% improvement in fuel economy expected from trainings.

4.3 Develop and implement electric driving initiatives/campaign with cost savings and emissions reduction associated to enhance operational efficiency and driver education.

At least one campaign organised every two years.

4.4 Develop a 10% yearly fuel consumption reduction target for each Council department and contractors.

If agreed, target is adopted and fleet performance and fuel consumption monitored from March 2019 by the Green Fleet Manager.

4.5 Implement a fuel management monitoring system to ensure savings and fuel consumption are tracked.

To monitor the CO₂ emissions from the Council's fleet each year and report it as part of the yearly Carbon Performance Report. Benchmarking progress against a 10% annual reduction target (if adopted and agreed).

Objective 5: To ensure all the Council and contractor vehicles comply with ULEZ standards.

Actions	Targets
5.1 Ensure direct implications and requirements for RBKC once ULEZ is implemented are considered/reviewed by the Council.	All vehicles to comply with the ULEZ standards.
5.2 Monitor results of the ULEZ and ensure RBKC fleet (Council, contractors' and grey fleet) is prepared for 2020 and 2021 developments.	Review RBKC and contractors fleet. Each department and contractor is responsible to report how they meet the ULEZ requirements.
5.3 Freight accreditation – standards check with Transport (bronze/silver standard) to be imposed.	Accreditation to be checked and defined with Council's Transport Team by March 2019.

³ Quick wins actions highlighted in the Public Health's Air Quality Joint Strategic Needs Assessment (AQ JSNA draft factsheet): <https://infogram.com/factsheet-air-pollution-rbkc-v5-1hmr6go3zqwz4nl>



Objective 6: To reduce the need to travel and introduce the travel hierarchy to improve fleet users'/drivers' health and well-being by active travel.

Actions	Targets
6.1 Encourage staff to reduce business mileage by increasing active transport (e.g. cycling and walking) if possible.	Each driver to use the travel hierarchy before starting a car journey from January 2019. Pool bike schemes to be expanded and promoted.
6.2 Produce walking and cycling maps for the wider borough (using as model the ones from the Go Golborne Programme) and conduct a street audit with recommendations to make the streets more walkable and cycle friendly.	An action plan to be developed by March 2019 by Public Health in partnership with the Climate Change Team and other relevant key departments.
6.3 Introduce the use of electric car clubs and electric car sharing for more than one department (e.g. for events when transporting materials is required).	Electric car clubs and electric car sharing to be introduced by March 2019 if appropriate/feasible.
6.4 Use the future staff travel survey to assess whether active travel have increased amongst fleet managers'/Council's drivers.	Include questions on active travel in future staff travel surveys.
6.5 Conduct an internal consultation with all Council and contractors' fleet users on how to best implement and adopt the travel hierarchy.	The results with key findings and recommendations to be presented by March 2019.
6.5 Develop a comprehensive sustainable travel plan for fleet users which includes free cycling training, route planning, pool bike scheme, cycle to work scheme and walking routes.	Key departments to be identified and working group established by March 2019.



Objective 7: To ensure infrastructure is in place to facilitate the greening of the Council and contractors' fleet by introducing electric charging points.

Actions	Targets
7.1 To install low/zero emission vehicle infrastructure (rapid and medium charging points) at all Council offices (Pembroke Road, Kensington Town Hall, Chelsea Old Town Hall, Stable Yard in Holland Park).	At least 10 charging points installed at both Pembroke Road and Kensington Town Hall offices by March 2019. Technology to have metered installed/system to track electricity consumption.
7.2 Identify the best system and to monitor the electricity consumption from the electric charging points.	Best system to be agreed. The Green Fleet Manager will oversee and ensure each team is contributing financially for their electric vehicles.
7.2 Work with Corporate Property and Facility Management/Link to map all the Council offices and best places to install charging points.	Assessment conducted by October 2018.
7.3 Lamp post charging points to be used/reviewed with Highways Team.	Review/assessment carried out by December 2019.

Objective 8: To ensure the Green Fleet Manager is always consulted and acts as a champion in delivering and overseeing the strategy.

Actions	Targets
8.1 To define and adopt the role of the Green Fleet Manager.	Responsibilities and job description agreed by October 2018.
8.2 Employ a dedicated Green Fleet Manager (Roy Finan) and resources identified within the services to cover the position.	The Climate Change Team will contribute with £5,000 in 2018 (if required) and £5,000 in (2019) to cover the costs for RBKC. At the moment, the Fleet Manager post which includes the Green Fleet responsibilities is split with Hammersmith and Westminster.
8.3 To ensure the Fleet Manager will be the main point of contact and consulted by each department, overseeing the leasing/renewing process. Reviewing the leasing process every six months to ensure it is keeping up to date with the technology available.	All lease agreements and technology reviewed by the Green Fleet Manager. Review the agreement/contract with Lex Autolease by March 2019.



8.4 Agree with each team the funding contributions for the Green Fleet position/role from March 2020 onwards.

Budget secured and agreed post March 2020.

8.5 To set up a Working Group to ensure the Green Fleet Strategy is implemented and actions monitored.

The Green Fleet Working Group to be set up and agreed by December 2018.

Objective 9: To encourage the Housing - Repairs Direct Team to follow the Council's green fleet procurement process and adopt the Green Fleet Strategy in all their leasing and vehicle procurement contracts.

Actions

Targets

9.1 To ensure that Repairs Direct follow the Council's procurement/green requirements for leasing new vehicles.

Process to be agreed by October 2018.

9.2 Repairs Direct to include the Green Fleet Strategy criteria in their procurement specifications/process.

Specs and procurement route to be reviewed and agreed by October 2018.

9.3 All contractors to renew their vehicles with electric and hybrid where technology available.

All arrangements with contractors to be agreed and fleet reviewed by December 2018 (subject to individual contract details).

9.4 To include environmental clauses on sustainable fleet management and procurement of electric and hybrid vehicles in all new contracts (especially long term contracts) where the Council and/or contractors are operating fleet (where technology allows).

100% contracts to have environmental clauses included. This will apply where operationally feasible/technology allows and is financially viable.



4. Policy Statement 1: Green Fleet

Starting from October 2018, the Council will only procure zero tailpipe emissions and/or ultra-low emissions vehicles with a low environmental impact such as electric and/or hybrid (petrol) where appropriate and if the technology available and financially and operationally feasible.

If fleet are not able to comply with this requirement, a business rationale must be produced and shared with the Green Fleet Manager and the Climate Change Team. A petrol hybrid vehicle could be considered if an electric option is not viable due to technology not available to satisfy service delivery.

Each team is responsible for the type of vehicle chosen.

The Procurement Process:

Green Fleet Manager

The Green Fleet Manager will be the main point of contact and must be consulted before any new vehicles are leased or purchased.

➤ **Role Responsibilities:**

- To assess the options and ensure each Council department and contractor follows the green procurement process and criteria.
- To check with the leasing company the best eco-friendly vehicles on the market and where alternative technologies can bring significant financial and fuel savings and reduce emissions.
- To re-evaluate the criteria/standards every 6 months based on market and technology advancements.
- Propose and encourage low emission and zero tailpipe emission vehicles to teams.
- Each department to agree the process with the Green Fleet Manager.
- Adopt and follow the vehicle procurement flow chart (below).

The simple green procurement criteria outlined below should be followed until a more detailed standard and guidance is developed as part of the strategies action plan

Procure electric and/or hybrid vehicles

- **Ban diesel vehicles/no diesel vehicles will be procured by the Council and from October 2018 (once the Green Fleet Strategy it's adopted by Council) encouraging the Council's contractors to follow.**
- **The Green Fleet Manager is always consulted and involved in the leasing and procuring of fleet vehicles.**



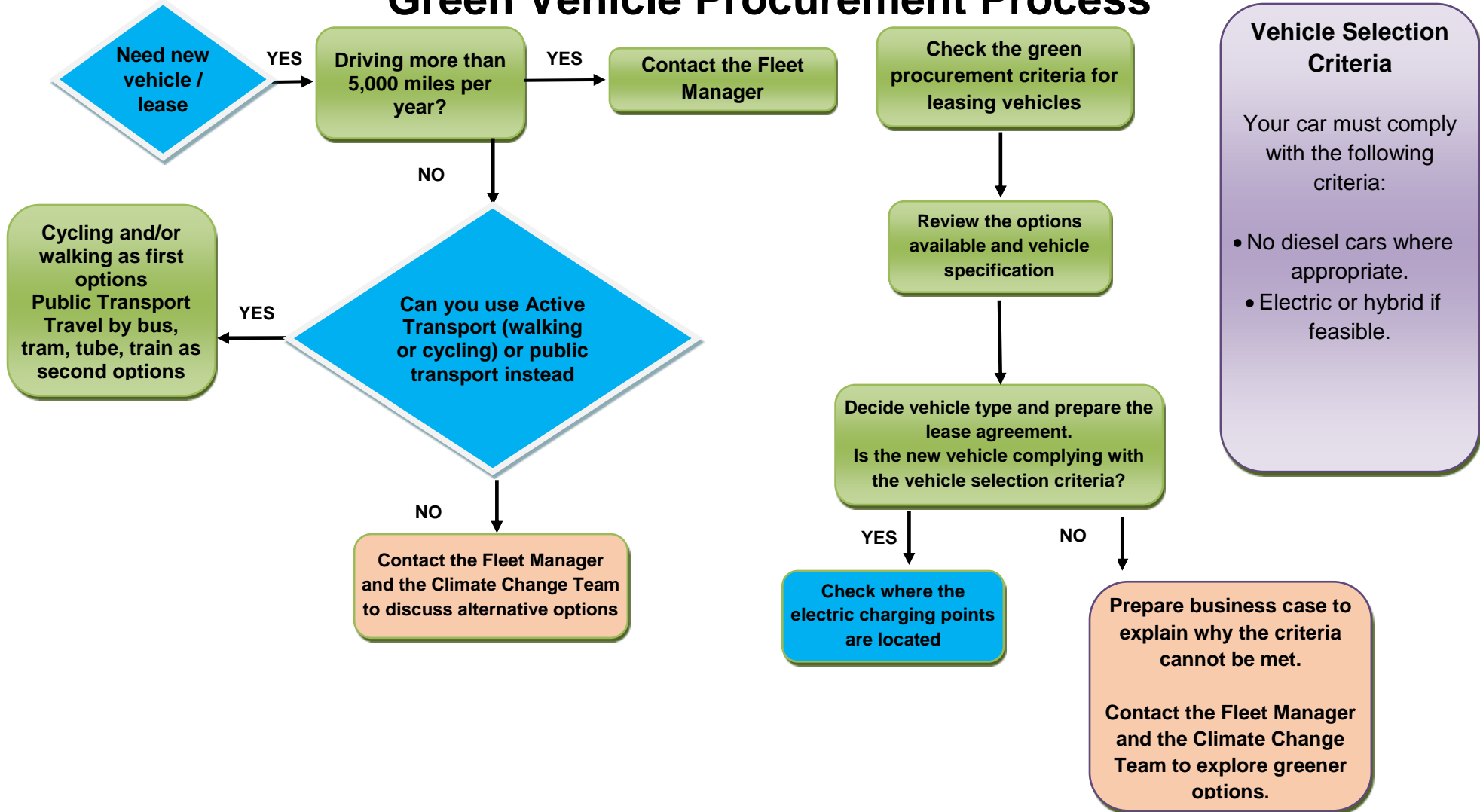
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- **The Vehicle Procurement Chart is followed by all staff when leasing and procuring fleet vehicles.**
-



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Green Vehicle Procurement Process



Vehicle Selection Criteria

Your car must comply with the following criteria:

- No diesel cars where appropriate.
- Electric or hybrid if feasible.



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5. Policy Statement 2: Travel hierarchy

A travel hierarchy will be developed and adopted by the Council fleet users which encourages active travel such as walking and cycling as opposed to car journeys where possible/where operations allows to improve the health and well-being of staff.

The travel hierarchy sets out a decision making process to minimise travel, increase efficiency, reduce travel time and mileage and minimise emissions. This aligns with the Council's Health and Wellbeing Strategy. In the first phase, from October 2018 a travel hierarchy developed by Gfleet Services Ltd will be used by the Council staff/fleet drivers.

This policy will be monitored and consulted upon to allow the Council to develop and introduce a revised and robust travel hierarchy system which applies to the its operations and staff's needs.

The Green Fleet Strategy outlines the importance of improving the health and well-being of staff by adopting a 'travel hierarchy' with active travel at the core of it. The Borough is geographically very small, two miles by three miles making active travel appropriate.

Staff should review travel options available to them, which can increase help increase efficiency, reduce travel time and mileage and minimise emissions. The travel hierarchy sets out a decision making process to minimise travel and its impact, such as:

- Does there need to be an 'in person' meeting? Will an audio or web conference meet the business need?
- Can a more sustainable mode of travel be used such as walking, cycling or public transport?
- Is there a low emission pool or car club vehicle available?
- Can the journey be shared with a colleague?
- Can they use electric bikes instead?
- What is the best time for the meeting to minimise journey disruption?⁴

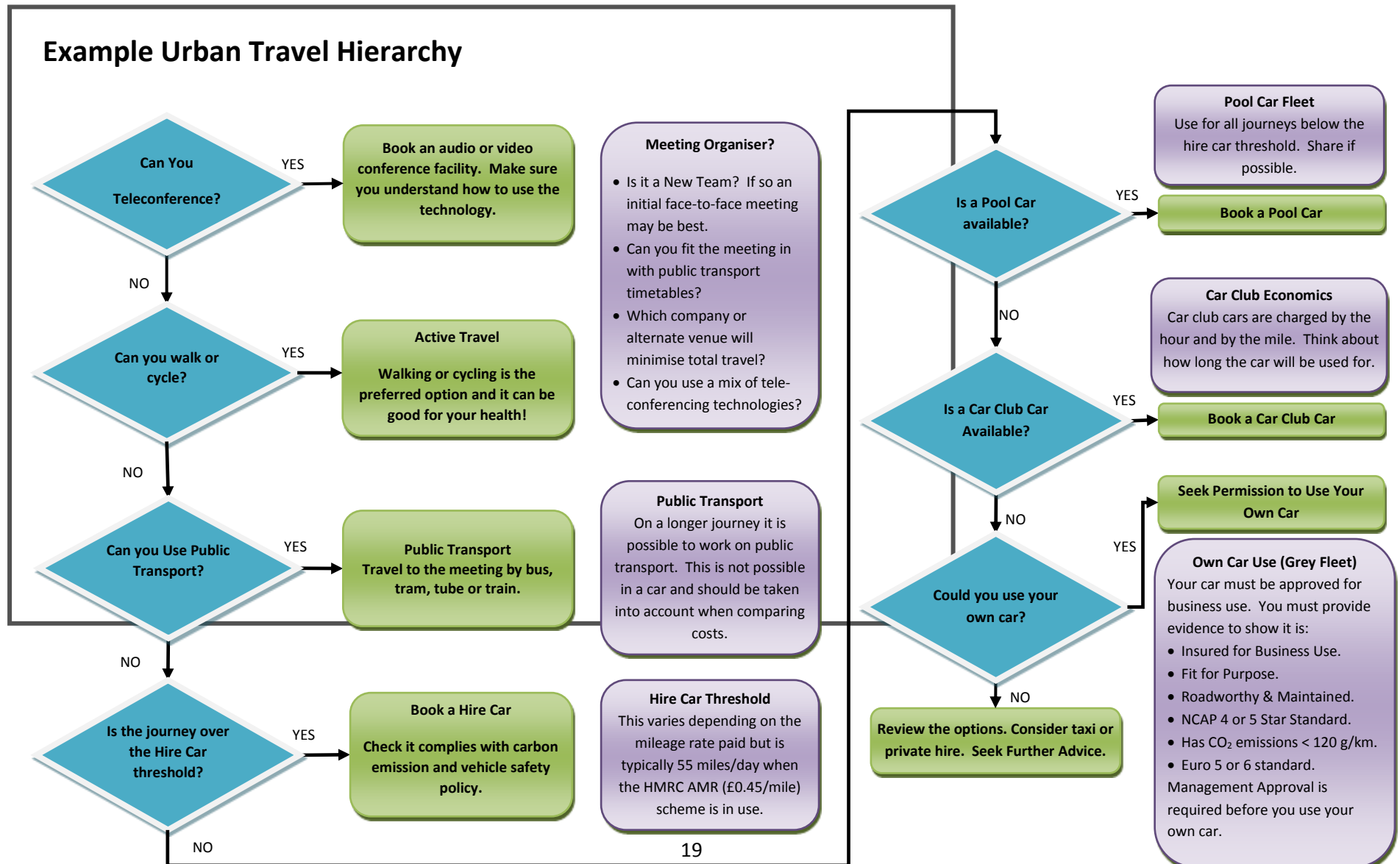
The hierarchy developed by Gfleet Services Ltd. presented below will allow fleet users/drivers to make the most rational transport choices but also ensure that the car allocation policies are revised together with the grey fleet and no unnecessary incentives are offered to drivers to maintain high mileage practices.

⁴ Sustainable Fleet Management Guide, Transport for London
(<http://www.eltis.org/sites/default/files/trainingmaterials/fuel-and-fleet-management-guide.pdf>)



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Example Urban Travel Hierarchy





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