



GREEN AUDIT : THEME 1 - 'OPERATING OUR VEHICLES'

1. PURPOSE OF THE REPORT

- 1.1 This report is to seek Cabinet's approval for the Improvement Plan developed following the green fleet review of the Council's transport fleet, employee and Members travel.

2. BACKGROUND

- 2.1 This is the first of 9 'themes' being reviewed as part of a Council wide green audit. The purpose of the review is to identify and implement actions aimed at reducing the consumption of non renewable fuel and the pollution arising from our vehicles.
- 2.2 A Green Audit Project Board has been established with a multi party membership and chaired by the Leader of the Council. All employees and Members have had an opportunity of contributing to the review following an Environmental Challenge event which reviewed the draft Improvement Plan.
- 2.3 The review has been assisted by the commissioning, at no cost, of an independent assessment of current practice by the Energy Savings Trust. This review has formed the basis of the Improvement Plan as set out in Appendix 1.
- 2.4 The Improvement Plan was presented to and approved by the Green Audit Project Board on 5 March 2008.

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3. KEY OUTCOMES

- 3.1 For the municipal fleet of vehicles, the review has set a target to reduce the current carbon footprint (1,365t of CO₂) by 10% in year 1. This is to be achieved principally through improved deployment of vehicles thereby reducing business miles travelled and improved fuel efficiency of vehicles through improved driver training and vehicle management information systems.
- 3.2 The key outcome for employee business travel is a target to reduce the carbon footprint (266t CO₂) by 15% over the next 3 years. This links in with the Council's Green Transport Plan 'Go Green' and will target a 10% reduction in business miles and a 5% reduction in home to work driver only journeys. Again these reductions are aimed to be achieved through a range of initiatives including incentives for the use of low emission vehicles, improved journey and route planning and raising the profile and content of the Green Transport Plan.

4. FINANCIAL IMPLICATIONS

- 4.1 Any reductions in the amount of fuel used by the municipal fleet through improved mileage management and improved fuel efficiency will have beneficial financial implications, particularly as the cost of fuel continues to rise (current annual budget £400,000). The cost of investment in a new Fleet Management System is anticipated to be offset by savings that accrue through the reduced fuel bill.

5. ENVIRONMENTAL IMPLICATIONS

- 5.1 The Improvement Plan sets out a range of actions aimed at reducing the impact of Council vehicle use and employee business mileage on the environment.

6. EMPLOYEE SIDE COMMENTS

- 6.1 Employee side fully support the need to reduce the Council's carbon footprint and the principle of working to minimise the impact the Council's municipal fleet and other business mileage has on the environment.
- 6.2 Employee side would be keen to work closely with managers in the implementation of any fleet management system and will be pleased to accept the offer of being part of the implementation project team. As part of this project, a clear statement will need to be agreed that clarifies the system purpose and use by management.
- 6.3 It is requested that once the fleet management system is implemented a review be undertaken after 6 months to ensure that any employee concerns can be brought to the attention of management.

7. PORTFOLIO HOLDER COMMENTS

- 7.1 The Portfolio Holder supports the recommendation.

8. RECOMMENDATIONS

- 8.1 That Cabinet supports the continued appraisal of the Improvement Plan for theme 1 'Operating Our Vehicles'.

For Further Information Contact:

Geoff Bettle
Asst Director Commercial Services
Tel: (023) 8028 5914
Email: geoff.bettle@nfdc.gov.uk

Background Papers:

Reports to Green Audit Project
Board 19.7.07, 3.10.07, 5.3.08

THE WAY WE OPERATE OUR VEHICLES

APPENDIX 1

IMPROVEMENT PLAN

COMMERCIAL FLEET			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Mileage Management	<ul style="list-style-type: none"> Introduction of Fleet Management System – improved management data to ensure optimum deployment of vehicles across all business units (Waste, Streetscene, Grounds Mtce, Building Works, Eng Works, Pest Control, Dog Wardens) <i>(Subject to expenditure plan bid approval)</i> 	GB / Transport Manager	Phased introduction commencing June 2008
<p><i>Performance Measures:</i> Fleet currently travels 1.713m miles / yr. Target to reduce by 10% once fully implemented. Current Carbon Footprint for municipal fleet is 1,365 tonnes CO₂ (06/07 base), Target to reduce by 10% in yr 1. (Review targets on an annual basis)</p>			
Fuel Consumption	<ul style="list-style-type: none"> Introduction of Fleet Management System will provide management information to monitor engine usage (excessive idling, speeding etc) <i>(Subject to expenditure plan bid approval)</i> Reintroduce production of monthly detailed fuel management data for all business units (MPG by vehicle / driver, high usage exception reports) Review vehicle specification, maintenance, tyres, aerodynamics, carrying capacities, fuel efficiency displays etc to optimise fuel consumption for future procurement decisions. Consider reduction of hydraulics settings to improve MPG 	GB / Transport Manager Transport Manager Transport Manager Transport Manager	Phased introduction commencing June 2008 Dec 2007 Oct 2007 June 2008
<p><i>Performance Measures:</i> Average fuel consumption across fleet is 14.55mpg. Target to improve average MPG by 10% Current Carbon Footprint for municipal fleet is 1,365 tonnes CO₂ (06/07 base), Target to reduce by 10% in yr 1. (Annual review of target)</p>			
Fuel /	<ul style="list-style-type: none"> Continue to monitor changes in engine & fuel technology to ensure future 	Transport	Ongoing

VehicleType	<p>vehicle and fuel procurement arrangements consistent with any new developments (right vehicle for right job) including better use of small vehicles (Go Green Aim).</p> <ul style="list-style-type: none"> Investigate govt funding / tax efficiency for electric & other vehicles (e.g. Modec) Consider environmental whole life of vehicles and manufacturer in terms of environmental performance (end of life recycling and materials used) <p>Review confirms existing procurement specification conforms to industry best practice ie. Euro 4 engines, 5% bio-diesel mix.</p>	<p>Manager</p> <p>Transport Manager</p> <p>Transport Manager</p>	<p>Aug 2008</p> <p>Jan 2008</p>
<i>Performance Measures: None</i>			
Impact of Service Delivered	<ul style="list-style-type: none"> Services to consider current arrangements for delivery of service as part of annual service planning process to ensure environmental impact minimised. Implementation of Fleet Management system will provide managers with new tools to monitor vehicle fleet performance within individual business units (Routes, locations etc) Consider net environmental impact of changes in operational service e.g. Building Works. Fundamental service review of Waste service to consider environmental impact of vehicles used in the delivery of service 	<p>Business Unit Managers</p> <p>Business Unit Managers</p> <p>GB / CR / PL</p>	<p>Annual Review, commencing April 2008</p> <p>Phased implementation June 2008</p> <p>Nov 2008</p>
<i>Performance Measures: See mileage management</i>			
Driving Skills / Fuel Management	<ul style="list-style-type: none"> Implement programme of driver training to improve driving techniques / styles. This will deliver improvements in fuel consumption across the fleet. (Fuel loads, carrying capacity / stocks etc) 	<p>GB / Transport Manager</p>	<p>Rolling training prog commencing June 2008</p>

	<ul style="list-style-type: none"> • Investigate and implement incentive scheme to reward economic drivers and those showing significant improvements in fuel consumption. Include targets into annual PDI process. • Develop a driver communications strategy to encourage and educate drivers regarding economic, eco and safe driving including feedback on team and individual trends. • Explore opportunities to benchmark with other organisations 	GB / Transport manager	June 2008
		GB / Transport manager	July 2008
		Transport Manager	Sept 2008
<i>Performance Measures:</i> See fuel consumption. New set of fuel indicators to be developed for fleet types, services, individual drivers			

GREY FLEET (OFFICERS – Leased Car, Essential User & Casual)			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Information for use of vehicles with low emissions	<ul style="list-style-type: none"> • Consider as part of any future review <ul style="list-style-type: none"> ○ option of adoption of diesel and alternative fuel only policy ○ age restrictions on cash alternative vehicle scheme ○ Incentives for smaller cars 	GB / MD / RJ	April 2009
	<ul style="list-style-type: none"> • Review policy of mileage rate paid to essential & casual users (top rate out of 3) irrespective of engine CC, Increase cycle rate to 20p / mile. Review to be completed in time for implementation April 09. 	GB / RJ / BC	April 2009
	<ul style="list-style-type: none"> • Evaluation of LPG / Electric vehicles 	Transport Manager	April 2009
<i>Performance Measures:</i> Current leased car fleet split 68% diesel, 30% petrol, 2% dual fuel (34% diesel / 66% petrol - 2002 base)			
Monitoring of grey fleet carbon footprint	<ul style="list-style-type: none"> • Implement improved systems for capture of CO₂ emission data for grey fleet usage. Approval to procure Envoy Travel (Lite) module (CMT 11.9.07) 	Head of HR / BC	April 2008
<i>Performance Measures:</i> Current Carbon Footprint calculated at 266 tonnes CO ₂ (06/07 base), Target to reduce by 15% over next 3 years (annual review of target)			
Business Mileage Reduction	<ul style="list-style-type: none"> • Consider ways to change the internal culture to think more strategically about journey and route planning to embrace new working methods aimed at reducing the number and duration of journeys (Go Green target to reduce business journeys by 10%) 	Go Green Group	Sept 2008
<i>Performance Measures:</i> Annual mileage 860,000 (06/07 base)			
Pool Cars	Consider mini review of pool car scheme – badging (environmental flagship), vehicle type (electric car / m/cycle), availability for use, booking procedure,	MD	Sept 2008

	promotion – use by casual users (making better use of pool cars rather than high polluting / old private vehicles)		
<i>Performance Measures:</i> 3 pool cars now available, Usage over last 12 months 5750 miles / 95 journeys (THL), 3000 miles / 65 journeys (ATC)			
Communication to employees	<ul style="list-style-type: none"> • Raise profile & content of the Green Transport Plan and the Go Green scheme. Consider cycling to work incentives (www.bikeforall.net) 	Go Green Group	May 2008
	<ul style="list-style-type: none"> • Develop long term communications strategy that encourages employees to take advantage and participate in the various incentives available. 	Go Green Group / PR Unit	June 2008
	<ul style="list-style-type: none"> • Publish via Intranet communications and articles for drivers regarding choices available in terms of vehicles, fuels, best ways to travel, environmental impact of different options etc. 	Go Green Group	May 2008
	<ul style="list-style-type: none"> • Undertake attitude survey of all employees. 	Head of Performance & Strategic Dev	May 2008
	<ul style="list-style-type: none"> • Implement driver education and training schemes to improve driver performance (eco-driving techniques). 	Transport Manager	April 2009
	<ul style="list-style-type: none"> • Review Go Green initiatives in light of actual performance 	Go Green Group	Sept 2008
<i>Performance measures:</i> Go Green Participation – Car share 4.5, Cycle 4.4, Walk 5.6, Bus 0.41, Train 0.16 (average No employees / month). (Monthly process in existence)			

GREY FLEET (MEMBERS – Allowances)			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Level of allowances	<ul style="list-style-type: none"> Review allowances to establish impact on encouragement to adopt environmentally friendly travel arrangements (Vehicle & fuel types, Car sharing, passenger rates raise to 5p, non car travel i.e. cycles, public transport) 	RR / GB	April 2009
<i>Performance Measures:</i> Limited information – total amounts claimed / mileage travelled			

MEETINGS AND CONFERENCES (Officers and Members)			
ISSUE	PROPOSED ACTION	RESPONSIBILITY	DATE BY
Venues / Environmental Cost of Meetings	<ul style="list-style-type: none"> Prepare general guidance to officers on the use of various locations available and environmental impact of organising meetings at each venue including timings. 	KS / RR	June 2008
	<ul style="list-style-type: none"> Consider practicality of pre assessment of meeting venues based on committee meeting membership & home/work to meeting mileage. 	KS / RR	June 2008
	<ul style="list-style-type: none"> Develop way of measuring the carbon footprint of meetings 	KS / RR	June 2008
<i>Performance Measures:</i> Cost of Cttee Meeting (based on home – Appletree Court and return, assuming 100% attendance and no car-sharing) Examples: Full Council – Total 1190 miles, total cost £493.66 Corporate Overview Panel – Total 297.5 miles; total cost £119 Environment Review Panel – Total 174.4 miles; total cost £69.			
Need for Meetings	Review of frequency & need for meetings to reduce travel & improve efficiency taking into account added value of face to face meeting	KS / RR	June 2008
<i>Performance Measures:</i> Number of serviced meetings has reduced since 2001 but growth in sub group meetings			

Alternatives to Face to Face Meetings	Consider options for better use of technology to enable officer meetings via video link, conference calls, MSN type messenger through PC's, Skype, Webcams etc	Head of ICT / RP	Sept 2008
<i>Performance Measures: None</i>			
Flexible Working / One Site Administration	This will be covered as part of the one site administration review. Options for further home working to reduce pressure on office space likely to form key element of the review as well as encouraging alternatives to car e.g. cycling, car sharing, public transport, walking, provision of work parking spaces	Single Site Admin Group	Initial feasibility report June 2008
<i>Performance Measures: Go Green aim – 5% reduction in home to work travel for driver only car journeys over 3 years</i>			