

REQUEST FOR DMPC DECISION – PCD 2016 65

Title: Vehicle Replacement Programme

Executive Summary:

This paper is seeking the Deputy Mayor for Policing and Crime (DMPC) approval to proceed with the Metropolitan Police Service (MPS) annual vehicle replacement programme for 2017/18. The replacement of 699 vehicles at a cost of £21,850,000 is requested.

Recommendation:

That the DMPC

1. Approves the initiation of procurement action for the proposed fleet tenders above £500,000, to support the renewal of the fleet up to March 2018.
2. Approve the purchase of 699 vehicles within 2017/18 at a revised cost of £21,850,000 funded from the existing approved capital programme

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

Spaul Hudson

Date

20/10/2016

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. To provide a safe fleet, ensure value for money, minimise maintenance spend and maximise operational vehicle availability, the Metropolitan Police Service (MPS) Fleet Services has an annual programme to replace vehicles that have met the economic and operational replacement parameters.

2. Issues for consideration

- 2.1. The One Met Fleet Strategy was published in 2014 and set out a four year plan for the direction of travel for the fleet. It established a number of challenges for Fleet Services related to improving cost management, demand management, environmental impact, safety and technology. Over the past two years, the fleet has changed significantly with standardisation, use of technology and fleet reductions. Environmental improvements have led to a reduction in fleet emissions and harmful exhaust gasses by 1.5%.
- 2.2. Operational demand for vehicles is undertaken through collaborative work with the various business groups to ensure alignment to need and value for money.
- 2.3. The procurement will be via existing arrangements or the use of the Crown Commercial Services vehicle purchase framework involving the setting of a technical specification and mini-competitions.
- 2.4. Whole scale delays in the optimum replacement of vehicles have adverse implications, which include the risks;
 1. of reduction of key operational vehicles,
 2. increase in maintenance revenue costs due to the ageing fleet,
 3. of not meeting fleet environmental targets through not replacing high CO2 vehicles with more fuel-efficient replacements and,
 4. of not meeting the targets for the Ultra-Low Emission Zone in 2020.

3. Financial Comments

- 3.1. The 699 vehicles due for replacement will be funded within the approved capital programme budget for 2017/18.

4. Legal Comments

- 4.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). When awarding public contracts for goods and services valued at £164,176 or above, all contracting authorities must do so in accordance with the Regulations.
- 4.2. A compliantly procured framework represents a compliant route to market for contracting authorities provided the framework is still in force, the MOPAC is identified as an eligible user of the framework, the MOPAC's requirements are within the technical and financial scope of the framework and the call-off procedure set out in the framework is followed.

5. Equality Comments

- 5.1. Equalities considerations have been taken into account particularly concerning the vehicle manufacturer's cabin space design, which includes seat and seat belt adjustments and steering column adjustments. In relation to motorcycles, this also includes weight and ease of manoeuvrability. These considerations are further enhanced through being able to request detailed purchase specifications.
- 5.2. Crown Commercial Services, using a national standard to select service providers who meet equality and diversity criteria, tendered the Vehicle Purchase agreement for the supply of vehicle and associated services to the UK public sector.
- 5.3. Fleet Services acknowledges its responsibilities towards its staff and the members of London's diverse communities and will engage with, and value the contributions of, communities and our partners and continue to nurture positive relationships of constructive support.

6. Background/supporting papers

- 6.1. Appendix 1

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – Yes

ORIGINATING OFFICER DECLARATION:

	Tick to confirm statement (✓)
Head of Unit: The Head of SFRM has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Equalities Advice: Equalities and diversity issues are addressed in the body of the report.	✓

OFFICER APPROVAL**Acting Chief Executive**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature *R. Lawrence*

Date *19/10/16*

METROPOLITAN POLICE SERVICE ANNUAL VEHICLE REPLACEMENT PROGRAMME 2017/2018

Report by Lynda McMullan, Director of Commercial and Finance on behalf of the
Commissioner

EXECUTIVE SUMMARY

Approval to proceed with the MPS annual vehicle replacement programme for FY 2017/18 and replace 699 vehicles at a cost of £21.85M was granted at Portfolio and Investment Board on 23rd August 2016.

To facilitate the programme, approval is sought to initiate procurement action for the proposed fleet tenders. The tender volumes and values do not commit the MPS to procure a guaranteed volume of vehicles and offer sufficient flexibility to meet changes in operational and financial demands.

A. **RECOMMENDATIONS** - That the DMPC

1. Approves the initiation of procurement action for the proposed fleet tenders above £0.5M, to support the renewal of the fleet up to March 2018 (Appendix 1)
2. Approve the purchase of 699 vehicles within FY 2017/18 at a revised cost of £21.85M (Para 7.2 Table 2), funded from the existing approved capital programme

B. **SUPPORTING INFORMATION**

1. **Fleet Services**
 - 1.1. The core service requirement of Fleet Services is to deliver the right vehicles and equipment at the right time, in the right place, and in the most cost effective way.
 - 1.2. This report details the recommendations for the annual vehicle replacement programme for FY 2017/18 and covers disposal and replacement activity for all cars, vans, minibuses, motorcycles and large goods vehicles, along with items of plant and equipment.
 - 1.3. To provide a safe fleet, ensure value for money, minimise maintenance spend and maximise operational vehicle availability, Fleet Services has an annual programme to replace vehicles that have met the economic and operational replacement parameters.
2. **One Met Fleet Strategy**
 - 2.1. The One Met Fleet Strategy was published in 2014 and set out a four year plan for the direction of travel for the fleet. It established a number of challenges for Fleet Services related to improving;
 - a) Cost management
 - b) Demand management
 - c) Environmental impact
 - d) Safety
 - e) Technology

- 2.2. Over the past two years, the fleet has changed significantly with standardisation, use of technology and fleet reductions.
- 2.3. Environmental improvements have led to a reduction in fleet emissions and harmful exhaust gasses by 1.5%.

3. Commercial Strategy

- 3.1. The MPS is currently engaged in tendering activity for the provision of all Fleet services from procurement through to disposal. It is scheduled for the contract to be awarded in October 2016 with a service commencement date of April 2017. The contract will be for an initial 8 year period with the option to extend for a further 4 years
- 3.2. Transfer of services and transition will take between six and ten months. It is therefore imperative that the MPS proceeds with the vehicle replacement programme for FY 2017/18. This will enable the uninterrupted schedule of replacement, equipping and delivery into service of assets to ensure continuity of service in the effective delivery of policing services whilst the new solution is implemented.
- 3.3. The replacement schedule for FY 2018/19 will be developed in conjunction with the Managed Service Provider (MSP) in summer 2017 and will be submitted to Portfolio and Investment Board for final approval.
- 3.4. The recommendations detailed within this paper fully support the commercial strategy of procuring a service (vehicles against outcomes) using the route to market that offers the MPS the most advantages concentrating on both quality and price. The continuation of purchasing replacement vehicles via the proposed competition does not limit these commercial options.
- 3.5. The new MSP supplier is also contractually obliged to collaborate with other Police Service and Government departments where it is of benefit to the MPS.
- 3.6. This will provide the MPS with flexibility to evaluate commercial options between the new fleet MSP, Crown Commercial Services Framework, and the national vehicle procurement competitions.
- 3.7. The commercial arrangements with our new supplier will continue to allow the MPS the flexibility to vary the size of the fleet as required meeting operational and financial pressures.

4. Confirmation of Operational Demand

- 4.1. Fleet Services continue to work collaboratively with ACPO Operational leads to deliver strategic objectives to;
 - a) Better align fleet resources to core policing services
 - b) Improve utilisation and resilience and
 - c) Provide better value for money
- 4.2. The following fleet boards govern the operational demand requirements for the MPS fleet with Fleet Services providing bespoke fleet analysis to support the changing landscape of operational policing;
 - a) Strategic Fleet Board, chaired by AC King
 - b) Territorial Policing Fleet Board, chaired by Commander Jerome
 - c) Specialist Crime and Operations Fleet Board, chaired by Commander Twist
 - d) Counter Terrorism Fleet Board, chaired by Paul Carlino

- 4.3. Each fleet board determines;
 - a) Operational requirements
 - b) Fleet profile to respond to emerging policing demands, supported by target operating models
 - c) Review and challenge of underutilised vehicles
 - d) Redeployment of vehicles to meet demands
- 4.4. Fleet Services continue to engage with corporate change projects to ensure the fleet supports the One Met Model and other change initiatives. The annual replacement programme is a dynamic and flexible plan that can accommodate adjustments should operational requirements change significantly.
- 4.5. Consultation also takes place with Digital Policing to provide fleet support to the In-Vehicle Mobile Applications plan and determine the most appropriate method to support the installation or development of;
 - a) Closed circuit televisions systems
 - b) Mobile Data Terminals
 - c) Automatic Number Plate Recognition and
 - d) Emergency Service Network radio systems
- 4.6. Fleet Services manages the process of individual vehicle replacements by confirming the requirements prior to purchasing to ensure strategic objectives are achieved and savings are driven through volume tenders.

5. Vehicle Procurement

- 5.1. Fleet Services procures the majority of vehicles through the Vehicle Purchase framework RM1070 that was procured by the Crown Commercial Services on behalf of the Cabinet Office in December 2014 and is valid until December 2018. The MOPAC were identified as an eligible user of the framework by reference to it in the OJEU notice 2015/S 008-009193. The requirement set out in this report is within the financial and technical scope of the framework. The MOPAC will comply with the purchasing procedures set out in the framework.
- 5.2. The framework agreement comprises of a series of lots for cars, vans, motorcycles and large goods vehicles. Three particular lots are specific for emergency services. This framework provides the MPS with a comprehensive solution with access to the majority of vehicle manufacturers that could meet the organisational vehicle demands.
- 5.3. The Crown Commercial Services framework allows for the purchase of vehicles directly from the manufacturer, which delivers significant savings over retail prices.
- 5.4. Once a technical specification is compiled, a mini completion is established to compete the requirement against available manufacturers to determine the most appropriate vehicle that meets the operational requirements and delivers best value.
- 5.5. The tenders are structured to offer no guaranteed volumes to ensure flexibility to achieve future fleet reductions and any transition arrangements to a new commercial supplier.
- 5.6. In order to fulfil purchasing volumes the fleet has been categorised into a number of tender lots. The proposed tenders and approval levels are detailed at Appendix 1 (Part 2: Exempt).

- 5.7. On analysis of all purchases required up to March 2018 a number of existing tenders are available to meet some of the demand. For the remaining purchases, new tenders are required to fulfil the operational demand.
- 5.8. The tender volumes include a contingency allocation to enable unforeseen write offs and changes in fleet profile to be accommodated. The contingency volumes represent a higher volume limit and do not indicate guaranteed volumes.
- 5.9. This approach is in line with the current One Met Fleet strategy, which supports the Policing and Crime Plan and is sufficiently flexible to adapt to any changes in the 4 year strategy. As the request is for initiation only the Deputy Mayor of Policing and Crime has the authority to call the award of any contracts to IAB in the future.
- 5.10. The MPS is currently contractually obliged to confirm the renewal profile to the converter in the following order;
 - a) Indicative replacement profile by October 2016 for the whole year
 - b) Confirm volumes for quarters one and two by October 2016
 - c) Confirm volumes for quarter three by April 2017
 - d) Confirm the final quarter by June 2017
- 5.11. Commercial production and overseas shipping normally results in lead times of between 12 to 26 weeks depending on the manufacturer. Vehicle conversions and registration is generally between 6 to 12 weeks, which is dependent on the scale of modifications and police equipment fitted.
- 5.12. The tender evaluation and approval process is subject to various levels of corporate governance and the timescales involved will be dependent on access to the relevant board;
 - a) Approval to initiate tenders from PIB and IAB
 - b) Tender activity to include output specifications, market communication, tender response time and tender evaluation
 - c) Contracts over £0.5m require Procurement board approval and if called in by the DMPC they then need approval from PIB and IAB
 - d) Once approval has been given, an award notice is sent and the alcatel period commences which is 10 days

Recommendation - That the DMPC

1. Approves the initiation of procurement action for the proposed fleet tenders above £0.5M, to support the renewal of the fleet up to March 2018 (Appendix 1)
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6. Ultra Low Emission Vehicle (ULEV) Planning

- 6.1. Fleet Services are committed to supporting the Mayor's Air Quality Plan, the Electric Vehicle and Low Carbon Plan (EVLCP), and in consultation with the Greater London Authority continue to develop the use of electric, hydrogen, hybrid, LPG or alternative fuels across the fleet where these meet the requirements for the operational role.
- 6.2. In recognition of the harmful emissions that diesel engines produce, in late 2015 approval was gained from the Strategic Fleet Board to adopt Petrol as the default fuel type for all cars.
- 6.3. In late 2015, a range of vehicle manufacturers from the CCS framework were invited to supply demonstrator vehicles to help evaluate the suitability of ULEV vehicles for

operational policing. Fleet Services received positive support from a variety of vehicle manufacturers and a number of short and long term trials have since taken place.

- 6.4. Livered long term vehicle evaluations have included;
- a) Incident Response vehicle, a BMW i3 REx has been trialled at Westminster, Greenwich, Bexley and Wandsworth. This hybrid vehicle is powered by an electric motor and on board battery and has a petrol range extender engine. Positive officer feedback has been received
 - b) Roads Moped, a BMW C Evolution has been trialled with Roads Transport Policing Command. This electric scooter is powered by an electric motor and on board battery. Positive officer feedback has been received
- 6.5. Unmarked short term evaluations have included;
- a) BMW X5 40e - hybrid, 78 g/Km
 - b) BMW 225xe - hybrid, 49 g/Km
 - c) Ford Mondeo - hybrid 99 g/Km
 - d) Mercedes B Class - electric, zero emission
 - e) Mitsubishi Outlander - hybrid, 42 g/Km
 - f) Nissan e-NV200 - electric, zero emission
 - g) Nissan Leaf - electric, zero emission
 - h) Renault Zoe - electric, zero emission
 - i) Volkswagen Golf - hybrid, 39 g/Km
- 6.6. We are currently working in conjunction with Suzuki Corporation Japan to develop the Suzuki Bergman hydrogen scooter. Suzuki have indicated that they wish to conduct a long term trial in summer 2017 and supply up to 10 scooters for use within the Roads Transport Policing Command. Initial evaluation of a pre-production model has been positive and a central London location has been identified for this trial.
- 6.7. Fleet Services are currently developing a strategy to support the operational deployment of a range of electric, hybrid and hydrogen vehicles across the MPS. Appendix 2 supports the initial phases of development of this strategy that builds on the locations for some previous trials and the five hydrogen fuel stations within London. Detailed below are some of the initiatives;
- a) 32 hybrid Front Line Response vehicles across Westminster, Greenwich, Bexley and Wandsworth
 - b) 25 hybrid General Purpose support vehicles across Westminster, Greenwich, Bexley and Wandsworth
 - c) 5 hydrogen Front Line Response vehicles across Barking and Dagenham, Hackney, Hendon, Hounslow, Richmond and Waltham Forest
 - d) 5 hydrogen General Purpose support vehicles across Barking and Dagenham, Hackney, Hendon, Hounslow, Richmond and Waltham Forest
 - e) 25 electric Roads Moped across two locations within Roads Transport Policing Command
 - f) 10 hybrid Response SUV within Royalty and Specialist Protection
 - g) 10 electric support Vans across five locations within Forensic Services
- 6.8. As part of the current MPS Vehicle replacement Programme 2016/17, Fleet Service received approval from the DMPC in October 2015 to initiate procurement action for a

range of ULEV tenders and in the coming months we intend to conduct commercial activity to determine the most suitable vehicles to support the above initiatives.

- 6.9. Fleet Services will engage with operational command units and Property Services to determine the most appropriate support and charging infrastructure. Also working with Driving School and Road Transport Policing Command to develop driver training and awareness.

7. Current Fleet Profile and Replacement programme

- 7.1. Table 1 details the current fleet profiled at 1st August 2016, shows a total operational fleet comprising of cars, vans, minibuses, motorcycles and large goods vehicles, along with items of plant and equipment.
- 7.2. The information in Table 2 details all vehicles due for renewal in FY 2017/18 by operational vehicle role and business group and provides a breakdown of volumes and cost.
- 7.3. A range of economic and operational replacement parameters are applied to the fleet to determine the optimum time to replace, which is dependant on the operational role and projected utilisation.
- 7.4. Fleet Services continue to work with the respective business groups to review the allocated fleet profile to ensure the composition and types of vehicles meet the operational demands.

8. Financial Implications / Value for Money

- 8.1. In line with the information presented in Table 1, replacement vehicles are funded from three main funding streams;
- a) Public access and 24/7 Policing – funded by MPS
 - b) Mobility – funded by Transport for London
 - c) Specialist Policing – funded by Counter Terrorism and British Airport Authority
- 8.2. The current approved capital programme for FY 2017/18 is £22.94M and includes the purchase and conversion costs associated with the replacement fleet. This will be adjusted to £21.85M to take account of changes in vehicle requirements.
- 8.3. Table 3 details the FY 2017/18 revised capital budget by portfolio which is required to replace the 699 vehicles identified within Table 2;
- 8.4. Due to the late approval of tenders to support the FY 2016/17 programme and the additional vehicles being prioritised for the Armed Uplift programme, Fleet Services expect that a number of replacement vehicles scheduled for completion this financial year will not be achieved according to our original plan. Fleet Service will provide the appropriate financial update in P8 through the capital forecasting procedure.

Recommendation

2. Approve the purchase of 699 vehicles within FY 2017/18 at a revised cost of £21.85M (Para 7.2 Table 2), funded from the existing approved capital programme
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C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

1. **Equality and Diversity Impact**

- 1.1. Equalities considerations have been taken into account particularly concerning the vehicle manufacturer's cabin space design, which includes seat and seat belt adjustments and steering column adjustments. In relation to motorcycles, this also includes weight and ease of manoeuvrability. These considerations are further enhanced through being able to request detailed purchase specifications.
- 1.2. Crown Commercial Services, using a national standard to select service providers who meet equality and diversity criteria, tendered the Vehicle Purchase agreement for the supply of vehicle and associated services to the UK public sector.
- 1.3. Fleet Services acknowledges its responsibilities towards its staff and the members of London's diverse communities and will engage with, and value the contributions of, communities and our partners and continue to nurture positive relationships of constructive support.

2. Legal Implications

- 2.1. The Mayor's Office for Policing and Crime (MOPAC) is a contracting authority as defined in the Public Contracts Regulations 2015 (the Regulations). When awarding public contracts for goods and services valued at £164,176 or above, all contracting authorities must do so in accordance with the Regulations.
- 2.2. This report confirms 14 of the 16 tenders detailed at Appendix 1 (Part 2: Exempt) exceed the above threshold. Consequently, the Regulations 2015 will apply. This report identifies the Crown Commercial Services (CCS) framework agreement as its preferred route to market. A compliantly procured framework represents a compliant route to market for contracting authorities provided the framework is still in force, the MOPAC is identified as an eligible user of the framework, the MOPAC's requirements are within the technical and financial scope of the framework and the call-off procedure set out in the framework is followed. Paragraph 5.1 of this report confirms the above points are, or will be, met.
- 2.3. For those tenders below the £164,176 threshold, the MOPAC is required to act in accordance with the general procurement principles of transparency and equal treatment of suppliers. Specifically, this should be achieved through following the tendering requirements set out in the MOPAC Contract Regulations or through use of a compliant contract, such as the CCS framework agreement described in this report.
- 2.4. Paragraph 4.13 of the MOPAC Scheme of Delegation and Consent requires that approval is obtained by the Deputy Mayor for Policing and Crime (DMPC) for all requests to go out to tender for contracts of £500,000 or above.

3. Risk (including Health and Safety) Implications

3.1. Health and Safety

- 3.2. Fleet Services will continue to work with the MPS Safety and Health Risk Management Team and other agencies as appropriate to ensure that all significant H&S risks have been quantified, and that suitable and sufficient controls are in place aimed at mitigating the risk to the MPS as follows:
 - a) Compliance with health and safety at work statutory provisions including codes of practice
 - b) MOPAC/MPS Safety Management System and
 - c) Service delivery that may impact officer, staff or public safety

3.3. Consultation Undertaken

3.4. In developing this report discussions regarding vehicle replacements continues on a wide range of levels and key support is gained from across the organisation, as per the consultation grid below;

Key Stakeholders	Supportive / concerns / affected	Supportive with / Not / Not
MPS Strategic Fleet Board	Supportive	
Director Operational Support Services	Supportive	
Director Centrally Delivered Support Services	Supportive	
Finance	Supportive	
Procurement	Supportive	
Property Services Environmental	Supportive	
Greater London Authority Air Quality/Hydrogen	Supportive	

4. Risks

4.1. Fleet Services optimise the economical and operational replacement parameters applied to the fleet. Whole scale delays in the optimum replacement of vehicles has adverse implications on the following operational and financial aspects of providing vehicles;

- a) Reduction of key operational vehicles for example Incident Response Vehicles, Armed Response, Station vans and Protected Carriers
- b) Reductions in vehicle availability through increased repairs
- c) Risk of vehicles failing or breaking down during operational duties
- d) Increase in maintenance revenue costs due to the ageing fleet
- e) Risk of not achieving the financial commitment to the approved capital plan
- f) Reduction in income through the future residual value of the fleet
- g) Risk of not meeting fleet environmental targets through not replacing high CO2 vehicles with more fuel-efficient replacements.
- h) Risk of not meeting the targets for the Ultra Low Emission Zone in 2020

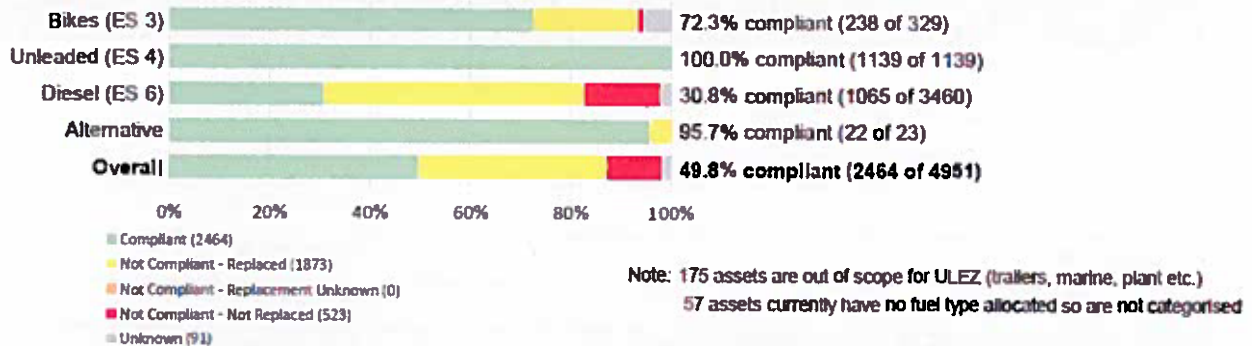
5. Real Estate and Environmental Implications

- 5.1. Fleet Services are committed to supporting the following environmental initiatives;
- 5.2. Mayors Climate Change Mitigation and Energy Strategy to address the target to reduce carbon emissions by 60% by 2025 compared to 2005/06 emission levels.
- 5.3. Mayor's Air Quality Plan, and Electric Vehicle and Low Carbon Plan (EVLC), which is aimed at improving the air quality of London by reducing emissions from transportation services and promoting the use of low carbon emission vehicles.
- 5.4. Fleet Services will ensure any charging infrastructure to support the ULEV planning (Para 6.9) supports the strategic direction of the Estate Strategy.
- 5.5. The Ultra Low Emission Zone will be enforced from September 2020, the zone will operate 24 hours a day and will be the same as the current Congestion Charging Zone. All cars, vans, minibuses and large goods vehicles will need to meet the exhaust emission standards to enter the zone. The renewal of the 699 vehicles identified within this report, with more environmentally efficient vehicles supports the services

requirement to meet the Ultra Low Emission Zone target on schedule, the projected compliance is detailed with Chart 1 below;

Chart 1

Projected ULEZ compliance following 2017/18 VRP activity



- 5.6. Where vehicle performance is not critical to the operational role a maximum CO₂ limit is applied within the vehicle selection criteria. All proposed tender lots carry a score for vehicle CO₂ and lower emitting vehicles will score higher.
- 5.7. The vehicle procurement described at section 5.1 is supportive of the Clean and Energy Efficient Vehicles Directive 2009-33-EC and flexibility for sustainable vehicle procurement measures
- 5.8. Fleet Services will continue to work with the Property Services Carbon and Energy Management team (and other agencies as appropriate) to conduct both Sustainability Assessment Reports and Life Cycle Assessments when considering the evaluation and purchase of electric, hydrogen and hybrid fuelled vehicles across the fleet.
- 5.9. Table 4 below identifies the environmental impacts associated with this report;

Table 4

Environmental Impact	Higher	Lower	No impact	Mitigation/ management of any higher impact
Level of energy use and associated carbon dioxide emissions		↓		
Level of water consumption			=	
Level of waste generation/waste requiring disposal		↓		
Level of travel and transport and associated emissions		↓		
Raw material use and finite resources (use of recycled materials and sustainable alternatives)	↑			The increase in raw material use and finite resources will be increased by the purchase of new vehicles. Where possible the use of recycled/recyclable materials and parts should be encouraged although this will be limited due to the specific requirements of the contract. The maintenance of new vehicles should encourage the reuse and recycling of parts where possible. The reuse and recycling of vehicle components assists to offset the impact on the purchase of new vehicles.