



City and County of Swansea

Notice of Meeting

You are invited to attend a Meeting of the

Economy, Environment & Infrastructure Policy Development Committee

At: Remotely via Microsoft Teams

On: Thursday, 18 November 2021

Time: 2.00 pm

Chair: Councillor Cyril Anderson

Membership:

Councillors: J E Burtonshaw, P Downing, P R Hood-Williams, P K Jones, M A Langstone, W G Lewis, P Lloyd, P M Matthews and T M White

Watch Online: [//bit.ly/3vX0w6n](https://bit.ly/3vX0w6n)

Agenda

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| 1 Apologies for Absence. | |
| 2 Disclosures of Personal & Prejudicial Interests. www.swansea.gov.uk/disclosureofinterests | |
| 3 Minutes. To approve and sign the Minutes of the previous meeting(s) as a correct record. | 1 - 2 |
| 4 Ultra Low Emission Vehicle Strategy. | 3 - 21 |
| 5 Work Plan 2020 - 2022. | 22 - 23 |

Next Meeting: Thursday, 16 December 2021 at 2.00 pm

A handwritten signature in cursive script that reads 'Huw Evans'.

Huw Evans
Head of Democratic Services
Thursday, 11 November 2021

Contact: Democratic Services - Tel: (01792) 636923

Agenda Item 3



City and County of Swansea

Minutes of the **Economy, Environment & Infrastructure Policy Development Committee**

Remotely via Microsoft Teams

Thursday, 21 October 2021 at 2.00 pm

Present: Councillor C Anderson (Chair) Presided

Councillor(s)

J E Burtonshaw
P K Jones
P M Matthews

Councillor(s)

P Downing
W G Lewis
T M White

Councillor(s)

P R Hood-Williams
P Lloyd

Officer(s)

Caritas Adere
David Bawden
Helen Morgan-Rees
Martin Nicholls
Nia Pugh
Elliott Williams
Samantha Woon

Senior Lawyer
14-19 Curriculum Officer
Director of Education
Director of Place
Principal External Funding Officer
External Funding Manager
Democratic Services Officer

Apologies for Absence

Councillor(s): Councillor Mike Durke (invited for minute no. 18).

16 Disclosures of Personal & Prejudicial Interests.

In accordance with the Code of Conduct adopted by the City and County of Swansea, no interests were declared.

17 Minutes.

Resolved that the Minutes of the Economy, Environment and Infrastructure Policy Development Committee held on 16 September, 2021, be signed and approved as a correct record.

18 Employability Programmes Update.

The Principal External Funding Officer presented an information report detailing key employability, skills and training programmes being delivered by Swansea Council. The report summarised the achievements to date and highlighted opportunities and challenges going forward that should be taken into consideration in the development and securing of funding for successor projects, post-EU funding.

Members' noted the background and context, current economic and employability projects (detailed in Appendix A) issues and outputs and opportunities and challenges.

In response to Members' questions, Officers stated that:

- 1) £2.5m a year is received through grant funding which is used for project staffing and qualifications.
- 2) Whilst there is merit in forward planning in order to develop a policy prior to funding concluding, future grant funding is unknown. Working groups could take place mid 2022 to determine a way forward. However, given the Local Government elections in May 2022, determination of this topic would need to be considered by the PDC post May 2022.
- 3) Skills planning gained from labour market intelligence form the basis for a robust skill plan. The City Deal Talent RLSP Board co-ordinates the information and assesses the requirements for the region.
- 4) Progress had been made with schools and post 16 educational establishments in order to address the identified skills shortages.

The Chair thanked the Officers for their informative presentation.

Resolved that:

- 1) A joint meeting be convened between Economy, Environment and Infrastructure PDC and Education PDC to explore the work being undertaken in respect of skills shortages and the schools and post 16 educational establishments response.

The Chair thanked the Officers for their informative report.

Resolved that the report be noted.

19 Work Plan 2020 - 2022.

The Chair presented the work plan 2020 – 2022.

Members' discussed topics for discussion at future meetings.

Resolved that:

- 1) The Green and Grey Fleet item be renamed 'Ultra Low Emission Vehicle Strategy'.
- 2) The Work Plan 2020 – 2022 be noted.

The meeting ended at 3.01 pm

Chair

Agenda Item 4



Report of the Director of Place

Economy and Environment Policy Development Committee

18 November 2021

Ultra Low Emission Vehicle Strategy

| | |
|------------------------------------|---|
| Purpose: | The report presents the submitted new Ultra Low Emission Vehicle Strategy that has been submitted to Welsh Government in support of the Council approach and overarching Green Fleet Policy |
| Report Author: | Mark Barrow |
| Finance Officer: | Paul Roach |
| Legal Officer: | Caritas Adere |
| Access to Services Officer: | Rhian Miller |
| For Information | |

1. Background

- 1.1 The Council formally adopted a Green Fleet Policy in December 2018 to ensure that the acquisition, use and management of the corporate vehicle fleet consistently and continuously contributed to the Council's Corporate Plan commitments in respect of the Well-Being of Future Generations (Wales) Act 2015.
- 1.2 The Policy set out incremental targets for the 'greening' of the fleet over cyclical 3 year periods, to monitor progress against percentile improvements in areas such as the extent of low carbon vehicles in the fleet, litres of road fuels used and the number of miles travelled.
- 1.3 A broad 5% improvement target was set for all metrics but was also to be supported by driver behaviour, new technologies and demand management approaches to optimise vehicle use.
- 1.4 The Council declared a Climate Change Emergency in June 2019 with a subsequent target of becoming a net zero organisation by 2030. The

Welsh Government simultaneously set out its expectations with regard to public sector fleets in its 2019 strategy 'Prosperity for All : A Low Carbon Wales', outlining its ambitions for all new cars and light goods vehicles to be ultra-low emission by 2025, and all heavy goods vehicles by 2030.

- 1.5 The establishment of these two 'deadlines' resulted in a review of the Green Fleet Policy, as it became clear incremental 5% improvement targets would not deliver the necessary changes by 2025 and 2030.
- 1.6 With the support of a Welsh Government Energy Services' (WGES) 'Ultra-Low Emission Fleet Review conducted in early 2021, an Ultra-Low Emission Vehicle Strategy was developed to deliver the Council's vision of an optimised, sustainable decarbonised vehicle fleet by 2030, as well as complement and enhance the existing Green Fleet Policy.

2. Ultra-Low Emission Vehicle Strategy 2021-2030

- 2.1 The Ultra-Low Emission Vehicle Strategy 2021-2030 (Appendix A), sets out the strategic delivery programme to meet the following key objectives
 - 2.1.1. transition the Council's fleet to zero emission equivalents in support of the organisation net zero commitment by 2030
 - 2.1.2. transition the Council's fleet to zero emission equivalents in accordance with the Welsh Government's expectations on light commercial vehicles by 2025 and other vehicles by 2030
 - 2.1.3. establish a fleet vehicle charge point infrastructure that supports this transition
 - 2.1.4. optimise fleet vehicle use and efficiency
 - 2.1.5. decarbonise grey fleet travel
 - 2.1.6. establish integrated data systems for greenhouse gas measurement as a result of vehicle use
 - 2.1.7. revise and approve the relevant supporting policies, procedures and working practices impacted by these changes
- 2.2 The strategy has identified twenty principal action points focusing on
 - 2.2.1. establishing a corporate transformational approach to the programme
 - 2.2.2. realigning the fleet renewals programme and continually decarbonising the existing (diesel) fleet

- 2.2.3. consolidating fleet data systems to develop performance management of vehicles and drivers
 - 2.2.4. establish supporting infrastructure for all viable ultra-low vehicle options, including electric, hybrid, hydrogen and other low carbon fuels
 - 2.2.5. establish the cost implications of this programme and pursue additional funding streams to mitigate for the impact
 - 2.2.6. establish a 'diesel by exception' principle to fleet renewals and adopt a whole life costing model when appraising options
 - 2.2.7. engage with all relevant stakeholders in respect of the opportunities and impacts of this wholesale change
 - 2.2.8. include grey fleet as a complementary workstream within the transition programme (due to its synergies with corporate fleet), and progress the key recommendations of the 2018 Business Travel Review and Welsh Government Energy Service Grey Fleet Review 2021.
- 2.3 The extent and complexity of this wholesale shift in fleet is expected to require an additional post within the Central Transport Unit (as recommended by the WGES) to ensure delivery.

3. General Issues

- 3.1 The Council currently operates a fleet of approximately 850 vehicles, predominantly diesel and using over 1.7 million litres of fossil fuels per annum. There are already 45 electric vehicles on the fleet with a further 60 on order.
- 3.2 The Welsh Government Energy Service (WGES) determined that a full transition to electric vehicles would result in a 90% reduction in greenhouse gases and a 70% reduction in energy costs, saving approximately £1.15 million per annum.
- 3.3 The current fleet renewal cycle is generally based over 5 years and it is clear that there will be substantial cost increases for vehicle replacements as a result of this transition. It is anticipated that the renewals' volumes will not be linear, but will reflect the existing supply contracts expiry dates.
- 3.4 Investment in supporting infrastructure will also be required, a provisional estimate of £750,000 provided by the WGES.
- 3.4 Due to the size and complexity of the corporate fleet, as well as the relatively immature (but rapidly developing) ultra-low emission vehicle market, additional work is currently being undertaken to assess the extent of the financial impacts.

4. Integrated Assessment Implications

- 4.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
 - Deliver better outcomes for those people who experience socio-economic disadvantage
 - Consider opportunities for people to use the Welsh language
 - Treat the Welsh language no less favourably than English.
 - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 4.1.1 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the ‘well-being goals’.
- 4.1.2 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 4.2 An Integrated Impact Assessment (IIA) has been applied to this report’s subject, with an agreed outcome that a full IIA Report was not required.
- 4.3 The outcomes of this strategy are considered as positively affecting all groups in terms of improved air quality and reduced greenhouse gas emissions, complying with the Well-being of Future Generations Act (Wales) 2015 and contributing to the Council’s 2030 Net Zero commitment (Appendix B IIA Screening Form)

5. Legal Implications

- 5.1 Adopting the Ultra Low Emission Vehicle Strategy will assist the Council in meeting its obligations under the Well-being of Future Generations (Wales) Act 2015.

6. Financial Implications

- 6.1 There are no immediate financial implications arising out of this report. However the transition to ULEVs will carry significant costs, with cabinet and Council needing to consider this when making future policy and budget decisions in relation to fleet replacement decisions.

Background papers: None

Appendices:

Appendix A – Ultra-Low Emission Vehicle Strategy 2021 – 2030

Appendix B – Integrated Impact Assessment Screening Form

CITY AND COUNTY OF SWANSEA

ULTRA LOW EMISSION FLEET VEHICLE STRATEGY 2021-2030

1. Introduction

- 1.1 The Council declared a Climate Change Emergency in June 2019 and a subsequent target of becoming a **net zero organisation by 2030**, committing to actively reducing the impact of its activities on the environment in line with its sustainable delivery and wellbeing objectives.
- 1.2 The Welsh Government set out its expectations with regards to public sector fleets in its 2019 strategy 'Prosperity for All : A Low Carbon Wales', outlining its ambitions for all new cars and light goods vehicles to be ultra-low emission by 2025 and all heavy goods vehicles by 2030.
- 1.3 The Council's Green Fleet Policy was adopted in 2018 with an aim to ensure that the acquisition, use and management of the City and County of Swansea's corporate vehicle fleet consistently and continuously seeks to contribute to the Council's Corporate Plan commitments with regard to the Well-Being of Future Generations (Wales) Act 2015.

2. Vision

- 2.1 The Green Fleet Policy's principal aim is to continuously reduce the environmental impact of the Council's fleet operations in terms of air quality and to strive towards achieving **the Council's vision of an optimised, sustainable decarbonised vehicle fleet by 2030**.
- 2.2 The current Policy targets of incremental annual 5% improvements will not meet the 2030 deadline and are being reviewed, but the expectation is that the targets will need to at least double.
- 2.3 This Ultra Low Emission Vehicle (ULEV) Transition Plan seeks to set out the strategic delivery programme to achieve these aims.

3. Context and Scope

- 3.1 The Council currently operates fleet of @ 850 vehicles, ranging from pool cars to specialist heavy commercials, that cover approximately 5.7 million miles per annum with the majority of the journeys being undertaken in and around urban areas.
- 3.2 The fleet is mainly diesel powered using @ 1.71 million litres of fossil fuel and its operation is estimated to equate to 3750 tonnes of greenhouse gases per annum.
- 3.3 The fleet already has 42 battery electric vans and 6 hybrid vehicles, with a further 40 full electric also on order. There are 40 fleet vehicle charge points established across 12 sites, with an intention to establish a further 60 before the end of 2021/22.
- 3.4 The fleet is holistically supported by the Central Transport Unit (CTU), providing a one stop shop for all fleet requirements. The vehicles are predominantly on 5 year

renewal cycles, with a mixture of funding options used to acquire, although there are a proportion older than 5 years. Vehicle fuel is managed by CTU across 5 sites and recharged directly to the user sections.

- 3.5 The Council's 'Grey fleet', whereby staff use private vehicles for Council business, undertook 1.61 million miles of business travel during 2019/20, resulting in 429 tonnes of CO2 per annum.
- 3.6 The Council commissioned a Business Travel Review in November 2018, with recommendations arising around establishing a Business Travel Policy and Hierarchy. The CV19 pandemic, the resulting changes to new ways of working and revised accommodation strategies has altered the landscape in this regard.
- 3.7 The Welsh Government Energy Services (WGES) undertook a review of the Council's corporate and grey fleet in 2021, with the aim of supporting and advising on the transition to ultra-low and zero emission vehicles over the next @ 10 years.
- 3.8 The review concluded that a full transition to electric fleet vehicles would result in a 90% reduction in greenhouse gases (GHG) and a 70% reduction in energy costs, saving @ £1.15m per annum.
- 3.9 The Council established an emissions baseline in October 2021 in relation to its transport, energy and land use, in accordance with the Welsh Government's Net Zero Carbon Status 2030 Route Map guidance. The Fleet element of this equated to 24% of the overall for 2020/21.
- 3.10 The overall aim of this transition is therefore is to deliver **the following key objectives** to meet the Council's vision
- Transition the Council's fleet to zero emission equivalents in support of the organisational Net Zero commitment by 2030
 - Transition the Council's fleet to zero emission equivalents in accordance with the Welsh Government's expectation of light commercial vehicles by 2025 and other vehicles by 2030
 - Establish a fleet vehicle charge point infrastructure that supports this transition
 - Optimise fleet vehicle use and efficiency
 - Decarbonise grey fleet travel
 - Establish integrated data systems for GHG measurement
 - Revise and approve the appropriate supporting policies, procedures and working practices
- 3.11 The transition plan has identified the following **20 actions as the principal areas** that need to be addressed, each of which are considered in greater detail below.

#1 Establish as corporate transformation programme

#2 Establish multi-disciplinary transition team and resource

#3 Establish transition action plan

#4 Realign vehicle renewal programme

- #5 Continue the decarbonising of the existing (diesel) fleet**
- #6 Consolidate and integrate fleet data systems**
- #7 Introduce fleet performance monitoring**
- #8 Determine the EV charging infrastructure demand**
- #9 Consider alternative (non EV) option infrastructure requirements**
- #10 Understand the cost implications in terms of additional expenditure and opportunities for savings and income generation**
- #11 Pursue additional funding streams**
- #12 Establish the strategy and funding implications as a corporate risk**
- #13 Align cyclical procurement planning with fleet renewal programme**
- #14 Apply a 'diesel by exception' principle**
- #15 Adopt a whole life costing principle for fleet renewals**
- #16 Implement a stakeholder engagement and communications plan**
- #17 Assess impact on CTU operations and reskill vehicle maintenance staff**
- #18 Invest in specialised workshop equipment**
- #19 Co-opt Business Travel Review workstream into programme**
- #20 Establish Programme Risk Register**

4. A Corporate Transformational Approach

- 4.1 The key enabler for this plan is establishing it as a **corporate transformation programme (#1)**, with appropriate governance and resources, to monitor and ensure it delivers the expected outcomes. As a highly significant change in terms of vehicle provision and use, its environmental, financial and operational impacts will cut across the whole of the organisation.
- 4.2 The programme would subsequently require **the establishment of a multi-disciplinary team (#2)** capable of coordinating and driving the transition action plan.
- 4.3 It is proposed that this team is championed by a Cabinet member, and comprises senior management as well as subject matter experts that should include Fleet, Facilities, Energy, Property Services/Electrical, HR, Finance and Procurement. Additional (internal and external) expertise and stakeholders should be brought on board as and when required.

- 4.4 Additional resource will be necessary to support key stakeholders throughout the transition, as well as manage data demands and integration. A new Fleet/ULEV Performance role, as recommended by the WGES review, will be vital in ensuring the transition and funding will be required to establish the new post.
- 4.5 **A transition action plan will be established (#3)** to track and manage delivery of clear and measurable key outcomes. This action plan will be monitored by the team and reviewed annually, focussing on the following 10 principle areas
- Fleet Renewals programme
 - Fleet Utilisation
 - Fleet Data and Performance
 - Vehicle Charging and Other Infrastructure
 - Funding
 - Procurement
 - Stakeholders
 - Vehicle Maintenance
 - Grey fleet
 - Risk and Dependencies
- 4.5 Appropriate reporting mechanisms, milestones and performance targets will be incorporated into the action plan to reflect the Council's expectations, including
- Programme milestone progress
 - Total Annual Fleet size
 - ULEVs adopted
 - Total Annual Mileage
 - Fossil fuel reductions/energy savings
 - Carbon reductions
 - Costs
 - Infrastructure volumes
- 4.6 It is acknowledged that the transition programme is anticipated as initially lasting until 2030, during which the plan will be reviewed as the respective technologies and circumstances change

5. Fleet Renewals and Utilisation

- 5.1 The current fleet renewal programme (attached) has been broken down into the respective financial years, providing an indication of timelines and volumes for fleet changes and the subsequent infrastructure requirements, as well as determining the attendant funding, procurement, stakeholder engagement and risk implications.
- 5.2 The Council's Green Fleet Policy states that the Council will, wherever viable, recommend the greenest vehicle renewal option available. Key considerations in determining this include
- Vehicle specification, design and payload
 - Fuel type options and efficiency
 - Greenhouse gas emissions
 - Cost

- 5.3 The transition plan will include the **realignment of the renewal programme (#4)**, ensuring that the appropriate vehicle types for the task are available when due for renewal, reinforcing the viability of the programme, principally by considering
- current market maturity
 - available funding streams
 - market developments to include all viable options
 - potential supply constrictions due to global market
 - embed quick wins ahead of 2025/2030 expectations
 - impact of fleet utilisation reviews (see below)
 - infrastructure implications and timelines
 - Complementary and transitional options, including
 - Hydrogen fuel cells
 - Alternative fuels (HVO, CNG etc)
 - Hybrid technologies
- 5.4 Light commercial vehicles will be prioritised in the lead up to 2025, although deferment of renewal will be considered if no viable options are available or if the infrastructure cannot be adopted in readiness.
- 5.5 Concurrent and similar considerations will be applied for heavier vehicles with a view to earliest possible viable transition to secure even greater CO2 reductions prior to 2030, whilst planning to avoid potential ‘end of decade’ supply congestion.
- 5.6 Alongside the renewal programme, the plan includes the aim of **continuing the decarbonising of the existing (diesel) fleet (#5)**. This will seek to address fleet vehicle use and demand, by cyclically
- undertaking annual fleet utilisation reviews
 - challenging the viability of low mileage vehicles
 - recommending downsizing of vehicles with ‘what you carry’ audit outcomes
 - switching to adhoc hire in lieu of fleet where utilisation is low (schools)
 - reviewing business cases for home to work use
 - exploring vehicle optimisation opportunities
 - fuel use monitoring
 - driver behaviour monitoring and training interventions
 - addressing demand management, signposting active travel, potential modal shift, different ways of working etc

6. Data and Performance

- 6.1 The WGES reviews identified integration weaknesses on corporate data relating to fleet, inhibiting the understanding of performance and establishing baselines for future improvements. The previously recognised need for accurate and integrated data systems, principally for fleet management, fuel management and telematics, has been increasingly highlighted by the demands of carbon reporting in particular.
- 6.2 The current reliance on manual interventions to produce basic outputs from a variety of data sources, is no longer sustainable for such a large fleet and the transition plan will seek to address by **consolidating fleet data systems (#6)**

- integrating the fleet, fuel and telematics systems
- addressing source data issues
- implementing telematics across the remainder of the fleet
- adopting CANBUS based telematics to provide greater detail

6.3 In conjunction with improving the data, the plan will seek to **introduce fleet performance monitoring (#7)** across key aspects of vehicle operations, to support and reflect decarbonising by,

- Establishing a new role within CTU to assist with fleet performance and ULEV transition. Embedding the role within CTU will ensure context and a holistic understanding is applied to the performance monitoring.
- Monitor and report on key KPIs and targets including
 - CO2
 - Energy / fuel consumption
 - Mileage
 - Fleet utilisation
 - Detailed analysis of telematics data
 - Transition progress and milestones

6.4 The respective sites' energy consumption will continue to be monitored by Corporate Property Services.

7. Vehicle Charging and Other Infrastructure

7.1 The Council currently has 40 charge points at 12 sites, all introduced to support electric cars and small vans. The charge points are basic, unmetered, 3.8 kW, reflecting an approach to 'slow' charge overnight at the vehicles' base locations, but with the step change expected within this plan, there is a clear need to adopt a more strategically aligned, upgraded and comprehensive approach to implementing the infrastructure.

7.2 The projected long term requirement for charge points if the Council transitioned 100% to electric vehicles is expected to cost a minimum of £750,000 (WGES).

7.3 The 2021/22 plan is to install up to 60 charge points across 5 sites to cater for the new electric vehicles currently on order. The principal approach will be charging vehicles overnight with the adoption of 7.4kW charge points, as well as 50kW for heavier vehicles, the individual site systems future proofed using smart management system design to balance capacity and demand.

7.4 Preliminary infrastructure works are also being considered for a new site to accommodate the redeployment of Waste vehicles in particular.

7.5 The 2021/22 Welsh Government Electric Vehicle Charge point Infrastructure grant of £300,000 will be used to fund these specific projects,

7.6 Aligning the longer term infrastructure needs to the fleet renewals programme will provide an indication of when each 'phase' would be required. Focussed analysis on vehicle use data will **determine the EV charging infrastructure demand (#8)**. The transition plan will

- determine what types, how many and where
- consider impact of any depot rationalisation plans
- consider charge at home opportunities for home to work use
- engage with local distribution network operator (DNO)
- establish site electrical capacities and headroom
- design the most appropriate and cost effective system to maximise capacity, including smart charger management control systems
- consider any potential network upgrade costs
- consider other on site generation/private wire solutions (including own renewables)
- establish overall indicative costs
- consider interoperability and sharing opportunities with other stakeholders
- establish an initial implementation plan for annual review by the programme
- consider 3rd party hubs to supplement in-house infrastructure

7.7 The Council however recognises that battery electric is not expected to be the only alternative vehicle drivetrain or fuel option available. The shorter term choices of hybrid powered vehicles or alternative fuels, such as hydrotreated vegetable oil (HVO) for example, will be continually appraised, as well as the longer term complimentary potential of hydrogen fuel cell vehicles.

7.8 These **alternative options (non EV) have their own infrastructure implications (#9)** and the transition plan will take these into account as part of the overall vehicle renewal considerations.

8. **Funding**

8.1 Finance will be represented as part of the programme transition team

8.2 The extent of the funding gap for both the acquisition of the ultra-low/zero emission vehicles and their supporting infrastructure is relatively unknown at the outset of this.

8.3 It is estimated that there will be fuel cost savings of £1.17 million per annum accruing from the transition (WGES, compared to 2019/20 expenditure of £1.85m), as well as vehicle maintenance cost reductions. The savings depend on the changes being implemented as outlined in the strategy and it is proposed that these savings are 'ring fenced' as contributions to the programme but the investment required will still remain relatively substantial.

8.4 The programme will continually monitor, project and report on **cost implications (#10)** to inform on the potential gaps as the transition progresses. Again, this may be aligned with the need to extend renewal cycles on vehicles as mitigation.

8.5 **Additional funding streams will be pursued (#11)** including Office for Zero Emission Vehicles' grants for workplace charging, income generation opportunities and cost reduction measures. The Welsh Government EVCI grant of £300,000 will support the 2020/21 immediate infrastructure needs, however additional funding will be required from Welsh Government to ensure the Council can deliver the whole of the transition strategy.

8.6 Funding will subsequently be **raised as a corporate risk (#12)** to allow the corporate finance teams to consider the required short and medium term financial planning implications.

9. Procurement

9.1 Procurement will be represented as part of the programme transition team

9.2 The approach to procuring both the vehicles and infrastructure will be undertaken in consultation with corporate procurement teams and the key stakeholders.

9.3 **Cyclical procurement planning will align with the fleet renewal programme (#13)**, commencing at least 12 months in advance of the required dates for both the vehicles as well as the infrastructure, to reflect the potential supply chain constrictions and ensure available procurement resources. The Council will utilise existing or new national frameworks, as well as exploring potential collaborative tendering opportunities.

9.4 **A 'diesel by exception' principle will apply to fleet renewals (#14)**, with only a business case, signed off by the relevant Head of Service, deferring the transition to other drivetrains where a current viable option is not available at the time of scheduled vehicle change. Cost will not be a reasonable justification and should not form part of the service decision, as this will be corporately determined.

9.5 Procurement evaluations will **adopt a whole life costing principle (#15)** that includes carbon accounting to assist with determining option viability to understand the longer term 'payback' benefits of ULEVs from a 'Price' perspective. Existing 'Green Fleet' benefits evaluations will continue to be adopted and refined as part of the 'Quality' criteria.

9.6 Infrastructure will be procured either by utilising the in-house electrical engineering section, externally sourced expertise or a combination of both, depending on the respective installation phase scope, intricacies and deadlines.

9.7 As with all Council Procurement, the Well-Being of Future Generations (Wales) Act 2015 requirements will be embedded in the processes.

10. Stakeholders

10.1 Human Resources and Organisational Development will be represented as part of the programme transition team.

10.2 The Council will seek to engage with all relevant stakeholders throughout the transition programme. The transition team, when established, will be responsible for the **stakeholder engagement and communications plan (#16)** to identify who, how and when.

10.3 The principal internal stakeholders will include

- Members
- Senior management
- Staff (drivers, service managers)

- Central Transport Unit (maintenance staff)
- Trade unions
- Schools

10.4 The principal external stakeholders will include

- Welsh Government
- District Network Operator (DNO)
- Suppliers
- Regional public sector organisations
- Other public sector organisations
- Best practice forums/networks (public and private)

10.5 Interoperability and accessibility will be key design features of the charging infrastructure, and engagement with stakeholders will assist in shaping the specification

10.6 Change management processes will be continuously adopted to engage with those staff who may be affected to support the transition, alongside the provision of demonstration vehicles to address any initial concerns, vehicle induction, maintenance upskilling and eco-driving training. Particular attention will be paid to the current home to work vehicle use scheme.

11. Service, Maintain and Repair

11.1 The wholesale change of the fleet from diesel powered to alternatives will impact on the Central Transport Unit's maintenance team.

11.2 The transition plan will address the **upskilling of technicians to Institute of Motor Industry (IMI) standards of competency (#17)** to allow them to safely and effectively work on the respective vehicles.

11.3 Discussions with Further Education establishments and potential funders including Trade Unions and Welsh Government have begun as part of the first phase of the plan as the fleet already includes some ULEVs.

11.4 **Specialised workshop equipment and personal protective clothing will also require investment (#18)** and is expected to be met by existing revenue budgets.

11.5 The expected outcome of the training and re-equipping will ensure a skilled and resilient support service for the fleet in terms of service, maintenance and repair, as well as providing potential income streams from third party work, as the expected fleet maintenance demands reduce and a broader adoption of ULEVs occurs in the region.

12. Grey Fleet

12.1 Grey fleet travel, whereby staff use private vehicles for Council business, equated to 1.61 million miles and 429 tonnes of CO2 in 2019/20. Whereas this represented a 36% reduction in comparison to 2017/18, it still equates to a significant 9% of the Council's road transport total emissions.

- 12.2 The 2018 Business Travel Review and the recent WGES Grey Fleet Review identified a number of key recommendations to decarbonise the grey fleet and these are currently being progressed as a complimentary workstream.
- 12.3 This **workstream will now be included within the transition programme (#19)**, its principal approaches focussing on,
- Improve business mileage claim data systems
 - Monitor and understand new evolving pattern of grey fleet travel
 - Continue development of the Business Travel Policy and Hierarchy to include the new ways of working and accommodation strategies (for subsequent appropriate adoption opportunity), as well as,
 - Consider requiring grey fleet vehicles to be below 100g/km from 2025
 - Consider requiring grey fleet vehicles to be zero emission from 2030
 - Promote salary sacrifice scheme to assist transition
 - Move more employees, particularly those with higher mileage, and critical service provider staff, who currently use grey fleet to fleet ULEV vehicles
 - Consider car club adoption
 - Implement zero emission pool car fleet to cater for demand
- 12.4 The aim of these combined actions is to reduce overall business travel by 35%, whilst also reducing costs by @ £250,000 and 261 tonnes of CO2 per annum (pre CV19).

13. Risk and Dependencies

- 13.1 A corporate transformational programme of this size will inevitably face risks and dependencies. The programme team will **establish a risk register (#20)** to monitor and mitigate for these.
- 13.2 Whereas risks and dependencies will arise throughout the course of the transition, the following areas will form the core of the risk register,
- Resources
 - Financial impacts and funding gaps (cf corporate risk)
 - Schools funding implications
 - Grid upgrade and Network capacity issues
 - Power outage implications and Business Continuity implications
 - Fossil fuel stock implications
 - Impact on daily operations for vehicle users and attendant charging behaviours
 - Home to work vehicle use impacts, barriers, revenues and inequities
 - Depot parking space to accommodate
 - Key site relocation plans (Civics, Pipehouse Wharf and Home Farm)
 - Specialist supply chain constriction and potential dependencies
 - Vehicle and EVCI lead times
 - Technological change and risk of obsolescence
 - 'Sideways' move to grey fleet in lieu of fleet
 - Vehicle maintenance skills and impacts

Integrated Impact Assessment Screening Form

Please ensure that you refer to the Screening Form Guidance while completing this form.

Which service area and directorate are you from?

Service Area: Highways and Transportation

Directorate: Place

Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

(b) Please name and fully describe initiative here:

Ultra-Low Emission Vehicle Strategy 2021 – 2030 that seeks to set out the strategic pathway for transitioning the corporate vehicle fleet to ultra low emission vehicles as a major contribution to the Council’s Net Zero commitment by 2030. It seeks to establish a corporate transformation programme to focus on vehicle renewals, finance, procurement, infrastructure, stakeholder engagement, vehicle utilisation, performance and maintenance, as well as consider the grey fleet aspects.

Q2 What is the potential impact on the following: the impacts below could be positive (+) or negative (-)

| | High Impact | | Medium Impact | | Low Impact | | Needs further investigation |
|-------------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|--------------------------|-----------------------------|
| | + | - | + | - | + | - | |
| Children/young people (0-18) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Older people (50+) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Any other age group | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Future Generations (yet to be born) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Disability | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Race (including refugees) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Asylum seekers | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gypsies & travellers | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Religion or (non-)belief | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sex | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sexual Orientation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Gender reassignment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Welsh Language | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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| | | | | | | | |
|------------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| Poverty/social exclusion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Carers (inc. young carers) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community cohesion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Marriage & civil partnership | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pregnancy and maternity | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Consultation will be undertaken predominantly with internal stakeholders (in accordance with the strategy’s intended communication plan) with regard to the impacts of transitioning the corporate fleet to ultra-low emission vehicles, as they are the principle users of the vehicle fleet

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

Operational and financial impacts of using different types of vehicles

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

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The proposal will positively improve air quality and reduce greenhouse gas emissions for all groups and will be a significant contribution towards the Council's Net Zero commitments for 2030

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Outcome of Screening

Q8 Please describe the outcome of your screening below:

- Summary of impacts identified and mitigation needed (Q2)
- Summary of involvement (Q3)
- WFG considerations (Q4)
- Any risks identified (Q5)
- Cumulative impact (Q7)

Positive air quality impact for all groups, with some financial risk to the Council to be addressed by medium term financial planning/risk management.

Internal stakeholders will be principally involved (vehicle users, sections, HoS, Members) as the strategy sets out a corporate transformation in fleet

WFG has been taken into full account in proposing this strategy as it contributes to a healthier Wales and environmental well-being for all

Risk is predominantly increase costs and changes to the way vehicle based services are delivered operationally

Cumulative impact is improved air quality and a reduction in greenhouse gases emissions from the corporate fleetk

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

Full IIA report not to be completed as outcome will positively affect all groups, complies with the WFG and contributes to the Council's Net Zero 2030 commitment.

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

| |
|-------------------------------------|
| Screening completed by: |
| Name: Mark Barrow |
| Job title: Fleet Manager |
| Date: 4th November 2021 |
| Approval by Head of Service: |
| Name: |
| Position: |
| Date: |

Please return the completed form to accesstoservices@swansea.gov.uk

Economy, Environment & Infrastructure PDC
Work Plan - 2020 – 2022

| Date of Meeting | Report Title | Report Summary | Report Author |
|------------------------|---|-----------------------|---------------------------|
| 18 Nov 2021 | Ultra Low Emission Vehicle Strategy. | | Stuart Davies/Mark Barrow |
| 16 Dec 2021 | Questions for online survey (Management and Maintenance of Open Spaces). | | Chris Howell/Paul Mellor |
| 16 Dec 2021 | Tree Policy. | | Phil Holmes/Paul Mellor |
| 16 Dec 2021 | Climate Change Strategy (including Biodiversity). | | Rachel Lewis |
| 20 Jan 2022 | Street Lighting Policy. | | Stuart Davies |
| 20 Jan 2022 | Speed Control Measures in Residential Areas. | | Stuart Davies |
| 17 Feb 2022 | High Street Regeneration. | | Phil Holmes |
| 17 Feb 2022 | Empty Premises. | | Phil Holmes |

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Economy, Environment & Infrastructure PDC
Work Plan - 2020 – 2022

| Date of Meeting | Report Title | Report Summary | Report Author |
|------------------------|--|---|----------------------|
| 17 Mar 2022 | More Homes Housing and De-carbonisation Strategy. | How is the council providing more affordable and energy efficient homes as part of its Housing Revenue Account. | Mark Wade |
| 17 Mar 2022 | Annual Report. | | Martin Nicholls |
| Page 23 | Llwybr-Newydd (the new Wales Transport Strategy). | | Stuart Davies |
| | Employability Programmes Update. | <p>To provide the Economy, Environment & Infrastructure PDC with an update of the Swansea Bay City Deal Skills and Talent business case:</p> <ol style="list-style-type: none"> 1) addressing local skills and recruitment, including areas of Council intervention; and 2) the role of education developing a curriculum which addresses the issues with skills shortages post 16 years. | Martin Nicholls |