



**WELWYN
HATFIELD**

**PROCUREMENT AND COMMERCIAL IMPROVEMENT
STRATEGY**

2021 - 2025

REVISED – JUNE 2024

Contents

1. Executive Summary
2. How Procurement will support the Corporate Objectives
3. Procurement Strategic Objectives and Key Priorities
4. Key Procurement Activity: 2021 - 2025
5. Monitoring Review and Reporting on the Strategy

1) Executive Summary

This Procurement and Commercial Improvement Strategy sets out the vision, objectives and actions which will direct and govern procurement activities for this council from 2021 to 2025.

These reflect both national and local policies and priorities, and include our approach to EU transition suppliers' fair working practices and ethicality, sustainability, Corporate Social Responsibility, Small and Medium-sized Enterprises (SMEs), and supporting local businesses.

The principal aim is to remain at the cutting edge of procurement within the public sector whilst ensuring the principles of public procurement - transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition and accountability - underpin our procurement activity.

In order for this strategy to achieve improvement and financial savings and contribute to the council's corporate social responsibilities, we will all need to embrace a change to our existing ways of working and, crucially, develop a more strategic partnership between procurement and service departments

We will continue to generate process efficiencies and real cash savings through rigorous challenge of all our purchasing decisions, continue to work more cohesively and collaboratively with our internal clients and external stakeholders to identify better ways of working. This enhances our focus and considers innovative procurement methodologies to achieve best value outcomes in service areas.

2) How Procurement will support the Corporate Objectives

Beyond the procurement work plan, there are a number of initiatives within procurement that contribute additional value to the council's strategic objectives:

There are 5 priorities that will drive real progress and improvement across the Borough. As well as the 'business as usual' processes of letting contracts, the Procurement Function contributes to each of them in different ways:

1. Together create opportunities for our community

- Including an element of Social Values in all relevant contracts

2. Homes to be proud of

- Incorporating sustainable initiatives in procurements to drive long term benefits to the stock and to tenants.

3. A well-run council which puts our customers first Enable an economy that delivers for everyone

- Continuing to make financial savings and drive value for money through procurement initiatives

4. Action on Climate Change

Incorporating climate change objectives within the tender process and working with suppliers to reduce carbon emissions.

5. Run an effective Council

- Using effective procurement strategies to deliver transformation and long term benefits.

3) Procurement Strategic Objectives and Key Priorities

This strategy aims to build on the procurement model already in place, with a view to:

- Setting out clear and achievable strategic objectives which support delivery of the council's wider goals and objectives.
- Making sure we comply with our statutory procurement duties.
- Delivering and demonstrating real cash savings.
- Making sure we continue to investigate new technology and digital opportunities to improve our procurement methods.
- Continuing to promote sustainability, fair work practices and the importance of equality and equal treatment through procurement.
- Continuing to improve access to public sector contracts, particularly for Small and Medium-sized Enterprises, Supported Businesses, Social Enterprises, Co-operatives and Third Sector.
- Continually focussing on improving the council's sustainable procurement performance which contributes to the council's climate change declaration.
- Making sure we continue to adopt a partnership approach between internal and external partners.
- Promoting the benefits of early procurement engagement and innovation.
- Building capacity and skills within the council to improve procurement activity.

4) Procurement Strategic Aims, Objectives and Key Priorities

For this strategy, the council has six key strategic procurement objectives:

1. Savings and High Quality Services
2. Legal compliance and governance
3. Delivering sustainable procurement
4. Promote procurement awareness.
5. Mitigating risks of Modern Slavery in the Supply Chain
6. Delivering Social Values

Savings and High Quality Services

Aims

- **To support** the council in achieving budget saving targets.
- **To work** closer with Directors and Assistant Directors to understand their needs, identify opportunities to reduce expenditure, control demand and improve process efficiencies.
- **Work** more collaboratively with other public sector organisations.
- **Manage** contracts effectively to produce in contract savings and continual commercial awareness
- **To Deliver** high quality services.

How we will do it

- **Continue** to target savings from all aspects of the procurement process
- **Continue** to prioritise more procurement time for the development of sourcing strategies to ensure that demand is fully understood (including future requirements) and that market analysis and supplier engagement is undertaken to establish the capabilities of the supply chain.
- **Continue** to look for opportunities to collaborate in procurement with our public sector partners and benchmark to ensure that collaborations provide best value.
- **Embracing** modern technology and digital transformation
- **Continue** to ensure that quality is a major part of the evaluation criteria

What will the outcome be?

- **Assisting** the council to meet budget savings targets.
- **Positive** outcomes (for example, changes in buying behaviour, identifying alternative solutions, improved ordering and invoicing solutions).

Delivery of High Quality Services

Legal compliance and governance

Aims

- **To ensure** all council officers involved in the procurement process are fully aware of all aspects and impacts of the procurement rules and any other relevant regulations.
- **To adapt** to any changes to procurement rules following EU transition and intended changes to UK public procurement rules.
- **To ensure** all policies, procedures and processes have appropriate levels of controls, authorisation and segregation of duties to reduce the risks of fraud and corruption in our procurement activities

How we will do it

- **Mandatory** training for council officers involved in the procurement process
- **Ongoing** training for procurement staff on changes to legislation and regulations.
- **Adapt** our internal procedures, processes and documentation, where required, to reflect legislative changes
- **Adapt** our internal procedures, processes and documentation (including the Contract Procedure Rules), to ensure compliance with the Procurement Act 2023.

What will the outcome be?

- **Staff** are confident in their understanding of procurement regulations and other relevant regulations. All staff involved in the procurement process understand their obligations
- **Mitigation** of the opportunities for procurement challenge.
- **Procurement** activity will comply with all relevant statutory and regulatory requirements.
- **Reduction** in the risk of fraud and corruption

Delivering sustainable procurement.

Aims

- **Ensure** that all Procurements are consistent with the Council's objectives, and strategies including the Climate Change strategy.
- **Include** a minimum of 5% sustainability criteria in the tender evaluation process for relevant contracts.
- **To Promote** awareness of Sustainable Procurement among staff involved in procurement and contract management activities and incorporate it in the internal purchasing guidelines.
- **Draw** our approach to Sustainable Procurement and our Climate Change Strategy to the attention of key suppliers and communicate it as widely as is practicable to the potential

supply market.

- **Purchase** goods and procure services which as far as possible reflect up-to-date specifications or standards for environmental sustainability.
- **Reduce** the purchase of new products by re-using, repairing or refurbishing existing products. Reduce waste wherever possible.
- **Specify** products which are made from recycled material, products which are least carbon intensive , both in their manufacture (embodied carbon)) and operation (operational carbon) and products which cause minimal damage to the environment in their manufacture, distribution, use and disposal.

How we will do it

- **Adopting** the processes and the buying requirements contained in the Sustainable Procurement Appendix.
- **Training** and awareness sessions on sustainable procurement with an emphasis on the application of circular economy, whole life costing, life cycle impact mapping and the early involvement of SMEs, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.
- **Further** optimise the community benefits process by working more closely with relevant internal and external stakeholders.
- **Review** council mandatory evaluation requirements (insurance, health and safety) to ensure they are compatible with the SME agenda.
- **Review** our internal processes and documentation to identify potential improvements in how local SMEs, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations can gain opportunities to win council contracts.
- **Support** the UK Governments initiative for organisations to undertake due diligence in checking for risks of illegal deforestation in their supply chains
- Robustly monitor contracts to ensure that;
 - For all contracts with a total value of £1 million or more that there is a contractual requirement to report on the organisations carbon emissions; scope 1 and scope 2 as a minimum.
 - That the climate change initiatives promised as part of the contract are being delivered.
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What will the outcome be?

- **Staff** involved in the procurement process understand and positively contribute to achieving sustainable outcomes.
- **Increased** opportunities for local SMEs, Social Enterprises, Co-operatives, Supported Businesses and Third Sector organisations.

- **Secured** and realised sustainable benefits.
- **The council** is reassured that suppliers adhere to the principles of a Fair Work Practice organisation.

Mitigating Risks of Modern Slavery in the Supply Chain

Aims

- **Reducing** the risk of any modern slavery within the Supply Chain
- **Raise** awareness of potential modern slavery and how this can be identified
- **Consider** the adoption of Charter Against Modern Slavery

How we will do it

- **Produce** internal guidance on eradicating Modern Slavery
- **Risk** analysis of Supply Chain to identify potential threats
- **Training** and awareness sessions for both staff and contractors
- **Update** standard documents and terms to reflect the aims of the strategy and put contractual obligations on suppliers to undertake analysis of their supply chains
- **Include** requirements in contract management protocol for suppliers to report on their efforts to reduce Modern Slavery in their Supply Chains

What will the outcome be?

- **Improving** the lifestyle of workers
- **Staff** involved in the procurement process understand and positively contribute to reducing the risks of modern slavery in the Supply Chain.
- **Reducing** the reputational risk of Modern Slavery being identified in the Supply Chain.
- **The council** is reassured that suppliers take the risks of modern slavery seriously.

Delivering Social Values

Aims

- **Embed** Social Value in all procurement opportunities
- **Deliver** tangible and realistic outcomes through Social Value initiatives
- **Raise** awareness of Social Value throughout the organisation
- **Ensure** at least 10% of the evaluation criteria for all competitive procurements is allocated to Social values with an emphasis on using businesses based within the Borough .
- **Ensure** Social Value is embedded in the contract management process

How we will do it

- **Develop** internal processes to support the social value initiatives

- **Raise** awareness throughout the Organisation
- **Update** the Contract Management process
- **Monitoring** the delivery and setting targets

What will the outcomes be?

- **Delivering** real benefit to the community
- **Increasing** employment within the Borough
- **Value** for money will be delivered by Social Value initiatives

5) Key Procurement Activity: 2021 – 2025

The following 'business as usual' major procurements are due to take place over the next 5 years

2024

- Disabled Adaptations (Review)
- Professional Building Services (Review)
- Tree Maintenance
- Parking Enforcement
- Minor Building Works (Review)
- Temporary Staff
- Gas Maintenance (Review)

2025

- Bus Shelter Maintenance
- Housing Maintenance (Review)
- Office Cleaning (Review)

Note : Where Review is stated then there is an extension available in the current contract

The following strategic objectives are planned to be delivered over the next 2 years

2024

- Update of Contract Procedure Rules

2025

Review of Procurement Strategy

6) Monitoring Review and Reporting on the Strategy

This strategy will be monitored regularly by the Governance Group with an annual update report being submitted to Corporate Management Team.



PROCUREMENT AND COMMERCIAL IMPROVEMENT STRATEGY

- sustainable procurement appendix

1) Introduction and context

Sustainable Procurement is about a process of purchasing goods and services that takes into consideration the social, economic and environmental impact on people and communities.

In terms of goods, it is the consideration of what products are made of, where they have come from, who has made them, how they are transported and how they are eventually disposed of. Further details of the councils commitment can be found in section 4.

In terms of service providers, it is the consideration of what companies are doing to minimise and limit their impact on the environment through their operations in the Borough.

Successful Sustainable procurement should minimise any social or environmental impact on the community, our natural environment and employees. Sustainable procurement should consider 'whole-of-life' costs and disposal costs (there will be a requirement for suppliers to provide this information at tender stage). Sustainable procurement involves the buying of resource efficient products.

This part of the Commercial and Procurement Strategy acknowledges that 'best value' and 'value for money' involves much more than 'lowest upfront cost'. It involves considering 'whole-life' financial costs (e.g. with respect to energy savings, durability, reduced maintenance, and waste reduction) and reducing environmental (and other) risks. The concept that sustainable benefits are worth paying for, provided the financial cost is not excessive, is also implicit.

By committing to this, the Council endorses the conservation of natural resources, energy efficiency, the circular economy and the reduction of pollution and emissions.

It supports our climate change agenda and will help us to achieve our targets of being net zero as an organisation by 2030 and as a borough by 2050.

2) The procurement process.

Sustainability needs to be recognised in the complete end to end procurement process. An overview of this is:

Stage	Decision to make
Business Case and scoping	Why are we procuring, is there another way of meeting the need?
Specification	<ul style="list-style-type: none">▪ Use transparent criteria that are specific and objectively quantifiable.▪ Specify in terms of performance or functional requirements, which can include environmental aspects. Focus on the outcome or functionality desired (e.g. reduced emissions) and give suppliers the opportunity to be innovative and to suggest the most environmentally preferable solutions, and to find the most cost-effective ways of meeting environmental objectives.▪ Ensure that environmental performance criteria are included as they relate to the contract subject area and technical specification (performance based or functional).▪ Specify the primary materials to be used (e.g. must use recycled or recyclable materials) and how they are produced (e.g. use of organic ingredients).▪ Ask for Eco-label or Environmental Management System standards but

	<p>cannot ask for a specific eco-labels or system. Instead set the level of certification you wish to achieve and ask for this “or equivalent”.</p> <ul style="list-style-type: none"> ▪ Select suppliers and set environmental criteria based on environmental technical competence. ▪ Define the subject matter of a contract in relation to environmental issues but don't ask for anything which doesn't relate to the contract. ▪ Conserving resources such as energy, fuel, water and materials ▪ Reducing waste through minimizing consumption and maximising opportunities to reuse, recycle and compost waste ▪ Reducing emissions of air pollutants and noise ▪ Minimizing the release of greenhouse gases ▪ Ensuring that buildings and equipment achieve a high standard of environmental performance. ▪ Ensuring that goods and materials are procured sustainably, minimising adverse effects to people, the environment or biodiversity. ▪ Include environmental considerations in the contract performance clauses, for instance in the transport, waste disposal and staff training and competency sections.
Application stage (if used)	<ul style="list-style-type: none"> • Assess suppliers based on their recognition of the main social and environmental risks involved with their service and how they have identified adequate measures to manage them. • For contracts with a value of £5 million per annum or more, evaluate suppliers against the carbon reduction section of the Standard Selection Questionnaire.
Evaluation	<ul style="list-style-type: none"> • At least 5% of the quality proportion of the tender evaluation criteria must be allocated to sustainability criteria (for all contracts over £100,000 in total value) In exceptional circumstances, this may be decreased, by explicit approval and justification by the appropriate decision maker. • This maybe for specific requirements of the tender or general sustainable initiatives that the contractor would develop if successful. • Price must be evaluated on whole life cost. (example for a vehicle it would be the purchase cost, the cost of maintenance, tax and insurance for the expected vehicle life, the expected fuel costs and the disposal costs)

3) Goods and Services

The aims and objectives for purchasing and services have been split into the following categories.

Category / Product	Challenge	Objective
Appliances (e.g. Fridges, Freezers, cookers)	These can consume significant amounts of energy and/or water throughout their lifetime and use resources in their manufacture and transport.	We will aim to purchase appliances with the best efficiency
Catering	The direct and indirect impacts of this include water and chemical use in the food production,	<ul style="list-style-type: none"> ▪ Actively seek opportunities to reduce waste from our existing refreshment and catering suppliers. ▪ Make available healthy, organic, vegetarian,

	<p>possible social impacts to those people producing the food, emissions and fuel use in transportation, materials used in packaging and waste production.</p> <p>Emissions arising from the farming of livestock. Land use change as a result of agricultural practices</p>	<p>vegan, fair-trade, British and seasonal products where there is a customer demand</p> <ul style="list-style-type: none"> ▪ Work towards a goal of eliminating our use of single-use plastic items. Disposable cups are only to be used for visitors where there are no alternatives available. Instead we provide water jugs and glasses at meetings. ▪ Make available recycling facilities for paper, cans and plastic bottles and containers for meetings and events where catering is provided. ▪ Catering at Council events will be sustainably sourced where possible
Cleaning Products	<p>Choosing cleaning products which will both clean and minimise the impact on the environment is challenging as many products on the market contain toxic or hazardous chemicals. Cleaning products such as detergents, sanitary cleaners, dishwasher detergents and handwashing, often contain agents that are classified as harmful to human health. This can impact on the occupational health of cleaners and staff</p>	<ul style="list-style-type: none"> ▪ Encourage contractors to use chemical free cleaning methods such as micro-fibre cloths, instead of chemical cleaners where health and hygiene is not compromised. ▪ Ask contractors to demonstrate their capacity to carry out the service in an environmentally sound manner. This should include evidence of the regular training of staff on health, safety and environmental aspects of cleaning activities, together with specific environmental management measures which are routinely applied in cleaning contracts. ▪ Require contractors to use energy efficient vacuum cleaners and other mechanical equipment where possible to minimise waste.
IT Equipment	<p>IT makes our lives easier and positively it helps us to reduce paper and emissions as we can transport documents and hold meetings online. The negative impacts include resource use, use of rare materials often obtained through in conflict, waste of old equipment including toxic materials such as lead in CRT screens, mercury in LCD screens, copper and lead in circuitry, and cadmium, lead and lead in batteries.</p>	<ul style="list-style-type: none"> ▪ Purchase laptops that meet the highest energy-efficiency class available for the product category at that time, where it is economically viable to do so. ▪ Extend warranties for computers to 4 years to increase the working life of electronic equipment ▪ Purchase reconditioned when fit for purpose and available. ▪ Ensure all old equipment is recycled. ▪ Dispose of any remaining equipment safely according to the Waste Electronic and Electrical Equipment Regulations.

	<p>All electronic IT equipment should be safely disposed of to prevent escape of these elements to the environment.</p>	
<p>Construction</p>	<p>The construction industry has a major impact on the environment through the use of land, materials and the on-going environmental impact of the building's use.</p>	<ul style="list-style-type: none"> ▪ Seek to utilise high energy efficiency standards for heating, cooling, ventilation and hot water systems and electronic devices are integrated at the design stage. Where viable we will seek to achieve , as a minimum, an equivalent of either Building Research Establishment Environmental Assessment Method (BREEAM) of 'Very Good' for non-residential developments and a minimum of BRE Home Quality Mark 3 for residential units. Where viable residential units will aim to be built to a minimum EPC of B. ▪ Incorporate passive design principles to minimise the need for lighting, heating and cooling. ▪ Reduce overall water consumption through the installation of water saving technologies such as rainwater harvesting and grey water use. ▪ Consider the use of on-site renewable and low carbon technologies such as Combined Heat and Power (CHP), Solar Photovoltaic, Solar Thermal, Biomass, Ground Source Heat Pumps and Air Source Heat Pumps for all sites. ▪ Consider the environmental profile of construction materials. Preference will be given to materials that are sustainably produced, recycled, non-toxic, low maintenance and have a long lifespan, over those which are cheaper or more desirable. Preference will also be given to materials that have Environmental Performance Declarations. ▪ Use reasonable endeavors to minimize the amount of waste sent to landfill during construction, demolition and on-going usage through efficient use of materials, reuse and recycling. Site Waste Management Plans must be completed for each site and measures implemented

		<p>to reduce waste sent to landfill. We will encourage contractors to recycle at least 85% of construction waste.</p> <ul style="list-style-type: none"> ▪ Ensure that our main contractor registers all qualifying sites with the “Considerate Constructors Scheme” or other equivalent scheme.
Furniture	<p>Furniture uses natural resources such as wood, MDF and plywood which can contribute to deforestation and use energy in their manufacture.</p>	<ul style="list-style-type: none"> ▪ Aim to purchase furniture from local businesses and those that use UK sourced, or recycled materials. ▪ Whilst uncommon in office furniture, not purchase building materials or furniture made from hardwoods unless they are certified as being from a sustainably managed source.
Herbicides, Pesticides and grounds maintenance chemicals	<p>The Council’s service providers use herbicides when maintaining parks and open spaces and hard surfaces to prevent the invasion of plants and weeds.</p> <p>Most herbicides and pesticides are toxic to humans and wildlife, especially when washed by rainwater into rivers, streams and underground waterways. This pollution can be fatal to aquatic life and insects. It can also impact drinking water.</p>	<ul style="list-style-type: none"> ▪ Encourage the Grounds Maintenance contractor to take targeted action to achieve annual reductions in the quantity of herbicides and pesticides used. Contractors may use specialist systems to target herbicide application (i.e. infra-red systems) and will be encouraged to use biological controls and naturally occurring pesticides and fungicides wherever possible. ▪ Discourage weeds through preventative techniques e.g. weed-free substrates and weed control barriers for paved areas; fallowing, weed-control barriers, and mulches for planted areas and around new trees. ▪ Require contractors responsible for pest control to demonstrate their commitment to reducing chemical use and alternative techniques such as thermal, mechanical or biological treatments. ▪ Only use peat based compost as a last resort.
Grounds maintenance	<p>The impacts associated with grounds maintenance include chemical use, destruction of peat bog habitats, ecological impacts from replacing natural areas with ornamental plants of low wildlife benefit, impacts from the production of</p>	<ul style="list-style-type: none"> ▪ Require contractors to demonstrate ongoing reductions in fuel used for transport and machinery and the use of handheld electric tools where possible. ▪ Where possible require all plants we procure to be UK sown/grown, or where not possible to be procured

	<p>ornamental plants, noise and fuel use from machinery and transportation around the borough</p>	<p>from a nursery with “plant healthy” certification.</p> <ul style="list-style-type: none"> ▪ Select permanent, native, bee-friendly plantings to replace seasonal planting wherever possible and appropriate. ▪ Plants should be delivered in biodegradable containers or the pots must be reused or returned to the supplier. ▪ Use, wherever possible, non-potable water, install efficient irrigation systems, and apply different measures to reduce water use such as mulching, plant arrangements due to their water needs, ▪ Grazing regimes can be encouraged as an alternative to cutting where viable.
<p>Lighting</p>	<p>LED lightbulbs are the most energy efficient bulbs available, using 90% less energy than traditional incandescent bulbs. They also last 8 times as long as a regular light bulb and are much cheaper over the whole lifetime despite higher initial cost. Investing in the highest efficiency lighting makes financial sense in the long term. By contrast, Compact Fluorescent Lamps (CFLs) use 60%-80% less energy than incandescent bulbs, while halogens use 20-30% less.</p>	<ul style="list-style-type: none"> ▪ Install LED lighting as standard to all new buildings, refurbishments or when existing fittings reach their end of life. ▪ Prohibit the purchase of incandescent light bulbs unless there is absolutely no other alternative. ▪ Install sensors wherever possible to reduce energy consumption and minimise wastage by occupants. ▪ Use lighting controls to further reduce energy consumption and encourage the use of dimmable ballasts where circumstances allow ▪ Ensure timers are set and adjusted to suit relevant daylight saving hours, to avoid unnecessary use.
<p>Paper, Paper Products and Printing</p>	<p>The impacts associated with paper consumption include habitat destruction and resultant loss of biodiversity (from virgin wood pulp), chemical use, energy and water use, with associated emissions, during paper production, emissions and fuel use during transportation and waste production at the end of life.</p>	<ul style="list-style-type: none"> ▪ Only purchase paper that is certified as sustainably produced, by an organisation such as the Forest Stewardship Council ▪ Avoid using new plastic or padded envelopes wherever possible. Cardboard envelopes can be a better alternative. ▪ Provide paper and cardboard recycling throughout the offices. Council employees and Members are encouraged to view, send and store information electronically instead of using printed materials. Confidential waste is also sent for recycling. ▪ Ensure that when procuring contracts for

		<p>printers and photocopiers, only suppliers who can accept the used consumables back for recycling as part of the contract, will be selected.</p>
<p>Promotional Items</p>	<p>Promotional items are purchased for use at public events, campaigns and conferences. Some of these products are made of plastic and potentially only single use. It is important that we demonstrate our own commitment to sustainability by ensuring that the products used serve an on-going practical purpose to the end user, are environmentally friendly and are likely to be used for a long time.</p>	<ul style="list-style-type: none"> ▪ Ensure that marketing messages used on promotional give-away items do not limit the lifespan of the product. We will avoid the use of dates, specific places or events on products, therefore enabling left-over items to be used for other promotions and campaigns. ▪ Mark environmentally preferable promotional items as such to promote good practice to the public (i.e. 100% recycled). ▪ Suggested items do not produce waste, are sustainable and are of a high enough quality to improve their prospect of being used in the long term. Idea's include seed bombs, reusable cups and wax wrap. ▪ Explore options to replace pull up banners with digital banners to reduce waste.
<p>Vehicles and Transport</p>	<p>The manufacture and end-use of vehicle contributes to air pollution and climate change. Air pollution is known to be a contributing factor in the onset of heart disease and certain cancers and can exacerbate conditions such as asthma, heart and lung disease. In children these chemicals affect long-term mental development and lung function. Traffic noise also adversely affects health and concentration.</p> <p>The Council maintains a very small general vehicle fleet, but we are also responsible for purchasing vehicles for some of our large contracts (e.g. refuse freighters)</p>	<p>Council Fleet</p> <ul style="list-style-type: none"> ▪ Seek to gradually phase out fossil fuel vehicles from our existing fleet, moving to electric or hydrogen powered vehicles wherever possible. ▪ Continue to promote the use of electric pool cars and bikes. <p>Contractor Fleet</p> <ul style="list-style-type: none"> ▪ Require all contractors to demonstrate efforts to reduce their fuel use and emissions where practical. This might include latest specification vehicles, alternatively fuelled vehicles (e.g. electric, biodiesel), particulate traps, driver training, green travel initiatives and Vehicle Telemetry – such as vehicle tracking, speed limiters and sat nav systems to assist drivers to find the most direct route.

4) Contract Management

- Ensure that climate change initiatives are being monitored and reported on.
- KPI's are monitored and reported on where appropriate.