CLEANER NSW GOVERNMENT FLEET

Guidelines for Fleet Managers

An Initiative of the NSW Government's

Cleaner Vehicles Action Plan

(Version 2 – 2009)

Purpose of this document

This document explains the responsibilities and requirements of fleet managers under the Cleaner NSW Government Fleet Initiative.

This document is a supplementary guide for fleet managers, which should be read in the context of the Premier's Memorandum (No. 2005-03) "Cleaner NSW Government Fleet"

The measures and targets for fleet improvement described in this document should be implemented in consultation with your agency's Director General or CEO.

Fleet managers should:

- refer to the Government Motor Vehicles Policy.
- refer to further Premiers Memorandums and Department of Premiers and Cabinet Circulars relating to Fleet matters.
- download the Fleet Improvement Plan and Report from the StateFleet website. www.statefleet.nsw.gov.au

This document replaces the *Guidelines for Fleet Managers* issued by the former NSW Department of Commerce in February 2005.

Guidelines for Fleet Managers

CONTENTS

ACRONYMS

CFI – Cleaner Fleet Initiative

CO_{2e} – Carbon Dioxide equivalent

EPS – Environmental Performance Score

GEMP – Government Energy Management Policy (NSW)

GVM – Gross vehicle mass

FIP – Fleet Improvement Plan and Report

WOG – Whole of Government

DEFINITIONS / NOTES

FTEV – Full Time Equivalent Vehicles

A FTEV counts the total time the vehicle was leased/owned by the Agency in the reporting period. A vehicle that is changed over in the reporting period would in a pure sense equal 1. But not all vehicles are turned over on the same day meaning that there are times where the 1 could in reality be 1.05. It is intended to count CO_{2e} output based on FTEV for better comparison. The FTEV count will likely be higher than the fleet establishment number.

E10 – Ethanol Blended fuel

As a petrol powered vehicles can use both ULP, Premium and E10, it would be difficult to determine the FTEV and kilometres that would be attributed to that usage. As such whilst the CO_{2e} can be determined for each different fuel, the FTEV and kilometres can only be attributed against the ULP figures but should be applied to all the petrol data.

Kilometres

The kilometres in the reporting period is not a mandatory field. The aim of including kilometres is another method of averaging the CO_{2e} output for the period on a kilometre basis. It may be that more kilometres were travelled in one year over another due to operational needs and the use of a kilometre comparison may indicate a lesser per kilometre carbon output.

Calculation of EPS

The EPS is an average of all EPS's that have a score and can be counted. In short if there are 15 cars in a fleet and 12 cars have with various scores with 3 having no score recorded, the average is taken of the 12 with a score. This can be done by vehicle category or across the fleet.

Exempt vehicles

The NSW Cleaner Fleet Initiative at the end of the reporting period counts:

- All “live” vehicles
  (where a live means a vehicle is delivered by a dealer or has not been accepted at the auction facility).
- All vehicles weighing under 3.5 GVM as selected by category description
  (does not include categories 17-25)

It excludes

- Emergency Services’ Agency vehicles (Police Ambulance, Fire Brigade only)
- Other exempt vehicles as approved per section 2.2.

VEHICLE CATEGORIES

NO	Description
1	Passenger Car – Light
2	Passenger Car – Small
3	Passenger Car - Medium
4	Passenger Car – Large
5	Passenger Car – Upper Large
6	Passenger SUV – Compact
7	Passenger SUV – Medium
8	Passenger SUV – Large
9	Passenger PM – People Mover
10	Commercial - Motor Cycle
11	Commercial – Standard Utility
12	Commercial – Pickup or Crew Cab 4x2
13	Commercial – Pickup or Crew Cab 4x4
14	Commercial – Van to 1 tonne
15	Commercial – Van 1 tonne and over
16	Commercial – Bus 8 to 16 seater
17	Commercial – Bus 17 to 30 seater
18	Commercial – Bus 30+ seater
19	Commercial – Truck Light GVM 2.5 to 3.5 tonnes
20	Commercial – Truck Small GVM 3.5 to 7.5 tonnes
21	Commercial – Truck Medium GVM 7.5 to 15 tonnes
22	Commercial – Truck Heavy GVM 15 tonnes and over
23	Commercial – Plant motorised
24	Commercial – Plant Trailers non motorised
25	Commercial – Plant miscellaneous

SUMMARY

Motor vehicles have become an integral part of the NSW society. However, along with the benefits they bring to modern life, there are significant environmental impacts. Cars are the single largest contributor to transport sector greenhouse gas emissions, and their emissions are rising faster than those from any other source.

The NSW Government launched the NSW *Cleaner Vehicles Action Plan* in 2001. It is an important part of the Plan that Government leads by example with the introduction of the Cleaner NSW Government Fleet (CGF) initiative for vehicles under 3.5 tonnes Gross Vehicle Mass (GVM).

Under this initiative agencies are required to develop and implement a Fleet Improvement Plan and Report, incorporating specific fleet performance targets. Those agencies required to report represent 95% of the Government fleet and are nominated and notified by StateFleet annually.

Government Targets

1. Average 'environment performance score' target

By the end of financial year 2010/11 each agency is required to achieve an 'average environment performance' score of:

- **13.5 out of 20** for passenger vehicles, and
- **9 out of 20** for light commercial vehicles

Previous years targets for both passenger and commercial vehicles were:

- **10 out of 20** by end 2005/06 financial year
- **11 out of 20** by end 2006/07 financial year
- **12 out of 20** by end 2007/08 financial year

The Environment Performance Score (EPS) is a calculated figure incorporating the greenhouse emissions (measured as CO_2) and air quality impact (noxious emissions) of a vehicle.

2. Greenhouse Reduction Target

Greenhouse emissions from transport represent a significant percentage of the total greenhouse emissions in NSW. The NSW Government intends to reduce the greenhouse gas emissions associated with the operation of its vehicle fleet (measured as CO_{2e} from fuel consumption).

By the end of financial year 2010/11, each agency is required to reduce greenhouse gas emissions by **30%** based on their 2004/05 performance.

Previous yearly progressive targets were:

- **10%** by end 2005/06 financial year
- **15%** by end 2006/07 financial year
- **20%** by end 2007/08 financial year

This is achieved by reducing total fuel consumption, including:

- *Reducing the number of vehicles in the fleet*
- *Reducing vehicle kilometres travelled*
- *Improving fuel efficiency of individual vehicles.*

Achievement of targets will be performance-based – whilst agencies are encouraged to consider a package of measures to reduce emissions from their fleet, there will be no requirements for specific fuels, vehicle types or technologies. This will allow fleet managers to optimise fleet mix by category, fuels and usage to meet operational needs, environmental targets and cost savings.

These guidelines have been developed to assist you (as your agency fleet manager) to fulfil your agency's obligations under the CGF initiative.

STEPS

The requirements have been set out in three simple steps, summarised here

STEP 1: Gather data to determine current fleet performance

Aim: To identify your fleet's current environmental performance.

Gather data for your fleet, including:

- The environment performance scores for all passenger and light commercial vehicles in your fleet (under 3.5 tonnes GVM).
- Use this data to calculate the current average environment performance score of your agency's fleet as at 30th June.
- Determine the annual greenhouse gas emissions (CO_{2e}) from your fleet from fuel consumption records for vehicles under 3.5 tonnes GVM over the last financial year.

STEP 2: Develop and Implement a Fleet Improvement Plan

Aim: To develop and implement a Fleet Improvement Plan, which outlines the measures your agency will take to achieve the policy targets by end of financial year 2010/11.

The Fleet Improvement Plan should set out:

- The current environmental performance of the vehicle fleet.
- Measures to be taken (procurement and operational) by your agency to meet the 30% greenhouse emissions (CO_{2e}) reduction targets by end of financial year 2010/11.
- Measures to be taken (procurement and operational) by your agency to achieve the average environment performance score targets by end of financial year 2010/11.
- A Forward Order Commitment for 12 months.

Your Fleet Improvement Plan (as documented in the Fleet Improvement Plan and Report) should be submitted to DSTA (StateFleet) by 30th September each year.

STEP 3: Submit a Fleet Improvement Report

Aim: To report your agency's progress in achieving the policy targets, to DSTA (StateFleet) by 30th September each year.

- Report on fleet improvements including your fleet's greenhouse gas emissions and average environment performance scores over the previous and current financial years.
- Report on proposed improvements in the average environment performance scores of your agency's fleet over the next financial year.

BACKGROUND

Why clean up the Government fleet?

Pollution, a key by-product of motor vehicle use, has an impact on the local and global environment. Urban air quality continues to be a major health concern with levels of photochemical smog and particulates regularly exceeding air quality standards. These pollutants pose a significant respiratory risk to Australians and motor vehicles are *the* major source of air pollution in cities.

Technological improvements from progressively tighter emission standards have reduced emissions from new motor vehicles individually, but these gains are being eroded by the continuing sales growth of models with poor environmental performance.

On a global scale, burning fuel releases greenhouse gases that are contributing to climate change. Greenhouse emissions from transport represent a significant percentage of the total greenhouse emissions in NSW. The NSW Government intends to reduce the greenhouse emissions associated with the operation of its vehicle fleet (measured as CO_{2e} from fuel consumption).

Approximately 12% of all new cars sold in NSW each year (more than 35,000 vehicles) are bought through the NSW Government contract by NSW Government, Councils and Not for Profit groups. Most of these vehicles are on-sold into the second hand car market after two to three years, so there is great potential for the Government to bring about significant greenhouse and air quality benefits through improving the performance of its own fleet and vehicles available on Contract. With this purchasing power, the Government is also in a unique position to help to stimulate the 'clean' car market by favouring the purchase of models with better environmental performance. The Government also plays a key role in showcasing new vehicle technologies.

What has been done?

In November 2001 the Premier announced the NSW *Cleaner Vehicles Action Plan*.

The Action Plan is a package of initiatives to encourage the uptake of cleaner new motor vehicles in order to improve air quality in NSW, reduce fuel consumption and greenhouse gas emissions.

The Cleaner NSW Government Fleet (CGF) program is a key element of the Action Plan, developed to promote Government leading by example.

> "We will shift from larger cars with high fuel consumption and greenhouse gas emissions to a cleaner, more fuel-efficient fleet. This will have huge environmental benefits, save taxpayers' money on fuel and help stimulate the "green" car market."
>
> The Hon. Bob Carr, 23 November 2001

The CGF program aims to continue doing this by improving the composition, efficiency and performance of the NSW Government light vehicle fleet. Agencies are required to develop and implement Fleet Improvement Plans incorporating specific targets for reducing fuel consumption and emissions, with a view to meeting operational requirements in a manner that improves environmental performance.

Agencies are also required to Report on progress in achieving their targets each year.

MOVING FORWARD - A CLEANER NSW GOVERNMENT FLEET

What are the ongoing benefits of the initiative?

While the CGF initiative primarily aims to benefit the environment, there are benefits for the clean-car market, second-hand car market, government agencies and taxpayers.

The Cleaner NSW Government Fleet initiative seeks to lead NSW by example, improving the environmental performance of the Government light vehicle fleet.

Benefits for agencies and taxpayers

Implementing fleet improvement initiatives not only helps the environment, but also results in fuel savings and operating-cost reductions. This saves agencies and ultimately taxpayers money.

Improvements in fleet management will continue to result in significant savings.

Government Fleet Managers can help the environment and save money for their agency by replacing large vehicles with smaller vehicles where there is no compromise to fit for purpose use.

Benefits for the clean-car market

Most manufacturers offer vehicles with superior environmental performance.

The NSW Government aims to continue increasing the proportion of low emission vehicles on our roads. That is why it is encouraging the use and development of cars that have emissions performance better than that required under the current Australian Design Rules (ADRs) as well as good fuel economy.

Government Fleet Managers remain a key player in the development of a successful clean-car market in NSW.

Fleet managers who continue to demonstrate a preference for more fuel efficient, low emission vehicles will encourage manufacturers to offer a wider range of these vehicles.

Benefits for the second-hand car market

As agencies shift to cleaner and more fuel efficient vehicles, the impact of the Government fleet on the environment is reduced. These vehicles, which are often smaller and more economical models, flow through to the second hand car market as the Government renews its fleet. This leads to better performing models entering the second-hand car market; models which are usually more affordable than the traditionally large and less fuel efficient fleet vehicle.

Which agencies are required to improve their fleets?

All General Government Sector Agencies

Fleet improvement measures and reporting under the CGF Initiative is mandatory for all general government sector agencies. The prime responsibility for the carriage of this initiative lies with the agency's Director General (DG). However, the practical aspects of running the program is in most cases your responsibility – as the agency's appointed Fleet Manager.

Public trading enterprises are also strongly encouraged to participate.

Each agency is responsible for Ecologically Sustainable Development

The basic principles underlying the CGF initiative are not new for Government agencies. Agencies are already required to include Ecologically Sustainable Development (ESD) objectives in their corporate plans and subsequent business practices, including procurement.

Complying with this initiative will help your agency achieve its Ecologically Sustainable Development objectives.

The NSW Government Procurement Policy states that products should be "assessed equally and impartially on their demonstrated comparative merits in terms of performance, cost and environmental impacts".

Continued improvements to even the smallest fleets will contribute to the Government's overall objective of reducing greenhouse gas emissions and improving air quality.

A fuel consumption reduction goal of 10% for a fleet of 100 vehicles could save around 46 tonnes of CO_2 in one year[1].

[1] E.g. 100 cars in the fleet all with 10L/100km fuel consumption. 10% reduction brings fleet down to 9L/100km. All up, this means a reduction of 0.023kg CO_2 for each km each car drives per year. Assuming each car in the fleet drives 20,000km/year, this means that 46,000 kg CO_2 is saved (or 46 tonnes).

RESPONSIBILITIES OF FLEET MANAGERS

Who is the 'fleet manager' under this initiative?

Depending on your agency's size and functions, your official role within your organisation may be: energy manager; asset manager; environmental manager; fleet manager; or perhaps even a combination of these roles. If you have been nominated by your DG as the appropriate officer responsible for managing the CGF initiative within your organisation, then you are the person referred to as 'fleet manager' in this document.

> As directed by the agency DG, the nominated fleet manager is responsible for the management of the Cleaner Government Fleet Initiative within their organisation.

Many agencies do not have a fleet manager or the functions of a fleet manager have been delegated to more than one person (for example the selection and acquisition of vehicles). In these cases the DG will nominate one person to be responsible for the management of the Cleaner Government Fleet Initiative within the organisation.

What are my responsibilities?

The ultimate responsibility for your agency's performance under the CGF initiative lies with your agency's DG. However, it is likely that the DG will delegate the day-to-day responsibility for fleet improvement to you, as the fleet manager.

- You are to determine the current performance of your fleet **(Step 1)**
- You are to develop and implement a Fleet Improvement Plan and Report (including a Forward Order Commitment) in order to reach your targets **(Step 2)**
- You are to report annually on your agency's progress in meeting the policy targets **(Step 3)**

- You are to submit a Fleet Improvement Plan and Report (Steps 2 and 3) to DSTA (StateFleet) by the 30th September each year.

These responsibilities should be incorporated into your position description or performance agreement.

How much extra work is involved?

The responsibilities outlined in these guidelines are to be incorporated into the fleet management practices for your agency. Most of the additional work will have already been achieved in the development and implementation of improved fleet management practices, in the earlier years under the CGF initiative. However many of these practices will require continued refinement and the ongoing cooperation of other sections within your agency.

You will be required to annually revisit and update your agency Fleet Improvement Plan and Report.

You will also need to expand your existing monitoring and reporting activities in order to satisfy GEMP requirements that your agency GEMP, complies with this initiative.

What options do I have for Fleet Improvement?

It is important to understand that this initiative is focused on outcomes. Actions must be taken to achieve the targets for environmental improvement of fleets, provided the actions do not adversely affect your agency's corporate objectives and operational needs.

There are many options, which will improve your fleet performance, and each agency has the flexibility to select the most appropriate strategy, or combination of strategies, to improve environmental performance.

If your agency is not in a position to improve its fleet in-house (e.g. because of staffing or skills constraints), you are encouraged to seek advice from DSTA (StateFleet), or employ the services of a fleet management consultant, who can audit your fleet and provide practical assistance.

DEVELOPING YOUR FLEET IMPROVEMENT PLAN AND REPORT

StateFleet provides a range of online reports designed to assist its managed clients gather the information necessary to plan, develop, implement and report on Fleet Improvement. These reports are available in StateFleet's online reporting facility – StateFleet Online at www.statefleet.nsw.gov.au . If you are not a StateFleet managed client, you will be required to obtain this information from your own fleet management arrangement.

If you are the nominated "Fleet Manager' responsible for managing the CGF initiative within your organisation and do not have access to StateFleet Online, contact StateFleet on 9372 7702.

A template for the Fleet Improvement Plan and Report is available on StateFleet's website at www.statefleet.nsw.gov.au . Use this template to ensure you have addressed all the information required under the CGF initiative

STEP 1: Gather data to determine current fleet performance

In order to improve the environmental performance of your fleet, you will need to know how your fleet currently performs.

The CGF initiative aims to improve the environmental performance of the Government fleet by seeking improvements in the following areas:

- Increasing the average environment performance scores of agency fleets
- reducing total greenhouse gas emissions

The first priority under the CGF initiative is to determine the performance of your fleet over the last financial year, based on these parameters.

Baseline data for greenhouse gas emissions is required for the 2004-05 financial year. If this data is not available, you will need to establish new baseline data for a subsequent year.

Greenhouse gas emissions

You must determine the current greenhouse gas emissions (CO_{2e}) for your light vehicle fleet, by looking over your existing data for the last financial year.

You are already providing information required to monitor GEMP. This information includes your agency fuel consumption (by type) and vehicle distance travelled. The annual GEMP report already calculates the mass of greenhouse gas emitted (calculated based on your agency's fuel consumption).

You can identify and monitor your annual reduction in fuel consumption and greenhouse gas emissions simply by referring to the annual GEMP report.

Environment Performance Scores

The average environment performance score provides information on the environmental impact of an agency's fleet by considering a vehicle's greenhouse emissions (measured as CO_2) and air quality impact (noxious emissions).

You must determine the average environment performance scores for your passenger and light commercial vehicles as at 30th June.

STEP 2: Develop and Implement a Fleet Improvement Plan

You must develop a Fleet Improvement Plan that outlines how you will achieve the policy targets.

What is a Fleet Improvement Plan?

A Fleet Improvement Plan details the measures an agency adopts to achieve its fleet improvement targets.

Your Fleet Improvement Plan will show how your agency will achieve the policy targets required under the CGF initiative.

Your Fleet Improvement Plan is not a static document. It is a plan that will change to reflect updated fleet data, revised strategies and the progress in meeting your targets.

Developing your Fleet Improvement Plan

To develop a Fleet Improvement Plan, start with your agency's current fleet performance, which was identified in Step 1. Now compare this current performance with the greenhouse and average environment performance score targets under the policy.

The Fleet Improvement Plan should identify the decisions, actions and policy changes required to improve your current performance and facilitate your future planning and ordering.

Once you have identified a series of actions which will improve your fleet performance, check the effect by using one of the tools shown later in Table 1. Identifying the steps for improving your fleet improvement and calculating the subsequent effect is an iterative process. You may have to improve the plan several times before you have one that will achieve your fleet improvement targets.

Your Fleet Improvement Plan should be endorsed by your agency's DG and included in the Fleet Improvement Plan and Report submitted to DSTA (StateFleet) by 30th September.

Options for your Fleet Improvement Plan

There are many decisions and actions that will result in improved fleet performance. In developing your Fleet Improvement Plan, you should consider a combination of the available options that will improve your fleet performance without having an impact on your agency's service delivery.

Some of the actions which will increase your fleet's environment performance score and which should be considered for inclusion in your Fleet Improvement Plan are shown below.

Carefully review vehicle replacements

- Do you need a replacement vehicle at all? The most effective way to reduce your fuel consumption and emissions is to reduce the number of vehicles in your fleet. As each vehicle in your fleet comes up for renewal, consider whether there is a clear business case for that vehicle. Avoid replacing a vehicle for no other reason than the lessor has advised that the lease is about to expire.

- Review the vehicle's use as vehicles may be under utilised. In metropolitan areas, you can consider the use of cabcharge vouchers or public transport as fuel, time and cost efficient alternatives.

Select the cleanest and most efficient vehicle

- When selecting vehicle types, recommend the cleanest, most efficient vehicles. Usually, the small to medium category vehicles have the lowest operating cost and are the least expensive over the whole of vehicle life.

- Consider whether your vehicle selection suits the business purpose of the vehicle. Consider whole-of-life costs when renewing vehicles so you can select the best environmental performing model for your operational requirement.

- Order petrol-electric hybrid vehicles where appropriate.

- Actively consider where in your fleet you could place vehicles with very high environment performance scores. Mandate the use of small, fuel efficient vehicles for CBD fleets.

Change the mix of your fleet

- You will be able to improve your fleet's environment performance score by progressively replacing vehicles with low environment scores with vehicles with high environment scores.

- For example, if your agency's fleet environment performance score is 10/20, you will be able to improve this score by specifying replacement vehicles that rate higher than 10/20. Obviously, you should avoid vehicles that will reduce your agency's environment performance score.

Be realistic in appraising the need for large passenger vehicles

- Consider why the agency requires a large 6-cylinder passenger vehicle. How many agency vehicles carry more than one passenger?

- Check whether the vehicle will be required to carry loads that might require a large vehicle. Are these loads so large that they require a station wagon?

- Carefully consider the OH&S implications of the selection of large 6-cylinder vehicles based on a perceived need for vehicle performance. Smaller vehicles are likely to maintain speed limits just as well.

- Develop a program to systematically replace large passenger vehicles with medium or smaller models.

Subject requests for 4WD to critical review

- Assess whether agency staff need to "go off road". Does the agency really require a 4WD?

- If your agency sometimes uses poor roads (icy, gravel or poorly formed), then seriously consider the use of smaller, all wheel drive vehicles which have excellent and safe handling characteristics with less mass, smaller engines and improved emission scores (AWDs have typical environment scores lower than compared to emission scores for larger 4WD).

Consider the use of alternative fuels

- Alternative transport fuels can be broadly defined to include ethanol, biodiesel, Liquefied Petroleum Gas (LPG), Compressed Natural Gas (CNG), Liquefied Natural Gas (LNG) and methanol.

- These fuels vary in their commercial application – some are mainstream and widely available (such as LPG) and some currently supply to 'niche' markets. The emission benefits of these fuels vary.

- If there is an identified business need for a 6-cylinder vehicle, consider the use of alternative fuels that have better environmental performance.

- Be sure to consider if appropriate refuelling infrastructure is available.

Reduce private usage of vehicles

- Reducing private use of agency vehicles is crucial. Reducing private use will immediately reduce your total fuel consumption and improve your fleet performance.

- Review a sample of log books and identify the typical driving patterns of agency vehicles. If a vehicle has most of its use at mornings and evenings then the vehicle might be engaged in unauthorised personal transport. In these cases Fleet Managers should contact management at the vehicle's location and request clarification and, if necessary, confirmation, of the nature of the authorisation (for example authorised by DG or delegate, industrial agreement or government policy).

- Review whether any fleet vehicles have been allocated to individual staff. Vehicles are only allocated to staff if they are part of a salary sacrifice scheme.

- The policy incorporates changes to the existing rules for business/private use vehicles. The primary consideration of vehicle type must always be for operational requirements regardless of suitability for private use. Where an alternate vehicle is

selected from the Government contract, the agency will only contribute up to the level of vehicle required for operational purposes.

Salary Sacrifice Arrangements (including Senior Executive Service)
Where an officer requires a specific vehicle under a salary sacrifice arrangement (business/private) the process will be as follows: 1. The agency will determine the appropriate category of vehicle needed for operational requirements; 2. The officer will select their vehicle of choice from the NSW Government Motor Vehicle contract; 3. The agency will then calculate the difference in charges between the operational vehicle required and the vehicle selected by the officer. The difference is to be paid by the officer. Where an officer chooses 100% private use, existing arrangements will apply.

- Review parking arrangements for fleet vehicles. If secure parking is not available consider paying for local secure parking or asking those staff who live closest to vehicle location to take vehicle home for secure garaging. This will reduce FBT by reducing private journey kilometres, which attract FBT.

- Private usage is sometimes incorporated in "broken journeys" (i.e. home to work journeys, which are broken for business purposes). The Australian Tax Office (ATO) allows[2] broken journeys to be classified as business journeys only if the break in the journey is "where the employee performs substantial employment duties." Otherwise, the journey is a private journey and subject to FBT. Each agency should define what it considers to be "substantial employment duties" (the ATO notes that such activities must be more than simple pick ups, deliveries etc.).

- Monitor log books (running sheets) to identify private travel.

- Fleet Managers should be wary of arrangements that reduce FBT, but do not reduce vehicle usage, such as moving to commercial vehicles. A reduction in FBT will not reduce greenhouse emissions and will neither comply with Government policy nor a demonstration of good fleet management.

- Advise agency staff that private vehicle usage is under continuous review.

Other options for reduction in vehicle travel

- Review the arrangements for staff travelling to meetings and ensure that staff do not travel in separate vehicles to the same meetings or functions.

[2] ATO Tax Ruling MT 2027.

- Actively encourage and promote video or teleconferencing as alternatives to meetings.
- Encourage and provide guidance/assistance on the use of public transport.
- Encourage and provide guidance/assistance with route/journey planning to avoid unnecessary kilometres (e.g. have road maps available for staff, advise of online directory: www.whereis.com.au).

Maintain your fleet vehicles

- Regular maintenance of vehicles will ensure optimal efficiency and environmental performance. Remember that your agency might be financially penalised when a poorly maintained vehicle is offered for resale.

Promote good driving practices among staff

Individual driving habits can make a big difference to the amount of pollution a car produces as well as fuel consumption.

- Smooth driving helps save fuel. Avoid harsh acceleration and heavy braking (this also promotes safety).
- Keep your vehicle tuned to the manufacturer's maintenance guidelines.
- Do not 'warm-up' your car - it wastes fuel and is unnecessary if the vehicle is tuned.
- Do not fill the petrol tank past the first click -expansion of the fuel can result in increased emissions.
- Remove excess weight from your vehicle (eg equipment in the boot).
- Keep windows closed to minimise air drag and improve fuel efficiency.
- Try to reduce idling time - idling for over 30 seconds uses more petrol than it takes to restart the engine. Switch off the engine, if safe to do so, during extended delays.
- Plan trips so that you have one linked trip rather than multiple trips.
- Avoid short trips - until your car is at normal operating temperature, it will emit excess pollution.
- Do not rev the engine.
- Travel at moderate, steady speeds and avoid high speeds as they result in greater emissions. Driving at speeds above the regulated speed limit will also expose drivers to speeding fines, which will not be met by the agency (traffic infringements are the responsibility of the driver).

Driving at 110km/h can use up to 25% more fuel than driving at 90km/h[3].

- Avoid peak hour traffic where possible (arrange meetings outside peak hours).
- Check tyre pressure. Never run at lower than recommended pressure as this can increase fuel consumption.
- Good driving practices are safe driving practices. Mandate that staff take a break each two hours.

[3] Australian Government (2003) *Fuel Consumption Guide 2002-2003* www.greenhouse.gov.au/transport/fuelguide

- If necessary, send drivers to appropriate driver training and assessment and subsequently prohibit poor drivers from driving agency vehicles.

STEP 3: Submit a Fleet Improvement Report

Agencies are required to report annually to DSTA (StateFleet) on achieving their fleet improvement targets.

Each agency will report on their progress in achieving fleet improvements, to DSTA (StateFleet) by 30th September, each year. (Note: Those agencies required to report represent 95% of the Government fleet and are nominated and notified by StateFleet annually as per Circular C2007-26).

Your report should include your fleet's greenhouse gas emissions for the previous and current financial years.

Your report should also include your fleet's average environment performance scores as at 30th June for the previous and current years, and your proposed 'planned' scores at 30th June the next year.

The previous financial year's greenhouse gas emissions (CO_{2e}) and average environment performance scores can be reported directly from your last Fleet Improvement Plan and Report.

Remember to use the template for the Fleet Improvement (Plan) and Report available on StateFleet's website at www.statefleet.nsw.gov.au . Using this template will ensure you have addressed all the information required under the CGF initiative.

Good luck with improving your fleet and the environment!

Your Fleet Improvement Plan and Report must be submitted to:-

Executive Director
StateFleet
Level 12, McKell Building,
2-24 Rawson Place
Sydney NSW 2000.

Resources, tools and contacts

Table 1:Resources, tools and contacts to help you find further information and assistance for fleet improvement.

Resource	Description	Location
Green Vehicle Guide	The Green Vehicle Guide helps you by rating new Australian vehicles based on greenhouse and air pollution emissions. The rating is calculated using data provided by manufacturers from testing the vehicle against Australian standards.	• www.greenvehicleguide.gov.au
Fleet Management Guides	There are a few Fleet Management Guidelines available that focus on improved environmental performance. Many of these provide detailed practical tips, which may be of interest to you.	Australasian Fleet Managers Association (AfMA) "Greener Motoring, the how to guide": www.greenermotoring.com.au UK Department for Transport: "Transport Energy Best Practice - Fleet Management Guide": http://www.transportenergy.org.uk/downloads/Gpg2106.PDF
Fit-for-Purpose Evaluation	A fit-for-purpose evaluation is a simple process that assists fleet managers in selecting the most efficient vehicle for the intended operational purpose.	AfMA Greener Motoring guidelines (see above)
NSW Government Policies	Government Energy Management Policy (GEMP) Premier's Motor Vehicle Policy	• www.dpc.nsw.gov.au\publications