



HILLINGDON  
LONDON



# Property, Highways and Transport Select Committee

## Councillors on the Committee

Councillor Keith Burrows (Chair)  
Councillor Steve Tuckwell MP (Vice-Chair)  
Councillor Darran Davies  
Councillor Elizabeth Garelick  
Councillor Kamal Preet Kaur  
Councillor Peter Money BSC (Hons) MSc  
(Res) PhD (Opposition Lead)

**Date:** TUESDAY 9 APRIL 2024

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend.  
This meeting may also be  
broadcast live.

You can view the agenda  
at [www.hillingdon.gov.uk](http://www.hillingdon.gov.uk) or  
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property name.**

Published: Thursday 4 April 2024

Contact: Anisha Teji  
Tel: 01895 277655  
Email: [ateji@hillington.gov.uk](mailto:ateji@hillington.gov.uk)

# Useful information for residents and visitors

## Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services. Please enter from the Council's main reception where you will be directed to the Committee Room.

## Accessibility

An Induction Loop System is available for use in the various meeting rooms. Please contact us for further information.

## Attending, reporting and filming of meetings

For the public part of this meeting, residents and the media are welcomed to attend, and if they wish, report on it, broadcast, record or film proceedings as long as it does not disrupt proceedings. It is recommended to give advance notice to ensure any particular requirements can be met. The Council will provide a seating area for residents/public, an area for the media and high speed WiFi access to all attending. The officer shown on the front of this agenda should be contacted for further information and will be available at the meeting to assist if required. Kindly ensure all mobile or similar devices on silent mode.

Please note that the Council may also record or film this meeting and publish this online.

## Emergency procedures

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt. Lifts must not be used unless instructed by a Fire Marshal or Security Officer.

In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.



## Terms of Reference

### Property, Highways and Transport Select Committee

To undertake the overview and scrutiny role in relation to the following Cabinet Member portfolio(s) and service areas:

Cabinet Member Portfolios	<ul style="list-style-type: none"><li>• Cabinet Member for Property, Highways &amp; Transport</li></ul>
Relevant service areas	<ol style="list-style-type: none"><li>1) Property &amp; Estates</li><li>2) Capital Programme - Major Projects</li><li>3) Transportation</li><li>4) Highways</li><li>5) Repairs &amp; Engineering (including housing repairs)</li><li>6) Building Safety / Facilities Management</li></ol>

#### Cross-cutting topics

This Committee will scrutinise and review the work of utility companies whose actions affect residents of the Borough.

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Civic Centre, Property and built assets

## **Specific portfolio responsibilities of the Cabinet Member for Property, Highways and Transport**

To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- Major construction projects
- Housing stock development and construction
- Housing maintenance and refurbishment
- Facilities management including Energy / Carbon use and consumption
- Building Safety
- The Council's land and property holdings including its industrial and business units, shops, car parks and meeting halls
- Maintenance of Heritage Assets
- Highway maintenance
- Bus routes and transportation
- Fleet and Passenger Services
- Road safety
- Traffic management and parking management schemes

The Cabinet Member for Property, Highways & Transport, in conjunction with the Leader of the Council and Chief Officers, will oversee the acquisition, development, use and disposal of land and property assets across all Cabinet portfolios.

# Agenda

6 Present and Future of the Fleet

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## PRESENT AND FUTURE OF THE FLEET

<b>Committee name</b>	Property, Highways and Transport Select Committee
<b>Officer reporting</b>	Steve Gunter, Procurement & Commissioning
<b>Papers with report</b>	N/A
<b>Ward</b>	All

## HEADLINES

This report provides detail around the composition of the Councils fleet, the key challenges within fleet and future decision making around the fleet replacement programme.

## RECOMMENDATIONS

That the Committee notes the content of the report.

## SUPPORTING INFORMATION

### FLEET COMPOSITION

The table below shows the present fleet including Council owned, hired vehicles and the means of propulsion.

Description	Owned	Hired	ICE Internal Combustion Engine. I.e Diesel	EV Electric Vehicles	Hybrid
26T RCV	31	1	32	0	0
18T RCV	1	1	2	0	0
12T RCV	5	0	5	0	0
Large Sweepers	6	0	6	0	0
Small Sweepers	10	0	10	0	0
Grab Lorries	4	0	4	0	0
Caged Tippers	33	0	33	0	0
Tippers	37	6	43	0	0
Highways Tippers	6	1	7	0	0
Large Vans	14	0	14	0	0
Medium Vans	36	16	52	0	0
Small Vans	30	10	40	0	0
Pool Cars	8	1	1	3	5
Large Machines	1	3	4	0	0
Minibuses	32	4	36	0	0
	<b>254</b>	<b>43</b>	<b>289</b>	<b>3</b>	<b>5</b>

Classification: Public

Property, Transport and Highways Select Committee – 9 April 2024

## FLEET CHALLENGES

The main challenge for Fleet relates to driver behaviour and avoidable fleet damage. Avoidable fleet damage is costing the Council more than £800k per annum. Costs are incurred on all vehicles but the majority, c.80% relate to Waste & Street Cleansing operations. The 80% is broadly in line with expectations given the number, size and functions of those vehicles.

The cost of fleet damage has been under review by fleet management for some time and the reasons for the increasing costs are wide and varied:

- Data & Management Oversight – Historically, the data has not been available to provide sufficient management oversight and enable the correct decisions to be taken. This has improved significantly over the last 12 months with the purchase and installation of new ‘tracker’ devices and improved reporting.
- Ownership – Vehicles and associated budgets are managed by Fleet Team although vehicles are used by operational service areas thus creating a disconnect in ownership, especially related to costs.
- Nature of the Fleet - The nature of a municipal fleet and the range of vehicles being operated, and the tasks being undertaken mean this is very different from an average ‘road’ fleet undertaking the same function day in and day out. Hillingdon vehicles operate in challenging operational environments where damage is more likely to be incurred.
- External Factors – The cost of operating any vehicle continues to rise and specifically costs related to insurance, repair & maintenance. This has inevitably fed through into the cost incurred by LBH for repair of its own vehicles and those subject to insurance related claims.
- Culture - The current ‘job and finish’ approach to work scheduling in some teams within the Council offers operational flexibility but can lead to a precipitance to finish. This inevitably contributes to the increase in fleet damage although to what extent is unknown. There are other aspects of culture including the use of agency drivers with established support crew that leads to pressure on drivers and further contributes to fleet damage.

A regular Fleet Forum comprising operational and senior managers is now in place to help address the issues and drive down the costs being incurred. One of the outputs of this forum is a combined insurance/damage reporting report which requires the operational teams to record actions taken for incidents costing more than £1000. The forum ensures specific instances of damage are monitored although it is not yet translating into demonstrable outcomes.

The Fleet Team are also engaging with other boroughs with similar fleets and operating conditions to determine a benchmark of how Hillingdon's performance compares.

Driver behaviour is closely connected to fleet damage although offers a broader perspective on how driver performance can impact on fleet costs. The new tracking devices offer a range of data including harsh braking, fast cornering, excessive acceleration, speeding incidents etc. The



system takes all this data to produce a EEDI (Eco Efficient Driver Index) score for the drivers that is used to monitor overall performance and specifically used in regular discussions with the poor performing individuals. Improvements have been seen from this action. The EEDI score is a leading indicator of fuel consumption and wear and tear on vehicles. Inevitably, vehicles driven with a higher EEDI score will have commensurately better fuel consumption. With an annual fuel spend of c.£1m per annum, a 10% reduction can have sizeable budget benefit.

With a fleet of 297 vehicles and the associated costs of acquisition, maintenance, repair and operation there is always a need to consider the utilisation of the fleet – i.e. Are we using the vehicles in a way that maximises its value? Much progress has been made on this over the past few years with decisions taken to hire Winter Gritters for 6 months of the year rather than own outright. Equally, the refuse vehicles are now supplemented in the summer using hire vehicles for green waste collection. A review is also underway to review Green Spaces winter fleet on the basis there will be opportunity to reduce during the winter months. Good progress has been made on fleet utilisation in the last 18 months with 4 vehicles removed from the fleet and arrangements in place to hold underutilised vehicles in pool arrangements for use across departments as required.

## **FLEET REPLACEMENT PROGRAMME**

The Council has a cyclical vehicle replacement programme to ensure that the fleet maintains an optimum balance of cost and reliability. This involves replacement of vehicles on average after 7 years.

There are currently 90 frontline service vehicles which have reached the end of their serviceable life and are now subject to daily ULEZ fees. All the vehicles are in their ninth year of operation, reliability is falling, and the maintenance costs are growing beyond what is economic to maintain. The need to hire temporary vehicles whilst repairs take place further exacerbates the cost pressures of older vehicles.

Whilst there is agreement that replacement vehicles are required, LBH has for the first time, a viable choice between electric and diesel replacements.

In this phase of purchasing the working recommendation is to replace 32 vehicles with electric equivalents and the balance with diesel. This decision is based on a number of factors including location and availability of charging facilities for operatives, speed of charging, charging infrastructure including grid capacity at council facilities, pay load, costs, range and maintenance. The acquisition of 32 vehicles will allow Fleet and user teams to develop their operational understanding of how a greater number of EV vehicles could be operated and maintained in the future.

It must be noted that major investment will be needed in electrical power supply to Harlington Road depot to support future growth in the electric vehicle fleet.

In terms of other heavier and non-standard vehicles, the electric market is less well developed in terms of options, but the Fleet Team continue to test options when they become available. Over the past few months, this has included trials of an electric powered 26T Refuse Collection Vehicle

and a small sweeper. All trials have concluded with positive results and will be factored into future considerations when the existing fleet vehicles need replacement.

## **PERFORMANCE DATA**

None at this stage.

## **RESIDENT BENEFIT**

The operation of a safe, effective and efficient fleet supports the delivery of front-line council services including, waste services, street cleansing, housing repairs and transportation services.

## **Financial Implications**

There are no direct financial implications associated with this report.

## **Legal Implications**

None.

## **APPENDICES**

NIL.