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Connected cars: fleets call for clarity on data access

With 80% of new cars expected to be connected by 2016, ownership of data generated and how it is used continues to be a grey area

By Tom Seymour

The fleet industry is growing increasingly concerned at the lack of clarity around how manufacturers are collecting data on vehicles and drivers, as more connected car features are introduced to the new car market.

Fleet representative body ACFO and the British Vehicle Rental and Leasing Association (BVRLA) are seeking clarification on who owns the data collected, used and protected by fleets and manufacturers.

John Pryor, ACFO chairman, believes that while some larger fleets may be aware of the level at which brands are collecting data on vehicles, generally awareness is low.

He said: "The big trouble is with who owns this data. Is it the manufacturer? Is it the fleet? Is it the leasing company? Who has the right to know and is it possible to switch off that data collection when cars are being used away from work for personal use?"

"There are still big questions that need addressing and there is so much to look at with this."

With an estimated 80% of cars expected to be connected by 2016, the industry is experiencing an explosion in the amount of data that is generated and processed.

An increasing number of fleets are having telematics devices installed into their vehicles, and manufacturers are keen to gain market share.

Mercedes-Benz has its own telematics division, Fleetboard, and is looking to take a more central role in providing telematics and fleet software services directly to fleets.

"The telematics suppliers have been first to market," Pierre Lussier, Fleetboard manager at Mercedes-Benz France said. "But who is better to supply services for vehicles than the manufacturers themselves?"

However, he said the big challenge is not only whether manufacturers have the ability to technically handle and interpret the masses of data collected from vehicles, but the legal implications that come with that.

New EU data protection laws are due to be introduced in 2016 as regulators seek to catch-up with the increased sharing and use of data via the internet.

Rather than being legislation that can be interpreted, new data protection regulations will be binding across all 28 member states.

More detail on this regulation was expected before the end of 2015 but, as yet, nothing has been announced.

Carlos Ghosn, Renault Nissan Alliance chairman and CEO and president of ACEA, the body which represents vehicle manufacturers in Europe, said manufacturers across Europe have set out five principles of data protection which the industry will adhere to.

These principles include transparency, customer choice, 'privacy by design', data security and proportionate use of data.

Ghosn said: "Data protection is an issue carmakers take very seriously, as we are committed to providing our customers with a high level of protection and maintaining their trust."

Models like the new Volvo XC90 do not have an OBD port for external parties to access diagnostic information and manufacturers are widely expected to move to a cloud-based system in the future where all diagnostic information gained from modern vehicles' sophisticated sensors are shared to the internet through an online portal.

Lussier, who was speaking at the recent TU-Automotive 'monetise connected fleet data' webinar, said manufacturers will be looking to track data on engines, emissions, driver behaviour, fuel efficiency and wear and tear as well as advanced real-time mapping and traffic information.

That data could then be passed on to fleets and leasing companies to improve operating efficiencies, plus franchised dealerships, taxation services, insurers, emergency services and road authorities.

Lussier said: "The sensors in vehicles can now pick up a lot of information and the cameras built into modern cars make what we can collect extremely accurate."

He sees a future in which every car could be like a 'Google Maps' car, analysing every road they are on, updating routes and traffic problems in real time for every other car to access.

"At the moment, we're at the frontier and the situation with vehicle data is a bit like the wild west, from a legal perspective," he said.

The BVRLA is campaigning for vehicle owners and drivers to be in charge of how their data is used and wants the Government to support the introduction of open, standardised and secure platforms to enable this to happen.

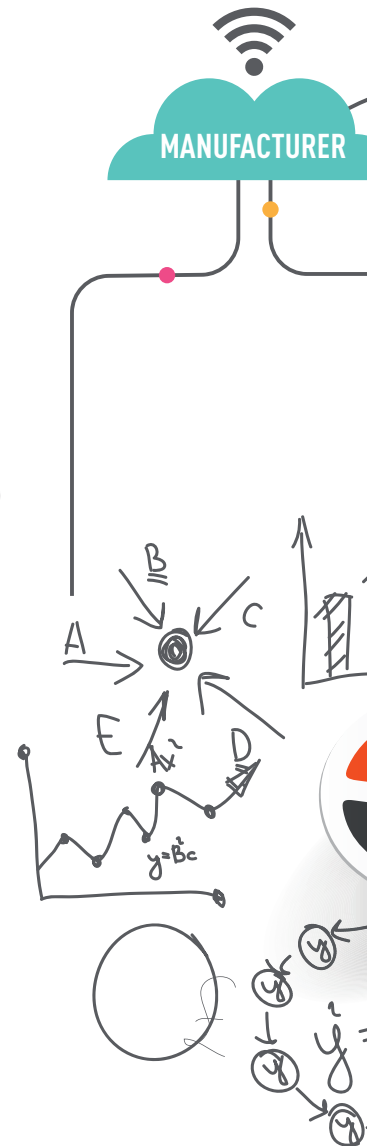
Gerry Keaney, BVRLA chief executive, said: "The arrival of the connected car means that the dashboard is now a point of sale for all kinds of products and services, while vehicles themselves have become telematics devices, capable of delivering gigabytes of valuable real-time data."

"Regulators and legislators are trying to ensure they keep pace with this new environment, but the fact is that current data protection, type approval and block exemption regulations are well out of date."



"From time to time, we've been approached by organisations who would like access to that data and we have refused"

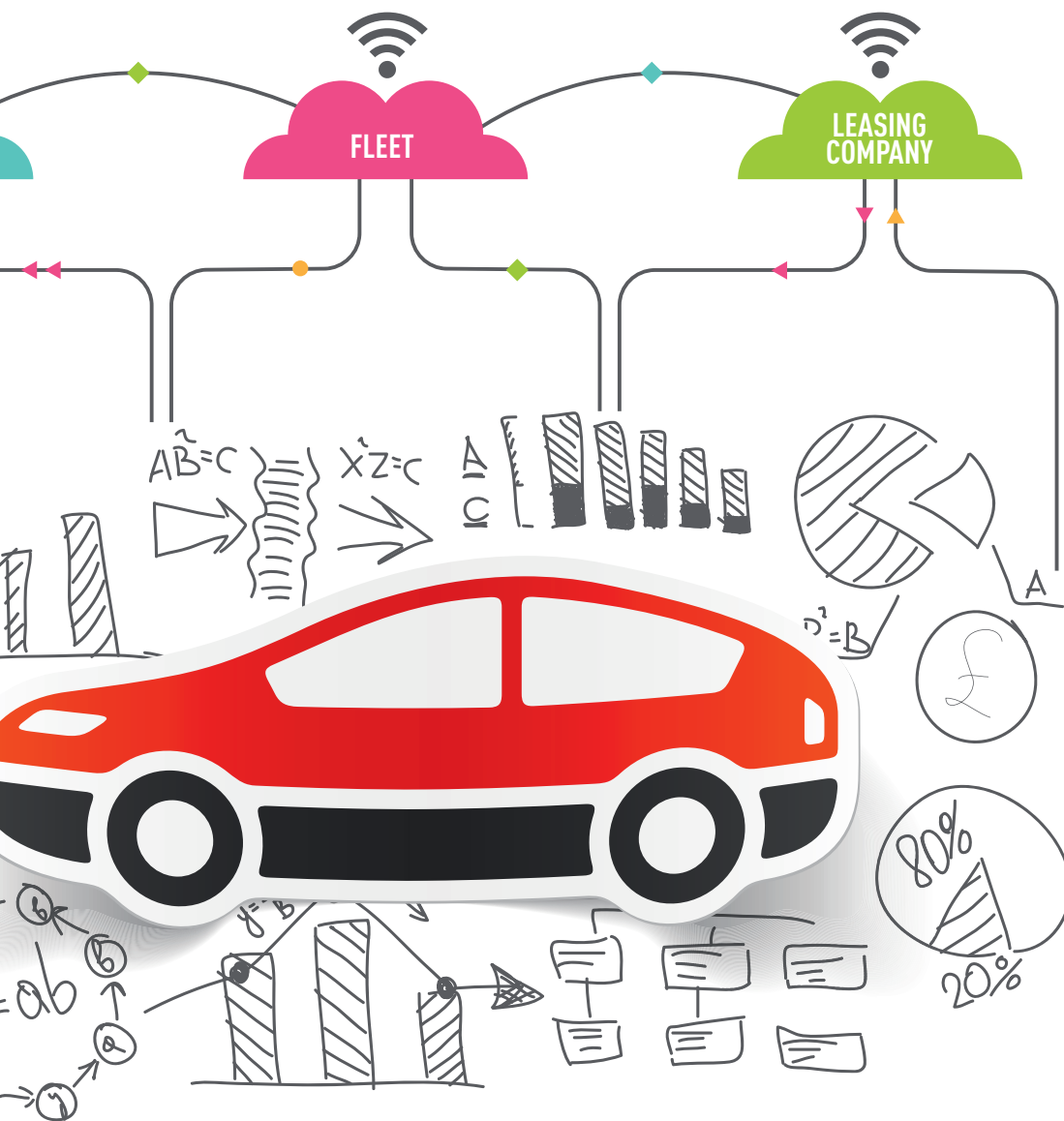
Ashley Sowerby, Chevin Fleet Solutions



850,000
Number of vehicles Chevin holds operational data on



For more on data and telematics, visit:
fleetnews.co.uk/telematics



Keaney recognises it will take time to put a new regulatory environment in place, but he wants to make sure vehicle owners have the right to opt out of any connected offerings that might conflict with the services BVRLA members offer, for example breakdown or roadside assistance, accident services and the arrangement of any servicing and repairs.

He said: "We are also seeking clarification around which driver data is collected by manufacturers and who is responsible for meeting data protection rules."

However, as more and more connected data becomes available, Chevin Fleet Solutions says that basic questions remain unanswered.

Ashley Sowerby, managing director at Chevin Fleet Solutions, said: "This is a fast-moving area but one where the potential benefits for fleets are substantial so it is important that, as an industry, we work to get things right."

"There are many questions to resolve but probably the one that concerns us most is who controls the data generated by connected cars and who has access to it?"

"Manufacturers may want to act as gatekeepers to this information but it is doubtful that they can claim to have ownership of the data."

"After all, it is generated by the fleets [or leasing companies] that own the vehicles in question."

Sowerby told *Fleet News* it was difficult to predict whether manufacturers would replace the current telematics sector. But he added: "Whatever the outcome, there will definitely be a need for ever-more sophisticated fleet management software to enable managers to make sense of the huge

"The fact is that current data protection, type approval and block exemption regulations are well out of date"

Gerry Keaney, BVRLA

amount of information that will become available to them."

He is calling for key stakeholders in the fleet industry to "hammer out some basic standards".

Chevin holds operational data on more than 850,000 vehicles that are managed using its FleetWave software, so has some experience of the kind of issues that connected vehicle data bring.

Sowerby said: "The data that we hold has a commercial value. We can access information on how thousands of different types of vehicles operate in real world conditions."

"From time to time, we have been approached by organisations who would like access to that data and we have refused, but it shows that there is an appetite for the kind of information that the connected car and van will provide."

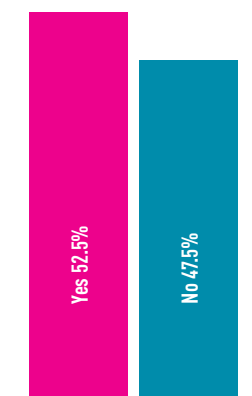
Sowerby wants the industry to have an open dialogue to raise concerns, "rather than stumbling into compromises".

"Making decisions now could pay dividends later," he said.

FLEET FACTS AND FIGURES

OPINION POLL

Would the availability of real world driving NOx emissions influence your choice of car?



FleetNews view:

Fleets already employ a raft of vehicle information to determine vehicle choice, but growing concerns over air quality should increase the focus on NOx emissions. More and more data around real world driving emissions is available so ignoring your impact on air quality will no longer be an option soon.

This week's poll: Do you think the plug-in car grant should only apply to pure EVs and not hybrids?

fleetnews.co.uk/polls

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Volkswagen gives Polo, Golf and Passat trim upgrade

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Plug-in grant rush likely as deadline approaches

Delays could leave fleets out of pocket under Government's new two-tier system

By Gareth Roberts

Fleets and leasing companies ordering plug-in cars could be left thousands of pounds out of pocket if they don't apply for the grant at the same time.

Applicants currently receive up to £5,000 off a plug-in car, but the Government has announced that the grant will fall by up to £2,500 from March 1.

That gives the fleet and leasing industry less than two months to take advantage of the more generous rates and, according to Holdcroft Motor Group, means it is essential they understand when their application is registered.

"It goes on the grant submission date, not the vehicle order date," said Malcolm Pearson, Holdcroft group fleet director.

"Ordering a vehicle – even if that is today or the last day of February – does not mean you get the grant at the existing rate."

The dealer group, which was crowned fleet dealer of the year at last year's *Fleet News Awards*, processed almost 2,000 grant applications during 2015.

"We still have daily issues getting grant forms completed today, so it's going to be hectic in February and I suspect [there will be] a lot of disappointed fleets come March when they don't get the quotes they thought they had signed up for."

The Government revealed last month that it was introducing two new plug-in grant rates (fleetnews.co.uk, December 17).

Vehicles with a zero emission range of more than 70 miles (category 1) will benefit from a grant of £4,500, while vehicles with a shorter zero emission range (category 2 and 3) such as plug-in hybrid vehicles, with a petrol or diesel engine, will receive just £2,500 (see panel).

A price cap will also be introduced. Category 2 and 3 models with a list price of more than £60,000 will not be eligible for the grant, but all category one vehicles with a zero emission range of more than 70 miles will be eligible for the full £4,500 grant.

As well as ensuring grant application forms are submitted before March 1 to receive the more generous grant, Pearson told *Fleet News* that fleets should also consider allowing drivers to order vehicles early.

The Office for Low Emission Vehicles (OLEV), which manages the plug-in car grant on behalf of the Government, said that, provided vehicles are registered within nine months of the claim being entered onto the plug-in car grant portal by the dealership, the grant amount is fixed at the level advertised on the OLEV webpage at that point in time (currently 35% of the price up to a cap of £5,000).



"Ordering a vehicle does not mean you get a grant at the existing rate"

Malcolm Pearson, Holdcroft



The grant will be maintained under the new regime until March 2017

£60,000

Category 2 and 3 vehicles priced above this level will not be eligible for the grant

NEW PLUG-IN CAR GRANT RATES

Category 1: Plug-in cars with CO₂ emissions of less than 50g/km and a zero emission range of at least 70 miles will receive a grant of £4,500.

Category 2: Plug-in cars with CO₂ emissions of less than 50g/km and a zero emission range between 10 and 69 miles will receive a grant of £2,500.

Category 3: Plug-in cars with CO₂ emissions of 50-75g/km and a zero emission range of at least 20 miles will receive a grant of £2,500.

"Orders can be accepted by dealers right up to the last day of February, 2016 at the current support level, subject to having the grant forms," explained Pearson.

"This is the case even if the vehicle lead time is up to eight months away and they do not have a chassis number or confirmed build slot.

"All they will need is your order, with end-user customer details and the completed forms to post on the portal."

OLEV says that the only way the grant amount would not be honoured is if the vehicle takes longer than nine months to be delivered.

For fleets and leasing companies applying for the plug-in car grant after February 29, OLEV has said that the grant will be maintained under the new regime until March 2017 (contrary to the Government's initial announcement of 2018), or until 40,000 sales of category 1 vehicles, and 45,000 combined sales of categories 2 and 3, with both totals including vehicles registered under the existing regime.

As of last month, 23,000 claims had been submitted for category 1 vehicles and 28,000 for categories 2 and 3 – 51,000 in total, of which half were made in 2015 alone.

With plug-in registrations rising exponentially and a flurry of eleventh hour applications expected, that could mean the new plug-in car grant is reviewed just a few months after it is launched.

■ The plug-in van grant of up to £8,000 remains unchanged.



Emissions calculator at:
fleetnews.co.uk/cars/
co2-emissions-calculator/

Councils' parking ticket 'profits' hit almost £700m

Fine management is crucial as over a quarter of appeals result in cancellation

By Gareth Roberts

Fleets are being urged to educate their drivers after town hall parking 'profits' hit almost £700 million – up 4% on the previous year.

Councils in England generated a combined surplus of £693m from their day-to-day, on and off street parking operations in 2014/15, with £308m (44%) of the overall dividend generated by councils in London.

The local authority with the largest surplus (£46.4m) was Westminster, though this was down 9% on the previous year.

The five biggest earners were all London authorities, with only Brighton and Hove and Nottingham breaking into a top 10 still dominated by councils in the capital.

Steve Gooding, director of the RAC Foundation, said: "The legal position is that parking charges are to be used as a tool for managing traffic.

"But with budgets under ever-greater pressure, the temptation to see them as a fundraiser must be intense."

Although not all councils made a large surplus, few lost money on their parking activities. Just 57 (16%) of the 353 local authorities in England reported negative numbers, says transport consultant David Leibling, who analysed the data for the RAC Foundation.

The figures are calculated by taking income from parking charges and penalty notices, then deducting running costs.

The rise in profits is accounted for by an increase in parking income rather than a reduction in running costs (which were in line with the previous financial year).

Local authorities must also provide the Government with an estimate of the surplus or deficit they expect to have at the end of the current financial year.

This suggests the surplus figure for 2015/16 in England will be £687m.

John Pryor, chairman of fleet representative body ACFO, said: "Managing fines relating to parking and traffic offences can prove to be a legal, financial and HR administrative nightmare for fleet decision-makers and company car and van drivers alike.

"Last year ACFO held a 'masterclass' and it is clear from members' views that the issue remains critical to them."

The Freight Transport Association (FTA) was not surprised to see London boroughs dominating the top 10 due to the unique traffic management challenges faced by the capital.

However, Natalie Chapman, FTA head of policy for London,



To see your local authority's parking profits, go to fleetnews.co.uk/parking-profit



"Employers should not just be picking up fines for a lack of awareness by drivers or their laziness"

Natalie Chapman, FTA

believes that fleet operators can do a lot to mitigate the impact of parking fines to their bottom line.

"The best thing they can do is start by looking a little closer to home," said Chapman. "We find in a lot of cases it's drivers not understanding the rules."

The FTA advocates passing on parking fines to employees where appropriate.

"There's nothing like concentrating the mind," continued Chapman. "Employers should not just be picking up fines for a lack of awareness by drivers or their laziness."

According to a *Fleet News* poll, 95% of fleets do pass on parking charges to drivers.

But, while driver education is important, the routine recording and analysis of parking tickets is vital.

"That management information is crucial," said Chapman. "Operators can detect any trends emerging with particular locations or with certain drivers and deal with them."

It also ensures that fleets are armed with necessary management information to appeal a ticket or not. Fleets can now appeal online (see *Fleet News*, December 10).

More than a quarter (27%) of complaints regarding council-issued parking tickets result in a cancellation.

Finance firm Zuto studied data from eight of the UK's largest councils and, of the 170,127 tickets contested between August 1, 2014, and July 31, 2015, it found 46,122 ended successfully with refunds totalling more than £3.2m (fleetnews.co.uk, October 14, 2015).

Bristol was found to be the council which issued the most hotly-contested parking tickets, with around one in 10 of just under 85,000 fines ending in successful challenges.

James Wilkinson, chief executive of Zuto said: "With only one in five parking tickets actually being contested, there are probably a lot more drivers who are paying unfair fines."



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Government: police cuts not linked to accident rise

Roads minister blames weather and points to rises in other European countries

By Gareth Roberts

The Government has hit back at claims that a drop in traffic police is letting drivers off the hook and putting road safety at risk.

MPs have been warned that a lack of resource is threatening the police's ability to catch motorists breaking the law.

But ministers told the influential transport select committee it is a world leader in road safety and it was down to chief constables to decide how they deploy officers.

Road safety minister Andrew Jones said: "Enforcement is a key part of road safety, but so are education and engineering, and I don't think there's a direct correlation between the number of police officers and the amount of incidents they deal with."

The Government's defence of its road safety record comes in the wake of the country's top traffic cop warning MPs that the thin blue line was being stretched to breaking point (*Fleet News*, November 26).

Appearing before the same committee, Supt Paul Keasey, chair of the national roads policing intelligence forum, previously



The UK has the second safest roads in the world, after Sweden say the Government

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told MPs: "We're probably at that tipping point, where the volume of resources will become an issue. If you haven't got the officers to do the work then the reality is it won't be done."

He also said that, with fewer officers on the road, motorists would recognise the opportunity to break the law without the risk of being caught.

However, Jones rejected this view. "I don't think the evidence supports that," he said, highlighting technology such as speed cameras and automatic number plate recognition (ANPR) systems.

Government figures suggest that there has been a 63% fall in reported traffic offences over the past decade.

But is that, as the Government argues, the product of effective enforcement and better education or, as some suggest, the result of fewer traffic police?

It was revealed earlier this year that the number of police dedicated to enforcing traffic offences in England and Wales had fallen by 23% in the past five years – equivalent to 1,279 fewer officers (fleetnews.co.uk, February 9).

But home office minister Mike Penning, who was appearing before the committee alongside Jones, said the downturn in traffic police had been going on for some time.

He said: "Traffic officers have been declining since the inception of what was the Highways Agency, now Highways England, with a lot of the traditional, non-policing roles now being done by highways officers."

Penning highlighted how technology had "dramatically changed" the way roads were being policed, and reminded MPs the Government had protected the policing budget for the life of this Parliament, in the autumn statement.

Department for Transport road casualty statistics show that 1,775 people died on the roads in 2014 – a 4% increase on the year before. A further 22,807 were seriously injured (a 5% annual increase).



"We have a fantastically good road safety record and we now have to build upon that in a number of different ways"

Andrew Jones, road safety minister

23%

**Fall in road traffic officers
over past five years**



More on road safety at:
[fleetnews.co.uk/
fleet-management/
accident-management/](http://fleetnews.co.uk/fleet-management/accident-management/)

Casualties of all severities rose to 194,477 in Great Britain in 2014, an increase of 6% from 2013, interrupting what was a steady downward trend since 1997.

However, Jones argued that the UK has the second safest roads in the world behind Sweden, and the number of road deaths has fallen by 45% between 2005 and 2014.

"I don't think there was a simple factor for the increase," he said. "It was not statistically significant."

"We know the weather had an impact; 2014 saw increases in [road traffic deaths] in other European countries – Sweden, Germany and France – countries that have very comparable levels of enforcement to ourselves."

In fact, Jones said trying to link the number of traffic police to the increase in road casualty statistics was "wrong".

"We have a fantastically good road safety record and we now have to build upon that in a number of different ways."

The Government aims to continue with its three-pronged approach of enforcement, education and engineering, while targeting what it described as "hard to reach" groups.

Jones added that the Government's main motivation was that "behind every statistic is a lost life, a shattered family or both".

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THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



In this issue we revisit the thorny issue of data ownership and the protection of individual, fleet and leasing company rights at a time when manufacturers want to know more about how the cars they make are performing on the road.

Leasing companies in particular are fearful about the loss of control over the cars they have purchased from the manufacturer and now lease to fleets (Big Picture, November 26), especially when it comes to maintenance and repairs.

However, a number of fleets have expressed a difference of opinion with the leasing company position: they are happy for manufacturers to access data if it means they get a better service and a better equipped vehicle.

“Some fleets are happy for carmakers to access data if it means a better service”

Vauxhall OnStar is repeatedly cited as an example of a product that has benefits for fleets and drivers. Some fleets have already told leasing providers that they want this technology fitted and switched on. Their drivers expect connectivity. Fleets believe they have ownership rights during the lease period, enabling them to make certain demands. This may not be the case in reality but, in a competitive environment, they do enjoy a position of strength.

The BVRLA has lobbied the Government on this issue, taking up the mantle from the Fleet Manifesto launched 12 months ago in conjunction with ACFO and *Fleet News*.

It has called on the Government to help oversee the development of a common set of vehicle and driver data metrics and formats and believes that the issue of vehicle data warrants the introduction of a sector-specific data commissioner.

What is your take on the connected car and data ownership? Email your views to me at stephen.briers@bauermedia.co.uk

■ Happy new year to all our readers and best wishes for a prosperous and pleasurable 2016.

YOUR LETTERS

PLUG-IN GRANTS

EDITOR'S PICK

EV funding policy is another example of Government haste



Petrol Paul wrote:

Having read 'New plug-in grant reveals two-tier approach to funding' (fleetnews.co.uk, December 17), I think this is another example [the recent change to the diesel surcharge being the previous example] of the Government changing policy without allowing enough time for the industry or consumers to adapt. The lead time on many of the plug-in vehicles is such that some vehicles will already have been ordered, with delivery dates expected in March and April, in the belief that there would be a £5,000 grant. The policy itself does not make much sense either: effectively you get £5,000 for switching from a low-emission small car (like a Renault Clio) to a small electric car (like the Renault Zoé), which makes little environmental impact. But make the switch from a big executive gas guzzler to a Tesla S (at more than £60,000) and there is no financial incentive at all.

■ The editor's pick in each issue wins a £20 John Lewis voucher.



CAR REVIEWS

In defence of the Marmite-mobile

Lola wrote:

Having read Andrew Ryan's long-term report about the Citroën C4 Cactus (fleetnews.co.uk, Dec 12), I've heard many "like it or hate it" comments. Most people either hate or like cars – I hate the dated Jags, Mercedes and even those monster 4x4s that are used on school runs or around town. Maybe some [Cactus-haters] are traditionalists, they do not like changes like this. This economical car is merely one step ahead, with a very modern look and design. The air bumps are a novel idea, which makes this a great car for the town. People will get used to change. Just give them a little time.



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YOUR LETTERS

MOBILE PHONE USE

Use the existing law to punish 'distracted' drivers

Buster wrote:

In the November 26 issue of *Fleet News*, the cover had a quote from Brake, stating "Government must lead on road safety". Look inside, and you'll see adverts from manufacturers extolling the virtues of their connected cars and smartphone interfaces. For the first time, the biggest cause of road traffic

collisions is "distractions" – police-speak for drivers on the phone/Twitter/Facebook.

Perhaps we should start by enforcing existing laws and prosecuting drivers. That would be a big help.

It's no good having adaptive cruise control and automatic autonomous braking if drivers are just going to be looking at phone screens.

EURO 6

Where are the petrol hybrid options for vans?

Sage and Onion wrote:

Having read 'Volkswagen introduces petrol engines in Caddy van range' (fleetnews.co.uk, December 15), this move was inevitable. With the focus on "dirty diesels" and with Euro 6 coming next year (which I'll bet has some huge price hikes), we need other options for vans. Not to mention that Euro 6 technology probably isn't going to be suitable for urban stop-start deliveries without major issues and repairs. So well done Volkswagen for getting ahead of the game. But I would like to see more petrol hybrid options (without the price hike cars have).



MANUFACTURING

The rebirth of the British car industry

Paul wrote:

Having read 'Model success leads to fleet targeting for JLR' (*Fleet News*, December 10), it is fantastic to see it doing so well.

With both Jaguar and Land Rover models built in Britain, it's a great national success story. Yes, Tata is an overseas company, but that's irrelevant when the R&D and production are here in the UK. While some talk of the demise of the British car industry, I don't ever think so many cars have been built here – with Honda, BMW/Mini, Toyota, Vauxhall, Nissan, Infiniti and JLR all to thank.

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ISSN 0953-8526.
Printing: Headley Brothers Ltd, Kent



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How did you celebrate New Year's Eve?

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FLEET OPINION

AIR QUALITY

Diesel will remain vital part of fleet mix

By Gerry Keaney

“The UK economy continues to grow and fleet sizes are increasing, but last year’s Volkswagen emissions scandal delivered a timely reminder that our industry’s next challenge is always just around the corner.

Air quality has been rising up the political and environmental agenda, but few could have foreseen the NOx-based cloud of diesel doom-mongering that has engulfed the automotive sector. Early responses have seen a number of manufacturers pledging to introduce their own independent, real world emissions tests, while the Government chose to punish company car drivers by backtracking on its promise to remove the 3% diesel supplement.

The full impact of the crisis will rumble on, and the BVRLA will continue to add a voice of calm, reasoned clarity to ensure that further ill-informed, knee-jerk decisions aren’t made. BVRLA members own and operate more than four million vehicles, three-quarters of which run on diesel. We can expect its gradual decline in market share to gather pace as more fleets opt for a new generation of highly efficient petrol, hybrid and pure electric vehicles.

However, diesel will remain a vital part of the fleet mix for some time yet. It is still the most energy-efficient fuel type and often the most appropriate source of power for long-distance journeys or non-urban freight transportation.

This year, the BVRLA hopes to shed a bit more light on the sector of road transport that is in most urgent need of reform: grey fleet. Politics and economics have created an opportunity for the industry to raise the profile of grey fleet, and also of the sector’s role in providing alternative solutions that can deliver cost, safety and emissions savings.

Fleets up and down the UK are hoping to achieve similar savings by adopting new autonomous and connected vehicle technology. We believe the BVRLA has a role to play here, too, in ensuring carmakers provide a fair and open after-market access to vehicles and their data.

A new regulatory framework is essential if we want to preserve undistorted choice of connected car services and encourage widespread innovation in the fleet sector.”

“Diesel is still the most energy-efficient fuel type and often the best for long-distance journeys”



Gerry Keaney, BVRLA
chief executive



John Pryor,
ACFO chairman



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EMPLOYEE MOBILITY

Travel choice is the future of fleet sector

By John Pryor

“For some years, ACFO has said the role of fleet decision-makers is to embrace travel choice. The job is also about educating employees to understand when not to travel and perhaps use video or tele conferencing. Cost and risk management, carbon footprint reduction, business efficiency and effectiveness and time management are all issues that impact on corporate travel.

The trend – particularly among large and high profile companies – to improve HMRC’s record keeping compliance with the use of mileage capture systems is delivering greater visibility of what car journeys actually cost.

What’s more, the arrival of the Energy Savings Opportunity Scheme (ESOS) – applicable to larger organisations – increases the focus on corporate mileage. The audit requirements deliver a baseline, which employers can use to cut journeys in company and grey fleet vehicles as they seek to reduce their carbon footprint. These developments mean that fleet decision-makers, instead of working in isolation as they have done for so long, are working in tandem with colleagues in other departments.

Business mileage expenses and carbon footprint reporting are not always within a fleet manager’s remit. However, the trends we are starting to witness in larger organisations will rapidly spiral down the chain to SMEs.

My own job title is ‘fleet and travel manager’. I have a complete overview of who travels, how, when and where, and the cost of any trip.

The job description will not be right for all organisations, but I must ensure that the company’s policy is implemented and the best value is given to the traveller to make their journey, while also taking into account other factors such as duty of care and the environment.

In other words a single person in an organisation has complete visibility of travel and its impact.

Fleet management is no longer just about managing vehicles, but about business mobility. There are no right answers and many variables have to be considered and managed, but it is fleet decision-makers that can drive change within their individual businesses.”

“Fleet management is no longer just about managing vehicles, but about mobility”

'OUTSOURCING LETS US ON CONCENTRATE FLEET STRATEGY'

Risk management, car policy reviews and new initiatives are only possible by outsourcing fleet administration, says Martine Smith. *Tom Seymour* reports

Celesio UK, perhaps better known by its Lloyds Pharmacy and All About Health (AAH) pharmaceuticals subsidiaries, has seen its fleet profile alter dramatically over the past three years.

Martine Smith, Celesio distribution manager and the person in charge of the group's 2,270 vans and cars, has been at the company for 18 years and has been instrumental in ushering in big changes.

The group switched its leasing company partner from a solus Lex Autolease deal to taking 90% of its fleet to Arval three years ago and has seen its choice list reduce from 14 different brands to just two.

Lex still represents the remaining 10% of vehicles on the fleet.

Smith, who was promoted from fleet administration manager to her current role four years ago, heads up a team of five, centrally running the fleet, with an extended team of 15 transport managers working at its warehouse depots across the UK. Smith reports in to head of distribution Tony Percival.

The majority of the fleet is made up of Ford Transits, responsible for delivering the bulk of the company's pharmaceutical deliveries to hospitals and pharmacies, covering 26,500 jobs, twice a day all across the UK. The mix is 900 Transits, 500 Connects, 50 Couriers, and almost 200 Fiesta vans.

Celesio has a close relationship with Ford and, while other manufacturers have come and gone, the Blue Oval badge has always remained on the choice list since Smith has been at the business.

"I think we've worked so closely with them over the years because they have always been very collaborative and the model range has been so consistent, offering what we need on the commercial vehicle side and what colleagues want on the passenger car side," she says.

BMW is the only other brand on the car choice list and Smith says the decision to streamline came from wanting to take out as much complexity as possible.

"There was just too much. When you've got a fleet of over 2,000 vehicles the difficulty with ordering and lining everything up became very time consuming. We reduced it from 14 to eight and then went down again from that to two," says Smith.

The move also resulted in cost savings as improved manufacturer terms were negotiated.

However, the reduction has prompted feedback from drivers in the business that indicates that they do want more choice and Smith has taken that on board.

Following feedback from drivers, she is currently reviewing several brands for inclusion on the choice list again and may increase the maximum to four in the future.

Celesio has been running a demo programme for the past four months, gaining feedback from drivers that have been having

extended test drives. All the efficiency data and views from drivers is being compiled before a decision will be made. Smith couldn't confirm which brands were in contention, although she said she was sure "everyone would love to be driving a Jaguar XJ".

One area Smith is seeing demand increase in is for low CO₂ emission models, including hybrids, due to lower benefit-in-kind payments. The average CO₂ for the car fleet is 135g/km and 200.4g/km for vans.

"We were previously operating without a cap, as were a lot of fleets a few years ago, but 135g/km is now the limit on cars and we're looking at reducing that all the time, perhaps down to 133g/km and then to 130g/km," says Smith.

"Manufacturers are really delivering on choice with models at that CO₂ level and more and more drivers are coming to our team specifically on CO₂ and wanting something that's not going to be too pricey for them in tax payments."

Smith says that while the company is always looking to improve on emissions levels, there are certain limitations with its van fleet as it needs vehicles to deliver as an operational tool.

One way Smith has reduced emissions is by switching some of the fleet from larger Connect vans to Courier models. The new Courier vans can still handle Celesio's work requirements, but they offer improved CO₂ emissions and mpg, as well as helping reduce contract hire costs by 13%.



celesio



Martine Smith (with Tony Percival): 'Having a mix of leasing providers works in terms of benchmarking'



FACTFILE

Company Celesio UK
Head of distribution Tony Percival
Distribution manager Martine Smith
Fleet size 2,270 (620 cars, 1,650 vans)
Funding method Contract hire
Operating cycle Cars – four years; vans – four years
Brands Ford (cars/vans), BMW (cars), Scania, DAF (trucks)



There are 372 Couriers on order being rolled out over January and February this year. Smith is expecting an improvement in fuel consumption by up to 10% on the largely urban routes the new 97g/km CO₂ Couriers will be doing.

Celesio has fitted speed limiters to its van fleet, stopping them from exceeding 70mph to give an additional fuel saving of 4%. While the percentages may be low, the fuel bill across a fleet of thousands is considerable for Celesio.

OUTSOURCING SERVICES

Part of the reason behind Smith being able to look at increasing the amount of brands on list has been due to Arval taking on some of the fleet administration at Celesio as part of its service offering to the company.

The management of the fleet is shared across Celesio's in-house team and a team at Arval.

"We put the fleet out to tender and that's how we ended up switching a lot of the fleet to Arval," says Smith.

"I think it works, having a mix of leasing providers in terms of benchmarking. We're always reviewing that and seeing what's best for the business."

Arval has taken on vehicle ordering, scheduling, servicing, licence checking and downtime management and Smith is expecting Arval's involvement in the fleet management side to increase in the future.

"Having Arval handle a lot of the administrative elements leaves us to concentrate on

strategic fleet objectives, such as risk management programmes, review and development of the car policy, and exploring any initiatives that can help us in running the fleet more cost-effectively," she says.

DRIVER 'PASSPORT'

Celesio has always been an early adopter of industry initiatives designed to raise levels of professionalism. It was the first fleet to receive accreditation to the Freight Transport Association's Van Excellent scheme in 2011 and is has now among the first to adopt its Driver Certificate of Competence Programme, dubbed the 'driver passport'.

The programme is incorporated into Celesio's internal training programme and the first 17 drivers and members of the transport management team have completed the programme with a 100% pass rate.

It means Celesio's drivers now have a 'driver passport' that demonstrates how professional they are and how seriously they take their responsibilities.

The Certificate of Driver Competence will be valid for three years. Celesio has four full time driving trainers that work within the business and they will be trained by the FTA to deliver the competence testing.

Areas of assessment include safe and green driving, as well as accident and breakdown procedures.

Smith hopes the training will show a reduction in servicing costs due to a reduction with dings and scrapes, as well further improvements in fuel savings as drivers adapt their behaviour to be more efficient.

FUTURE PROOFING FLEET

A big draw on Smith's time this year has been managing the replacement of 900 specialist temperature controlled delivery Transits. The project has been named PharmaVan II and it includes upgrades that have taken 18 months to pull together and is the result of working with six suppliers, including Ford and specialist conversion companies.

Celesio has ordered 340 new Ford Transit L3 H3s initially and the remainder of its current Transit 300 fleet will be replaced as vehicles reach the end of their leasing contract.

Percival says: "The Pharma I van met the requirements of the Medicines and Healthcare products Regulatory Agency (MHRA), but we wanted to go further and future-proof our fleet."

Each Celesio van will be fitted with a Seven Eye telematics unit linked to an online portal, allowing drivers and managers to monitor the temperature of the fridge unit in the vans.

Celesio's 15 depots can track temperature levels across the fleet and drivers can also access the information in the van.

Percival says: "Using the tracking Seven Eye technology, we can support whether temperatures have deviated and catch any problems with vehicles early."

Celesio operates a four-year/140,000-mile cycle on its van and car fleet. It believes that this replacement cycle offers the best value while maintaining vehicle integrity.

"Extending our use of vehicles beyond this increases the risk of maintenance costs, vehicle off-road time and, from a driver perspective, would decrease satisfaction," Smith adds.

The hope is that the new vehicles will meet strict new requirements from Celesio's customers, but they will also offer savings through the fitment of telematics.

Each van throughout the fleet will eventually be fitted with telematics through supplier Seven Eye. The project is the biggest initiative on the horizon and Smith is expecting further savings to be passed on as the company monitors driving style elements.

INCREASING MILEAGE CAPTURE ACCURACY

Celesio has installed an OBD port Triscan Kisskey system across its commercial fleet that lets Martine Smith more accurately monitor and control fuel costs.

Drivers were previously inputting mileage capture data manually, which meant there were discrepancies on occasion due to human error.

The Triscan technology lets drivers record vehicle mileage, the vehicle identification and fueller ID automatically through a key fob. These are added to the fuel quantity delivered and the time and date to form an accurate fuelling transaction.

Smith then has access to fuelling data in real time to generate fuelling reports with accurate mpg figures.

Since introducing the technology, the commercial van fleet has seen an improvement of 1.8mpg on average for vans. Mileage capture input accuracy has gone from 90% to 100%.



For other fleet profiles, visit
fleetnews.co.uk/case-studies



Martine Smith and
Tony Percival are
planning to install
telematics in all vans

'WE ARE A CREDIBLE CHOICE AGAINST MAINSTREAM BRANDS'

Building on its recent success and with a host of models due for launch, Kia wants to grow sales by 25% within five years. MD Paul Philpott tells *Andrew Ryan* why this is no pipedream

Kia has been one of the biggest manufacturer success stories in the fleet sector over the past five years.

In 2011, it sold fewer than 27,000 models into fleet channels. Last year this had risen to almost 40,000 – an increase of more than 30% – to give it a market share of around 3%.

"We've not gone out there and bought business," says Paul Philpott, president and CEO of Kia UK. "We've been competitive, we've been in the channels that we wanted to focus on, principally dealer fleet leasing. We are in rental, we are in Motability, we have a courtesy car programme, we do demonstrators, but we are not out there doing big, high-discount business."

"We have grown off the back of a really strong cost of ownership proposition."

Philpott's growth ambitions do not end here: he wants to grow annual retail and fleet sales from the current 80,000 to 100,000 by the end of the decade.

Fleet will have a big role to play. Kia's fleet-to-retail sales mix is almost 50:50 for the first time, having historically been more biased towards retail.

"The industry average is just in favour of fleet, so we are not quite at that, probably because we do less rental and certainly less high-discount business than many other manufacturers," says Philpott. "As an ongoing plan, 50:50 is pretty much where we want to be."

Philpott's claims are slightly undermined by SMMT figures which put Kia seventh in terms of rental registrations. With 2015 Q4 figures yet to be published, Kia was tracking up 35% in rental year-on-year (mostly in the first half), accounting for 25% of its fleet business.

However, the company is also up in corporate and leasing, two categories which will be vital to its aspirations of selling 50,000 cars into the fleet sector in 2020.

"New product launches drive a lot of our growth," says Philpott. "We are at the start of the next phase of new products and the next three years are incredibly exciting for us."

This year, the brand will launch a number of new models: Sportage, Optima saloon, estate and plug-in hybrid, and an all-new hybrid model called Niro.

Optima saloon was the first to arrive when it went on sale earlier this week (January 5), and this will be followed by the Sportage SUV on February 5.

John Hargreaves, head of fleet and remarketing, puts these new releases into context. "The current Sportage has been selling more on run-out than at any time since its launch, which is an amazing statistic," he says.

"We are expecting to go from strong demand for the current model to strong demand for the new model."

One way Kia is looking to ensure the level of orders

continues uninterrupted is by having as much information about the new car out as early as possible, so quotes can be provided early on contract hire systems.

"Sometimes in the past we have been in the situation where we have launched a new model and, because we have been fairly keen to protect the information until the end of the old one, we've ended up with a few weeks of void in terms of how quotable the new model has been," says Hargreaves.

"We are determined to make sure fleets can get an accurate contract hire quote on the new model as soon as it's out, rather than need to wait a week or two."

Kia is also expecting the new Optima to build on its predecessor's success, with the addition of an estate version later in the year crucial to sales growth.

"We've had huge success with the Ceed wagon, but we haven't had a wagon in the D-segment before: we will now with the new Optima," says Philpott.

"Also, the previous Optima was available with only one powertrain [a 1.7-litre CRDi diesel]. The new model will have three [the 1.7-litre CRDi unit as well as high-performance and plug-in hybrid versions], and suddenly that gets you to cover more of the segment."

Kia, similar to brands such as Škoda and parent company Hyundai, has come a long way in terms of product and image over the past 20 years, and the manufacturer says this is reflected in fleets' attitudes towards the brand.

"We are a credible choice now," says Hargreaves. "We are finding that when we get access to a new fleet customer, whether it's a completely free choice or somewhat free choice, our uptake is normally very strong. We are probably getting about 5% order take which is higher than our natural

Paul Philpott: 'The next three years are very exciting for us'

3%

Kia's current fleet market share



Kia Sportage: on run-out, but with a new version (pictured) due in February



FACTFILE

President and CEO Paul Philpott
Head of fleet and remarketing
John Hargreaves
2015 fleet sales (to end of November)
36,100 (up 10.4%)
Market share 3%
2015 total market sales (to end of November) 75,023 (up 1.9%)
Key fleet models Ceed, Sportage, Optima

share. That shows a company car driver sees us as a perfectly decent, credible brand to choose, probably not against a BMW, but certainly against perhaps a Ford."

It's all about being at the heart of matters, according to Philpott. "I don't think we have any ambition to become the Korean BMW; what we have an ambition for is to be in among the mainstream, able to compete with anyone," he says.

However, he points to the success of the latest generation Sorento, launched last year, as an example of how the brand can attract premium car buyers.

30

Number of fleet specialist dealers aimed for this year



"We are determined to make sure fleets can get an accurate contract hire quote on the new model as soon as it's out, rather than need to wait a week or two"

John Hargreaves, Kia UK

INCREASE IN SPECIALIST DEALERS FOR FLEETS

Kia is aiming to increase its number of fleet specialist dealers in its 185-strong network to 30 this year.

The initiative forms an important part of the manufacturer's ambitions to grow its fleet business, with SMEs a key target.

"When we look at smaller businesses, we try to focus on developing relationships with them so we can treat them as individual customers," says John Hargreaves.

"We currently have 23 specialist fleet dealers and are working with more to reach 30 this year.

"These are dealers with dedicated employees who have a focus on working with small fleets and offer a service which is particular focused on their needs. We are also looking at service capacities so we have the right amount"

Kia has also launched a fleet charter for dealers to ensure consistency of service.

"Almost all of our dealers have signed up to this," says Hargreaves.

"A fleet manager wants to know that, when a car goes in to a dealer, downtime is going to be kept to a minimum, that he knows what he's going to be paying, that he's not going to have to be scrutinising every little bit of the invoice because he knows what he's getting and that it is what the charter has achieved.

"Our dealers have embraced it and our fleet customers love it because it guarantees a standard level of price and service no matter what dealer they choose to go in."

"If you had a group of dealers sitting around this table, they would be saying to you 'in the last month I've taken Vauxhalls and Peugeots against a Sorento, but I've also taken brands like BMW, Audi and Land Rover'," says Philpott.

"The Sorento 3 and 4 trim levels are £36,000 and £40,000 respectively, so compared to traditional Kias they are pretty expensive. We'd planned 30% mix for these equipment grades, but in the first six months they took 55% of registrations: that's symptomatic of people wanting to spend money on Kias for the right quality, the right spec and features."

A number of manufacturers – such as Vauxhall with Tech Line and Skoda with SE Business – have launched company car driver specific trim levels, which offer targeted equipment levels at competitive P11D prices, and this is an option which has been on Kia's drawing board for some time.

"We are always considering doing that, but we would have to be very careful," says Hargreaves.

"It seems like a fantastic idea as if you reduce the list price of the car and reduce the margin, you reduce the tax liability. However, if you start doing that and you don't position it very carefully with the pricing guides, you can have a residual value impact which can be quite negative.

"If you get too many models, it can make it difficult for the used market to distinguish that this was the business model, what the margin on it was, what the transaction price was, etc.

"It can be quite a cloudy thing to do."



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Is it time to update your fleet software package?

Keeping software up to date can have a multitude of benefits, whether a fleet is introducing a system for the first time or upgrading an existing package, reports *Catherine Chetwynd*

NEED TO KNOW

- Fleets may need to upgrade because of changes in compliance legislation
- Consider the long-term implications before choosing a software supplier
- Moving data to a new supplier can be more challenging than staying with an existing one

Fleet is an ever-changing environment. Evolving legislation and duty-of-care requirements mean it is important to stay on top of the reams of available information to ensure a fleet is both compliant and running efficiently.

Many companies use fleet software to manage data, but this may not be a 'fit and forget' solution. If software packages are not kept up-to-date, then changing business practices, new technologies or systems could cause integration



UPDATING
SOFTWARE

CASE STUDY: L&Q



When Maurice Elford joined housing association L&Q as its fleet manager, the company had around 50 vehicles.

They were managed on spreadsheets, so he looked at commercially-available software before choosing Fleetcheck.

"There was a huge variation in price and we could not make some of the

systems bespoke to requirements," he says. "But Fleetcheck is developing all the time and we have an input into what it does."

He wanted the software to build records on who drove what, to manage pool vehicles, be a repository for maintenance histories – because L&Q contract hires vehicles – and record spend from fuel cards.

Fleetcheck uses Experian data from the DVLA to get

"You need some sort of software to get all the information in one place,"

Maurice Elford, L&Q

the make, model and derivative into the system, and L&Q adds the registration number, finance and service rentals and current driver.

"Now, we know who is driving what at any one time, and we get data such as maintenance histories and driving licence information," says Elford.

"I get everything I need in one place. And since we took it on, Fleetcheck has developed a phone application for doing vehicle safety checks: if there is a defect, it is flagged up on the home page so we have to do something about it."

However, Elford advises: "If you have got only 10 to 12 vehicles, you can probably manage with a spreadsheet. But from 50 or more, you need some sort of software to get all the information in one place, especially when you start building up historic data."



problems with current tools, creating extra administration for fleet managers.

"If it is costing headcount to run the system, when it could be more intelligent and run itself, that could also be a reason to upgrade," says Paul Foster, head of solutions engineering for Telogis.

The ease of this task depends on whether you are emerging from acres of spreadsheets, switching supplier or taking on the latest development from your current supplier.

However, updating fleet management software also has its drawbacks. It costs both time and money, and must bring a return on investment.

But the advantages are manifold, says Ashley Sowerby, managing director of Chevin Fleet Solutions.

This applies to whether a fleet is introducing software for the first time, or updating or replacing an existing system (see case studies).

"Modern systems will normally be web- or cloud-hosted, so will be easy to deploy, scalable and simple to fit into the IT infrastructure of almost any company," says Sowerby.

"Secondly, they will integrate much more easily with other internal systems, such as accounting and HR packages, giving efficiencies across the organisation.

"And, finally, they will be able to draw data from external sources such as fuel cards and telematics systems, creating an information and management hub for the entire fleet."

In addition, new technology may make improvements to the business, whether through direct cost savings or the ability to take on more work without taking on more staff.

SELECTING A SUPPLIER

When looking at which suppliers to use, companies need to examine the long-term care they will get, says Matt Goodstadt, sales director of Civica.

"Customers are generally signing a contract for up to 15 years and the pace of change is quick these days," he says. "So the services they are offering may alter dramatically and that might lead to a need for new systems."

"A good system will monitor, control and reject erroneous expenditure and provide checks and balances"

Martin Evans, Jaama



15

Possible length of contract for software supplier (in years)

"They need quality people at the supplier and flexible software that allows them to achieve that change without spending lots of money on development."

Martin Evans, managing director of Jaama, makes a similar point.

"A good system will monitor, control and reject erroneous expenditure and provide automated checks and balances to make sure that processes are operating as intended and within predefined tolerances, without the requirement for someone to run manual checks," he says.

WHAT TO LOOK FOR

Fleet software contains a hub of management information that is manually inputted or electronically imported from other departments and software.

It often distributes information as well, so new tools should be easy to integrate into the current system and should 'talk to' HR, finance, payroll and fuel technology, plus external systems of suppliers such as DVLA, fuel card and maintenance providers.

It is important to know what you want from a system and some idea of what you will need in the future before you start looking.

You should also ensure your supplier provides continual product development and functionality improvements, check that access to data



Everything you need to know about fleet software at: fleetnews.co.uk/fleet-management/fleet-software/

UPDATING...



CASE STUDY: DORSET HIGHWAYS FLEET SERVICES



Following a review of its vehicle maintenance service in 2011/12, Dorset Highways Fleet Services recognised its in-house system did not have the functionality it

required. "We needed a fleet management system that would help us manage all areas of expenditure across the fleet," says senior fleet technical officer Emily Smith.

The council used a Crown Commercial Services (CCS) pan-Government framework competitive tender and Chevin won the contract because its system removed or automated processes, reduced paperwork and offered best value.

Importing data from the in-house system was "not without problems", says Smith, and resulted in drifting deadlines.

"This did cause frustrations but Chevin resolved complaints in a timely manner," she says.

The system has improved management information, allowing the council to lower operational costs.

"It offers more transparency and cost monitoring, and has enabled us to automate processes, reducing officer time," says Smith. "Touchscreens in our workshops have removed job cards and provide workshop performance and productivity monitoring.

"Customers can access the system from anywhere, allowing them to see their vehicles, costs and jobs booked. It is also much easier to plan work and schedule assets for inspection and maintenance."

However, there are some drawbacks, largely around misunderstandings of the council's requirements.

Smith advises: "No one system will fit all operational needs. Be prepared to put in a lot of work."

"The Chevin system offers more transparency and cost monitoring, enabling us to automate processes, reducing officer time"

Emily Smith, Dorset Highways Fleet Services

SPONSOR'S COMMENT

Matt Goodstadt,
managing director – fleet, Civica



The pressure on fleet operators to deliver efficiencies with a reduced budget looks set to continue.

Over time, priorities, budgets and business processes change and it

is important to make sure your fleet software keeps up and evolves with the rest of your business.

Modern fleet software harnesses technology to automate and digitise services, driving operating efficiencies, reducing fleet expenditure and ensuring compliance. Recent developments to Civica's Tranman fleet software include touchscreens and e-forms, both designed to reduce paperwork and administration, providing fleet managers with real-time information and enabling them to focus on strategic decision-making.

System integration is becoming increasingly important. Modern fleet software is more open and has become a central hub for information from HR, finance and other fleet systems such as telematics. Combined with the use of dashboards, this provides a more comprehensive view of the fleet, allowing fleet managers to make informed decisions from the wealth of data available to them.

Moving your fleet system to the cloud could also be a way to ensure you always benefit from the latest version of your software. Civica calculates that, by transferring to the cloud, fleets can save up to 55% on costs, compared to a traditional platform, due to the requirement for less on-site expertise and technology.

The latest developments in fleet software provide the means to achieve streamlined and customer-focused fleet services and deliver a real return on investment. Civica carries out fleet process reviews, based on a tried and tested methodology, which evaluate your current business processes and make recommendations for improvement. When was the last time you reviewed your processes?

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CASE STUDY: SPEEDY SERVICES



Speedy Services is one of the UK's largest tool and equipment hire companies and uses 1,200 vehicles to deliver plant to customers. Before the company moved to Jaama, it used an outdated software system.

"We were having to search in three places for driver licence checks, driver information and fleet information," says head of logistics Mark Woodworth. "We looked at four systems and chose Jaama because we could link driver licence, vehicle hire and vehicle allocation, plus the ability to report, which is bespoke. Cost also featured."

Extracting the information from the old system and getting it into a format compatible with the new one was "unbelievably time consuming", requiring the joint

1,200

Number of vehicles in the Speedy Services fleet, now using Jaama's software

efforts of Woodworth, a consultant and one of Jaama's project managers.

The advantages are ongoing. "Jaama asks customers what they want the system to do and builds that into the functionality next time around," says Woodworth. "It is building a system for the future."

For example, the tool linked vehicles to cost centres, but Woodworth wanted to know exactly where each vehicle was located.

"Two years on, the system shows cost centre location and physical location, which allows me to update our logs and keep improving information we hold," he says. "You can save time, effort and money by moving from an outdated system. It also allows the team to look more professional because it has detailed information to hand about all vehicles."



and good report writing are as effective as inputting it, and talk to existing users of your preferred system about the benefits.

If possible, visit their offices to see the system operating: that way you will know whether it is as easy to use as the marketing copy suggests.

Sowerby emphasises the importance of the package's ability to connect with existing systems.

"A new software package should be flexible enough to fit into your existing processes," he says. "Be wary of any product that forces you to change how you work because it cannot be adapted to you."

It's important to investigate the reputation and experience of your chosen fleet management software supplier, adds Evans.

"Analyse its customer portfolio and talk to system users, read case studies and press comment, and check whether the company has won industry awards and independent recognition," he says.

"You should also investigate its long-term viability to ensure tomorrow's needs can be met."

Foster adds: "It is not just about considering the core functionality of the software but the quality of the people and overall operation of the supplier."

IMPLEMENTATION

Communicate your requirements clearly to your supplier so that introduction of the package goes smoothly, and involve all stakeholders in your company and the provider's in the exercise. This includes training.

Updating the technology of an existing supplier is more likely to go smoothly because there will be little movement of data.

But bringing data from one system to another may require some data cleansing and reformatting, depending on the age or sophistication of the previous system.

Those emerging from a morass of spreadsheets will need to brace themselves before cleansing and formatting data.

"We offer a data migration service that is designed to take

CASE STUDY: LONDON BOROUGH OF REDBRIDGE



The London Borough of Redbridge recently updated Civica's Tranman to take advantage of new features, including greater automation.

The transport department is also a Ford authorised repairer and does MOT, IVA and VOSA testing.

"It is a way of filling the funding gap," says head of transport engineering services Eddie Cross.

As the department has taken on additional work, Cross has extended the package to administer that, rather than employ additional manpower.

The Ford repair service and its customers also benefited from the upgrade. "Systems technicians are linked real-time into Tranman, so we have got live data on what they are

doing," says Cross. "This is then turned into an invoice. The system follows our workflow and cuts down on admin."

In addition, a feature was developed to track the workflow for managing bookings for heavy vehicle testing, which is detailed – type of vehicle, how many axles, weight, etc.

"The screen matches the script the receptionist uses, so that by the time they have got to the bottom and can book in the vehicle, it will give the price," he says.

Contract customers can follow their vehicle's progress on a web portal.

Cross advises: "Research the market, take site reference visits before committing, be flexible in the specification detail and make sure the offered solution fits your business."

"You don't want to change your business process to fit the quirks of a software package."

"In-vehicle installation should be a 30-minute exercise"

Paul Foster, Teologis

clients' existing information and transfer it into the new system without compromise," says Sowerby. "Data is reformatted into compatible tables."

Installing in-vehicle technology should go smoothly, says Foster.

"Gone are the days when you were looking at a two- or three-hour operation," he adds. "In-vehicle installation should be a 30-minute exercise, maximum."

Given the speed with which technology moves on, updating your fleet management system is going to be worth the investment: it is likely to bring your operation greater efficiencies in time and money, benefiting both those running the fleet and those using it.

UPDATE COMPLETE



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* Of 43 respondents

Avoid putting eggs in one basket with a multi-bid approach

Staying with the same 'one-stop shop' sole supplier might not be the best way to handle services for light commercial fleets, and there is a range of options available, finds *Chris Phillips*

Sole-supply or panel bidding? Unbundling services or putting all your eggs with one supplier? These are key decisions facing van fleets which can have significant implications for operating costs.

Technology offers a way to unlock potential cost savings through multi-bid leasing contracts. In addition, many fleets are considering 'unbundling' services from the leasing deal, such as maintenance, insurance and glass repair.

Tony Greenidge, sales and marketing director of consulting and management company Fleet Operations, says there is a growing trend towards multi-bid, especially with vans.

"The vehicles themselves represent the biggest overhead and prices can range from £20 to £40 a month for basically the same van in the same spec, so it makes sense to look at a choice of providers rather than one," he says.

"There's an attitude of maintaining the status quo with sole-supply, particularly if fleet operators have had a bad experience in the past of choosing a supplier who have failed to deliver. So they reason 'if it ain't broke...' and question whether to risk the hassle.

"But over the past 12 months there's been a significant shift towards multi-bid, with technology making it so much easier to obtain the most competitive deal from a provider of funding, maintenance, accident management, and so on."

Maurice Elford, fleet manager at L&Q housing association, is preparing for a new telematics provider that will pave the way for a "keener quote" on fleet-dedicated insurance, rather than having it wrapped within L&Q's overall cover.

L&Q manages 70,000 properties in and around London with a van fleet that comprises Transit, Custom, Connect, Trafic and Movano vans, plus 17 cars. The company already unbundles maintenance from its leasing contract after taking a decision to bring it in-house.

Vehicle maintenance is now carried out at the company's head office in Sidcup, Kent, with accident damage handled by a local repairer.

"Typically, three vans are in and out of the workshop by 10am to minimise downtime," says Elford. "Turnaround for accident repairs is around seven-to-10 working days, mainly due to parts sourcing, but there are replacement vehicles on standby, already wrapped with our livery."

Elford is looking for additional operating savings from implementing telematics via a reduction in fuel use – anticipated to be around 7%.

Fuel is L&Q's "biggest pinchpoint", accounting for around 25% of operating costs. The savings will come from the new data that will show "more information than speed and position to include other factors like acceleration and braking".

Integral has also started moving towards an unbundled solution, at least for vehicles that fall out of warranty.

Over the past 12 months, and in conjunction with its leasing provider, Integral has moved to a 'hybrid solution' for service, maintenance and repair. This enables the company to take advantage of reduced labour rates without adversely affecting vehicle warranties, or downtime.

Vehicles under warranty are still booked through the franchised dealer route, but routine servicing is now being trialled through Halfords Autocentres.

Integral also works with its leasing provider and Vauxhall to track any events that may cause unnecessary downtime and, under a 'report all incidents' policy, each accident is reviewed with follow-up interviews, liaising with insurers and the driver intervention team to identify areas of support.

The organisation is responsible for properties in 40,000 locations, owned by 1,600 commercial and public sector clients. It has an engineer in every postcode and its 2,000-strong fleet, mostly vans, is part of a sole-supply deal with GE Capital, now part of Arval.

Fleet manager Keith Abell says it is difficult to identify the highest cost areas common throughout the fleet sector because "each operation will have its own issues and constraints that need to be addressed".

"With the Integral fleet supporting a reactive business, we always have a challenging position," says Abell. "The nature of the contracts we win can determine the efficiency of the business in relation to fuel consumed.

"The easiest way to illustrate this would be if we were servicing planned maintenance contracts, rather than a mixture of reactive and planned contracts, the fuel consumed would be easier to control. Hence our 'buy it right – use it right' policy."

Integral recently changed the provision of the telematics installed into its operational vehicles to bring the benefits of data streamed from the vehicle ECU. This will help to reduce



7%

Fuel reduction target sought by L&Q, by switching telematics partner

34%

Improvement in performance attainable from use of telematics, according to research

"We are now developing a suite of relevant exception reporting which will provide additional tools for increased efficiencies"

Keith Abell, Integral





operating costs by giving it sight of driver behaviour.

"We are now developing a suite of relevant exception reporting which will provide additional tools for increased efficiencies," adds Abell. "Driver behaviour is a key element in all areas of cost avoidance."

While multi-bid leasing contracts and unbundling services can both reduce fleet costs, they also add complexity and require in-house fleet expertise to manage the range of supplier relationships. It is not unusual to have three to four changes of provider within eight years.

Sole-supply, bundled agreements work best for organisations that do not have – or want – a dedicated fleet manager.

Ashley Sowerby, managing director of software provider Chevin Fleet Solutions, says that the small- to medium-sized companies tend to favour the sole-supplier option because of its convenience.

However, he argues that of greater significance to operating costs is the volume of data now being generated by telematics, and the need to use it selectively.

"That means looking at exceptions, patterns and anomalies," says Sowerby. "Some of those exceptions can be relatively simple to identify and resolve. Are they caused by vehicle or driver? Try swapping drivers with other vehicles."

"On a broader front, telematics offers the opportunity to change the culture of driver behaviour, to the point where it's no longer acceptable to take unauthorised breaks, over-speed and so on."

Ultimately, Sowerby said operators should be examining fleet utilisation because the biggest cost saving is achieved by maintaining a service with fewer vehicles.

Richard Perham, business development director of data management provider Airmax claims telematics is as indispensable to fleet as Sage is for finance.

"Driver profiling based on input from organisations ranging from the police to Cranfield University has been shown to improve performance by 34% across 10,000 vehicles," he says.

"There's an attitude of maintaining the status quo with sole-supply, particularly if fleets have had a bad experience"

*Tony Greenidge,
Fleet Operations*



For a vehicle running costs calculator, go to:
fleetnews.co.uk/costs/car-running-costs/

SPONSOR'S COMMENT

By Mark Middelton, national LCV and dealer fleet manager



Wholelife costs are critical to any purchase decision, given the general need for any business to manage its costs effectively.

When it comes to LCVs, factors such as lowest price or best fuel consumption figures need to be considered, but do not necessarily always equate to the most competitive overall wholelife cost. At Nissan, we understand this and as a result have taken various actions to ensure our LCVs offer competitive running and servicing costs.

For many companies, a commercial vehicle proposition is very important. So Nissan has taken time to invest in a nationwide Business Centre network, ensuring we continue to offer expert advice and comprehensive servicing solutions to all businesses, regardless of size.

In addition, all Nissan diesel LCVs registered from September 1, 2015 now come with an impressive five-year, or 100,000-mile, manufacturer warranty. This increased warranty shows our confidence in the reliability of our LCV products and serves to provide our customers with the peace of mind they deserve.

"All Nissan diesel LCVs now come with an impressive five-year/100,000-mile warranty"

In addition, Nissan is at the forefront of ultra-low emission technology. Our 100% electric e-NV200 van, combi and Evalia offer the ultimate combination of low running costs and zero emissions while driving. For many customers this has reduced tax and fuel bills alike, helping to meet reduced CO₂ targets.

Selected Nissan LCVs offer features such as NissanConnect, rear parking sensors and speed limiters which can help reduce the chance of collisions, therefore reducing downtime and expensive repair costs while increasing driver comfort.

The new NP300 Navara introduces Nissan's range of Safety Shield technologies to the LCV fleet, which can further help fleet operators to increase driver safety and productivity while lowering their running costs.



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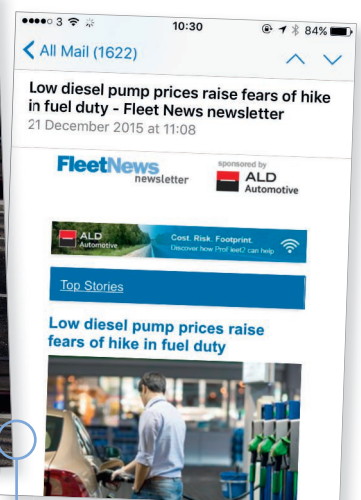
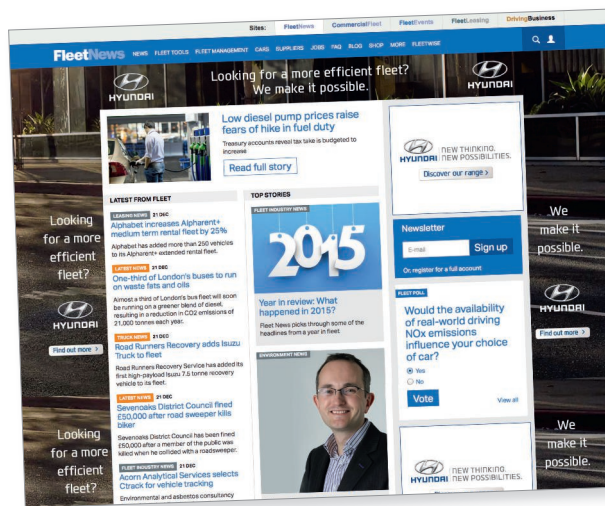
Commercial Fleet magazine

Commercial Fleet offers insight into the world of light commercial vehicles and trucks to provide operators with detailed analysis on key topics such as operations, safety, remarketing and the environment. Case studies in every issue provide best practice advice to help you to improve your efficiency. The magazine is supported by the commercialfleet.org website and events.



Driving Business magazine

This quarterly magazine is sent to managing directors and finance directors at 25,000 small to medium enterprises (SMEs) that are running fewer than 50 vehicles. Focusing on the key elements of running cars and vans, *Driving Business* provides practical advice to reduce cost and improve safety with a minimum of time and effort.



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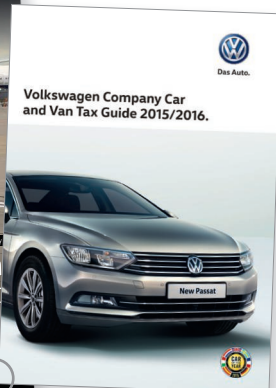
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Fleet News events are the biggest and best in the sector. Our annual awards night attracts more than 1,500 people; the FN50 Dinner sees 950 leasing, manufacturer, rental and supplier companies networking; Congress and Commercial Fleet Summit provide insight into key areas of fleet operation; monthly roundtables enable 10-15 fleets to discuss issues and share solutions.



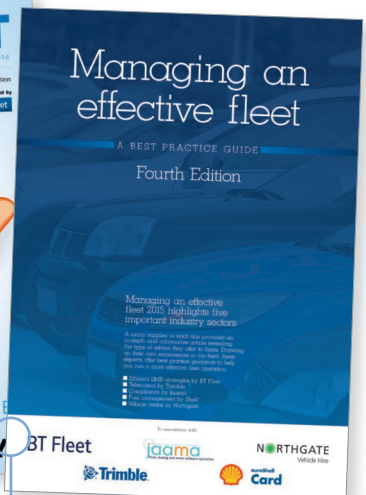
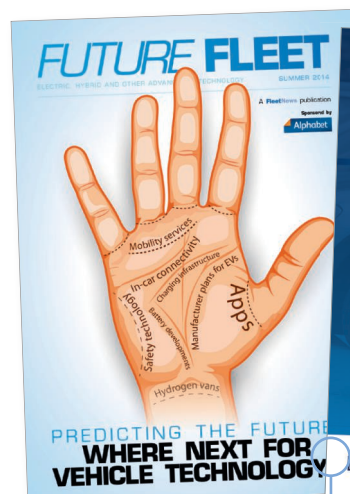
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Fleet Leasing provides insight and analysis to board level executives, senior management and regional sales staff at contract hire and leasing companies. Its objective is to inform and educate about fleet trends, new models and technological developments, once a quarter, supported by a website regularly updated with the latest leasing news.



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Special supplements that complement the magazine, our best practice guides look at areas that are core to fleet management or which are topical, such as electric vehicles. They provide you with the knowledge you need to make the right decisions. We also publish reports into the Fleet200, which analyse the UK's biggest fleets, and the FN50 contract hire and leasing sector.



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JAGUAR XJ

New addition to a range that delivers lower emissions and increased mpg

Revised grille, LED headlights and daytime running lights



NEED TO KNOW

- 3.0-litre engine boosted to provide more power
- Fuel consumption reduced by 6%
- CO2 emissions reduced to 149g/km

By Maurice Glover

Relatively small changes are expected to make a lot of difference to the way corporate drivers regard the latest versions of Jaguar's flagship saloon.

Though they look little changed from their elegant predecessors, cars in the 2016 model year XJ range come with an array of electronic upgrades as part of moves aimed at further strengthening the UK firm's campaign to make further inroads in luxury motoring.

But the package should also be music to the ears of customers who are looking to lower the cost of operating vehicles at the upper end of the premium sector, believes Jaguar Land Rover UK sales director Chris Newitt.

"You can make lots of alterations and they can go unnoticed, but it is possible for fewer visual changes to have a big impact and we think this will be the case with our XJ upgrades," he told *Fleet News*.

"Along with the fresh dashboard technology, we're offering improved efficiency to lower operating costs and boost residual values – and because it all comes at no significant increase in cost, this package also represents a step up in value."

The changes are best expressed in the XJ R-Sport, a new addition that blends the overtly sporty looks of the hot-shot 5.0-litre XJR with the parsimony of a 3.0-litre diesel motor now uprated to deliver greater power and torque despite using 6% less fuel.

Likely to be favoured by owner-drivers, small business owners and high-salary user-choosers, the new model adds attitude to styling revisions, including grille, LED headlights and double J-blade daytime running lights that are complemented by sculpted chrome air intake blades.

COSTS

P11D price	£58,490
BIK tax band (2015/16)	27%
Annual BIK tax (40%)	£6,317
Class 1A NIC	£2,179
Annual VED	£145
RV (4yr/40k)	£12,325/21%
Fuel cost (ppm)	10.03
AFR (ppm)	13
Running cost (4yr/40k)	74.40ppm

SPEC

Power (hp)/torque (lb-ft)	300/516
CO2 emissions (g/km)	149
Fuel economy (mpg)	49.6
Top speed (mph)	155
0-62mph (sec)	6.2

KEY RIVAL

Mercedes-Benz S-class 5350	
P11D price	£68,755
BIK tax band	28%
Annual BIK tax (40%)	£7,701
Class 1A NIC	£2,657
Annual VED	£180
RV (4yr/40k)	£17,551/25.5%
Fuel cost (ppm)	10.58
AFR (ppm)	13
Running cost (4yr/40k)	83.58ppm

Running cost data supplied by
KeeResources (4yr/40k)



£2,000-worth of 'cutting edge gadgetry' includes new 12-inch touchscreen

With plenty of surge to go with armchair comfort, stretching space in plush surroundings and super-smooth ratio changes from its eight-speed ZX transmission, the XJ-R Sport puts a fresh twist on the old Jaguar advertising logo 'pace, grace and space'.

But the unruffled motorway express, with a theoretical range of more than 800 miles, also proves to be pretty slick on minor roads. This is thanks to a new electrical steering system that provides the feel and response of a much smaller car.

Another fresh dimension is the new 12-inch touchscreen infotainment system.

Worth up to £2,000 in added value, this cutting edge gadgetry provides a remarkable combination of navigation, connectivity and wi-fi hotspot expertise, along with a 26-speaker digital audio system.

Significantly more useful, the system can handle a massive data volume.

Responding like an iPad in accepting pinch to zoom movements and swipes to scroll between screens, it marries sophistication with ease of use and takes in-car features to another level.

SEAT LEON X-PERIENCE

Company car drivers may do better to wait for Seat's SUV



The X-Perience is based on the Leon ST, but sits 15mm higher

NEED TO KNOW

- Same four-wheel drive system as the Škoda Octavia Scout and Volkswagen Golf Alltrack
- CO₂ emissions of 125g/km

By Sarah Toozee

The Leon X-Perience marks Seat's entry into the popular crossover sector (ahead of the launch of a small SUV next year).

It is based on the Leon ST, but has an off-road look, and sits 15mm higher.

Unlike some crossover cars (the Volvo V40 Cross Country, for example), the X-Perience has all-wheel drive. It shares the same system as the Škoda Octavia Scout and Volkswagen Golf Alltrack.

In normal conditions, the clutch transmits most of the engine power to the front wheels, but should traction decrease, the torque is diverted to the rear, making it ideal for job-need cars that have cause to drive on dirt tracks or muddy fields.

The X-Perience will also appeal to drivers that want a different look to the Leon ST, although they will pay more for the privilege (the X-Perience starts at £24,920, while the Leon ST is priced from £19,225).

The X-Perience equals the estate for boot space, with both offering 587 litres with the seats up and 1,470 with them



The cabin has an upmarket feel

flat. The seats can be folded by pulling a single lever, and the boot floor can also be set at two levels.

The 2.0-litre diesel engine (also found in the Leon) is available in 150hp and 184hp variants, although the latter engine only comes with a six-speed DSG automatic transmission.

The DSG gives drivers the option of four different modes: eco, sport, normal and individual.

We tested the most popular fleet variant, the manual 2.0 TDi 150 SE Tech, which has CO₂ emissions of 125g/km and a combined fuel economy of 58.9mpg. During our week with the X-Perience, the fuel economy nudged close to the official figure on longer journeys.

The cabin has an upmarket feel with quality materials. There is a choice of brown Alcantara or all-black leather seats and the interior door panels have matching Alcantara trim. The other distinctive features are the X-Perience logo, which adorns the door sills and steering wheel, and orange stitching. Other than that, it's a fairly standard Volkswagen Group interior.

The sat-nav (the same as in the Golf) is standard on the SE Tech, along with an upgraded audio/media system with extra speakers, 18-inch wheels and front fog lamps and full LED headlamps.

There are two safety packs on offer. The Safety Pack Plus 1, which costs £500, includes a tiredness recognition system, seat belt reminder for rear seats, high beam assist, lane assist, rain-sensing wipers, auto-headlights (with automatic 'leaving home' and 'coming home' function), auto-dimming rear view mirror and LED interior front and rear courtesy lights, footwell, boot and vanity mirror lights.

Safety Pack Plus 2 includes high beam assist, lane assist, a tiredness recognition system and seat belt reminder for rear seats for £400.

Front and rear parking sensors and a rear-view camera are available as part of a Park Assistance Pack for £500.

Fleet operators that prefer drivers to carry a full-size spare wheel should note that the X-Perience comes with a space-saving spare (in lieu of tyre repair kit).

After a week in the X-Perience, I wasn't convinced that many company car drivers would favour it over the Leon ST on price grounds and those that want a crossover may well wait for Seat's next offering.

THE RIVALS

- Škoda Octavia Scout 2.0 TDI 150
- Subaru XV 2.0 D SE Premium
- Volkswagen Golf Alltrack 2.0 TDI 150

P11D PRICE

Octavia Scout	£25,350
XV	£26,795
Leon X-Perience	£26,850
Golf Alltrack	£28,100

TAX AND CO₂

Golf Alltrack	125g/km/23%
Leon X-Perience	125g/km/23%
Octavia Scout	125g/km/23%
XV	141g/km/26%

FUEL COSTS

Golf Alltrack	8.45ppm/£6,760
Leon X-Perience	8.45ppm/£6,760
Octavia Scout	8.45ppm/£6,760
XV	9.51ppm/£7,608

DEPRECIATION

Octavia Scout	24.47ppm/£19,576
XV	25.93ppm/£20,744
Leon X-Perience	26.50ppm/£21,200
Golf Alltrack	26.53ppm/£21,224

SMR

Leon X-Perience	4.15ppm/£3,320
Golf Alltrack	4.19ppm/£3,352
Octavia Scout	4.23ppm/£3,384
XV	4.90ppm/£3,920

RUNNING COSTS

Octavia Scout	£29,720
Leon X-Perience	£31,280
Golf Alltrack	£31,336
XV	£32,272

VERDICT

The Leon X-Perience has to battle it out with its Volkswagen Group compatriots, with each sharing the same tax, CO₂ and fuel figures. Although the X-Perience has the edge over the Golf Alltrack and Octavia Scout on P11D value and SMR costs (costing £32 less to service, maintain and repair than its closest rival, the Golf Alltrack) it loses out to the Octavia Scout on depreciation (by £1,624) and overall running costs (by £1,560).

Winner: Octavia Scout

Running cost: KeeResources (4yr/80k)

2.0 TDCI 180 TITANIUM

FORD MONDEO

Fleet mainstay is an ideal long-distance cruiser



Mondeo averaged
46.2mpg over a 662-mile
round trip to Ireland

COSTS*

P11D price	£24,490
BIK tax band	21%
Annual BIK tax (20%)	£1,029
Class 1A NIC	£710
Annual VED	£0 then £30
RV (4yr/80k)	£5,842 (24%)
Fuel cost (ppm)	7.75
AFR (ppm)	11
Running cost (4yr/80k)	35.84ppm

SPEC

Engine (cc)	1,998
Power (hp)	180
Torque (lb-ft)	295
CO ₂ emissions (g/km)	115
Fuel efficiency (mpg)	64.2
Max speed (mph)	140
0-62mph (sec)	8.3
Test mpg	45.3
Current mileage	10,302

*Running cost data supplied by
KeeResources (4yr/80k)

By Andrew Ryan

Our Ford Mondeo long-termer has become the vehicle of choice for long-distance journeys, and with good reason.

Both our head of production, Luke Neal, and web producer, Christopher Smith, opted for the Mondeo for drives to Amsterdam and Cornwall respectively, so when I was preparing to drive my parents to Dublin on a pre-Christmas visit, it seemed like a natural choice.

Both colleagues reported it was comfortable, roomy and refined – all attributes which I was looking for – but the clinching factor in my decision to follow suit was the Mondeo's safety equipment.

Our test car is fitted with autonomous emergency braking, lane departure warning, blindspot indicators, adaptive cruise control and Ford's inflatable rear seatbelts.

While one of the purposes of the trip was to deliver Christmas presents to family, I wanted to ensure the journey was as safe and stress-free for the car's occupants as possible. And now, with the 662-mile round trip completed, I'm sure I made the right choice.

The Mondeo is a large car and in urban areas and during slow-speed manoeuvring you can feel its bulk. This was particularly noticeable when I parked on the 12th floor of a Peterborough multi-storey car park ahead of Christmas shopping: not an experience I'm keen to repeat.

However, it drives well and devours motorway miles, particularly when using the adaptive cruise control, which brakes and accelerates the car up to a pre-determined speed and distance behind the vehicle in front. The blindspot indicators make it easy to keep track of approaching traffic.

Also, the Mondeo's spacious interior and supportive seats mean its cabin is a comfortable place to be for long periods, making it the ideal car to use for the journey.

Fuel economy over the round trip was 46.2mpg. The official combined figure is 62.8mpg.

Honda CR-V 1.6 i-DTEC SR



The new Honda CRV is very competitive when comparing boot space across the popular SUV market.

Our CR-V 1.6 i-DTEC SR offers an impressive 589 litres of boot space with the rear seats up. Down, it grows to 1,669 litres.

That compares well against the popular Mazda CX-5, Ford Kuga and Nissan Qashqai – key rivals in this sector.

The CX-5 boasts 503 litres with the rear seats up (1,620 litres down), while the Kuga manages just 406 litres with the spare wheel. However, fold the Kuga's rear seats down and it comes into its own, with a cavernous 1,928 litres.

The Qashqai, meanwhile, has 430 litres of storage space (1,585 litres with seats down). Therefore, if it's boot space you are after, it's hard to look beyond the CR-V's 589 litres.

There are three engines to choose from, including 120hp and 160hp versions of Honda's 1.6-litre turbodiesel and a 155hp 2.0-litre petrol engine. CO₂ emissions start from 115g/km for the 1.6-litre 120hp S and SE versions, while the 120hp SR has emissions of 119g/km, with a claimed combined fuel efficiency of 62.8mpg, putting it into a benefit-in-kind tax band of 21%.

Gareth Roberts

Citroën C4 Cactus 1.6 BlueHDi Feel



The efficiency of our long-term Citroën C4 Cactus has long been music to my ears, but recent strong winds have created

another sound: a whistling around the roof rails.

It hasn't happened often and seems to occur only during the strongest gusts, but the high-pitched note still intrudes into the otherwise reasonably quiet cabin.

The Cactus's refinement is one of its strengths: speed bumps cause the suspension to thud, but in the main it's a comfortable car to travel in.

This is helped by the front seats, described by Citroën as 'sofa-style'. They are much squarer than most car seats, but provide plenty of support.

The front seat design is typical of Citroën's individualistic approach to the interior. It uses a mix of materials and styles which shouldn't, but somehow do, work together and even add to the quirky, likeable nature of the car.

The main trim material is black plastic, with piano black inserts. However, the glovebox has a brown upwards-opening lid to add another style: its two leather-look straps give it the appearance of old-fashioned luggage.

Its rectangular, tablet-style instrument panel doesn't feature any dials, but displays a modicum of information in red digital numbers, including speed, cruise control settings and fuel gauge.

Andrew Ryan

See extended long-term tests at
fleetnews.co.uk/cars/car-reviews/

"The Mondeo's spacious interior and supportive seats mean its cabin is a comfortable place to be for long periods, making it ideal for the trip"

POPPY WELCH

HEAD OF GO ULTRA LOW

She once wanted to be like 'Nicole', would like a four-day week and hates over-sharing on social media. Poppy Welch doesn't believe in micro-managing her staff at Go Ultra Low.

One of my earliest memories associated with a car was at 17, persuading my mum to buy me a Renault Clio because I wanted to be like 'Nicole' from the television ads.

The pivotal moment in my life was when I lived in Mozambique as a child and, although it's not a moment, that time has had a big influence on how I see the world.

Three vehicles I would like in my garage are a BMW i8 and two convertibles.

My pet hate is over-sharing on social media. And people walking slowly in front of me.

A book I would recommend is *The Poisonwood Bible* by Barbara Kingsolver.

Away from the office, I enjoy travel and decorating.

If I was made Prime Minister for the day, I would introduce a four-day week.

My favourite film is *Dirty Dancing*, of course!

I would tell my 18-year-old self not to give up swimming or the violin.

I'd like to be remembered as a good mother.



First fleet role Working at Ogilvy & Mather advertising agency on the Ford of Europe account. Working in the world of electric vehicles (EVs) is interesting, current and important for our environment, so I'm keen to be a part of it for some time to come.

Career goals I'd like to see sales of and interest in EVs continue to rise and for the Go Ultra Low campaign to continue as long as it's needed to support this market.

Biggest achievement in business Working with Vodafone for many years, I launched the brand into some interesting, developing markets including Mexico, Iceland, South Africa and Latvia. Working with these varied markets to launch a brand successfully was a big achievement.

Biggest career influence Possibly my husband – he is a successful creative in advertising and helps to keep me enthusiastic about getting good work out.

Biggest mistake in business Accepting some poor photography because it was cheap. And the lesson is: you get what you pay for.

Leadership style Relaxed – trusting people to do a good job is the way to get the best out of them. Micro-managing is a sure-fire way to decrease someone's confidence and output.

If I wasn't in fleet I'd like to do something in luxury travel.

Childhood ambition I wanted to be a dentist. It was because I liked the taste of the pink mouthwash and thought I'd get unlimited access to it. I also fancied being in musicals.

"I wanted to be a dentist as a kid – I liked the taste of the pink mouthwash"

Next Issue: Mark Hughes, managing director, Jolly Good Vehicle Rentals

Outstanding refinement from acoustic windscreen glass and laminated driver and front passenger door windows glass



All-new Ford Edge: low CO2 and new technology

The all-new Ford Edge, which arrives in Britain this year, will deliver optimised fuel efficiency and sub-150g/km CO2 emissions.

It will offer a choice of 180PS 2.0-litre TDCi diesel engine with six-speed manual transmission, or 210PS bi-turbo 2.0-litre TDCi diesel with six-speed PowerShift automatic transmission. Both will deliver up to 78.4mpg fuel efficiency and 149g/km CO2 supported by auto-stop-start technology.

The Edge also will feature Ford's Intelligent all-wheel drive technology as standard, and will offer other new Ford

technologies, including adaptive steering, which automatically optimises the steering response according to vehicle speed, and also a front split view camera, which makes restricted visibility junctions or parking spaces easier to negotiate.

Edge will introduce segment-first pre-collision assist, with pedestrian detection; a camera- and radar-based system that operates at speeds from 5mph to over 100mph to detect vehicles and people in the road ahead, and can automatically apply the brakes if a potential collision is detected and the driver does not respond to warnings.

Outstanding refinement is achieved with acoustic windscreen glass and laminated glass for the driver and front passenger door windows, which help minimise noise in the cabin.

All Ford Edge models, except Zetec, are equipped with Ford's active noise control technology – that detects unwanted engine noise in the cabin and cancels it out with opposing sound waves fed through the car's sound system.

The Edge interior delivers a luxurious occupant experience and is offered with heated and cooled front seats and heated rear seats.

SYNC 2 BRINGS CUTTING-EDGE CONNECTIVITY TO FORD KUGA

The Ford Kuga offers Ford's SYNC 2 advanced connectivity system for the first time, enabling drivers to operate phone, entertainment, climate and navigation systems using simple conversational language.

SYNC 2 features an eight-inch colour touchscreen in the centre console – increased from five inches – that can help drivers manoeuvre by displaying the live feed from the rear view camera system.



INTRODUCING THE ALL-NEW FORD **S-MAX**



ALL-NEW FORD **S-MAX**

➤ Ford Dynamic LED Headlamps with Glare-Free Technology

The perfect blend of cutting edge design, exceptional versatility and intelligent technologies:

- Dynamic LED headlights with glare-free technology that improves all-round visibility.
- Intelligent Speed Limiter that automatically adjusts the car's speed limit to reflect the changing road speed limits.
- Front Wide-View Camera provides greater confidence at difficult junctions.
- Intelligent All-Wheel Drive delivering enhanced traction and road-holding.

For more information please contact our Business Centre on 0345 723 2323.

P11D	BIK	CO ₂	COMBINED MPG
£24,595 - £32,445	23% - 31%	180-129g/km	35.8-56.5

Official fuel consumption figures in mpg (l/100km) for the Ford S-MAX range: urban 27.4-50.4 (10.3-5.6), extra urban 43.5-61.4 (6.5-4.6), combined 35.8-56.5 (7.9-5.0). Official CO₂ emissions 180-129g/km.

The mpg figures quoted are sourced from official EU-regulated test results (EU Directive and Regulation 692/2008), are provided for comparability purposes and may not reflect your actual driving experience.



Go Further