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# Chancellor's silence over BIK tax frustrates fleets

Despite failure to reveal 2020/21 rates, documents point to a likely 3%-point rise

By Gareth Roberts

Fleets will be forced to order company cars without knowing how much tax they will have to pay after the Chancellor failed to reveal benefit-in-kind (BIK) rates for 2020/21 in his latest budget.

However, Treasury revenue forecasts contained in the budget documents suggest that the rates are likely to rise by three percentage points. This would see BIK on a 109g/km diesel car rising from 21% in 2016/17 to 31% in 2020/21.

Chancellor George Osborne's failure to disclose rates five years in advance reverses a recent trend and means that fleets and their drivers running cars into a fifth year will be unable to properly plan ahead.

The uncertainty has been met with anger and frustration, although 71% of respondents to a *Fleet News* poll still felt the budget had been good news for the fleet sector.

Operating some 3,000 cars on a four-year cycle, Paul Tate, commodity manager at Siemens, told *Fleet News* the decision meant it will be "impossible" for him to give employees the full implications of taking a certain vehicle.

"It's imperative the figure is released as soon as possible, to allow employees to make an informed choice and not put more pain on businesses if there is a sudden sharp increase," he said.

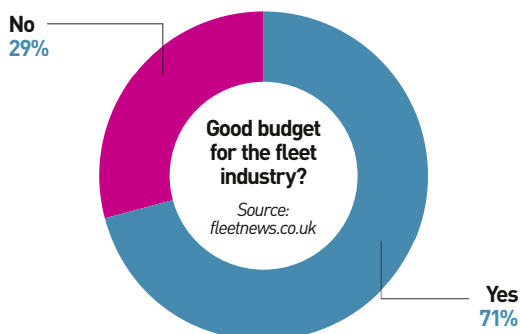
His frustration was echoed by Paul Brown, fleet manager at Enserve Group, who said that certainty over future tax liabilities was crucial to running the fleet.

"You can fix your budgets on contracts and contract terms," he said. "You know that you're going to have that fixed cost against your four-year contract. It's the same for the individual who is taking the car – they don't want to take a car and then find out a year later the goal posts have changed."

However, according to budget documents, the Chancellor expects to raise an additional £320 million for HM Treasury in 2020/21.

It suggests that HM Revenue and Customs (HMRC) knows the 2020/21 rates, but has yet to announce them, especially when the same Treasury documents show previously announced BIK increases – based on a three percentage point rise – will raise an additional £315m in 2019/20.

Fleets could, therefore, tentatively plan for a three percentage point increase in 2020/21.



## ELSEWHERE IN THE BUDGET...

### Car fuel benefit charge 2016/17

Employees who receive 'free' fuel for private mileage will see BIK bills rise from April 6. The fuel benefit charge multiplier will rise from £22,100 in 2015/16 to £22,200 in 2016/17. It will rise by the rate of inflation in 2017/18.

### Van fuel benefit charge 2016/17

From April 6 the van fuel benefit charge multiplier will increase from £594 in 2015/16 to £598 in 2016/17. It will rise by the rate of inflation in 2017/18.

### Van benefit charge 2016/17

Van BIK tax for drivers who use their vans for private journeys will increase from £3,150 in 2015/16 to £3,170 in 2016/17. It will rise by the rate of inflation from April 6, 2017.

### Zero-emission vans

Van benefit charge support for zero-emission vans will be extended so that in 2016/17 and 2017/18 the charge will remain at 20% of the main rate. It will then increase to 40% in 2018/19, 60% in 2019/20, 80% in 2020/21 and 90% in 2021/22 before equalising with the standard charge in 2022/23 – a two-year extension from the original timetable.

The Government had committed in 2013 to a review of company car tax incentives for ultra-low emission vehicles (ULEVs) – those below 75g/km of CO<sub>2</sub> – with many in the fleet industry wanting the tax regime to be reformed.

In fact, nine out of 10 respondents to a *Fleet News* poll called for a complete overhaul of company car tax (*Fleet News*, February 4).

"The current tax regime has been around long enough," said Matthew Walters, head of consultancy services at LeasePlan UK. "If there is a time for change I would suggest it is probably now."

But he warned: "It needs to be a measured and calculated change that gives people the opportunity to make the right choices, or more informed choices, in their company car."

In light of the Volkswagen Group emissions scandal, it was thought the Chancellor might be tempted to shift the focus of company car tax from CO<sub>2</sub> to nitrogen oxides (NO<sub>x</sub>).

Osborne had already delayed the removal of the 3% diesel surcharge from 2016 to 2021 on the back of air quality concerns (*fleetnews.co.uk*, November 25, 2015).

However, while he is still consulting on the detail, the Chancellor confirmed that company car tax would continue to be based on CO<sub>2</sub> emissions.

There will be reform of the bands for ULEVs, to "refocus incentives on the cleanest cars beyond 2020/21", said Treasury documents.

It is likely that, rather than a single rate of tax for cars with emissions of 0-50g/km and 51-75g/km, there could be a series of graduated tax thresholds.

Fleet association ACFO welcomed the continuing focus on

## NO DECISION ON SALARY SACRIFICE

Fleets are being urged to be wary of salary sacrifice after the Chancellor again highlighted the benefit as an area of concern.

The Government is considering limiting the range of benefits that attract income tax and national insurance contribution (NIC) advantages, when provided as part of salary sacrifice schemes.

Budget papers say that pension saving, childcare and health-related benefits such as cycle to work should continue to benefit from income tax and NICs relief when provided through salary sacrifice arrangements. However, there is no mention of car salary sacrifice schemes.

The Government says it is "concerned" about the growth of salary sacrifice schemes, highlighting how clearance requests for salary sacrifice arrangements to HMRC have increased by more than 30% since 2010.

John Pryor, ACFO chairman, said: "Many public and private sector organisations have already introduced car salary sacrifice schemes and ACFO is aware of many others that continue to consider their implementation."



Nine out of 10 *Fleet News* poll respondents called for a complete overhaul of company car tax

*"You have to give people notice, you have to give people the time to make the necessary changes"*

John Pryor, ACFO

BIK 2020/21

CO<sub>2</sub>. ACFO chairman John Pryor said: "It has become a well-established system that is straightforward to understand and implement."

However, Walters, like many in the fleet sector, is worried. "As a chancellor, Osborne has shown he is happy to run roughshod over company car drivers," he said.

"The reversal in the diesel surcharge was awful. You have to give people notice; you have to give people the time to make the necessary changes."

He added: "I think he tends to forget that a big part of our industry is made up of those individuals who don't have a choice about a company car. Company car tax for those job-need drivers is a real expense."

**"ACFO would advise companies to be aware of the Government's review announcement when investigating the introduction of salary sacrifice arrangements."**

Alastair Kendrick, director at MHA MacIntyre Hudson, told *Fleet News* that he believes the Chancellor could shut the door to salary sacrifice for items like cars. "It will create a headache for lessors and fleet managers seeing they will have to decide what happens with the stopping of tax/NI relief," he said. "It could prove very expensive."

It is likely the Chancellor is concerned he is missing out on tax revenues, but unlike other salary sacrifice arrangements, the Treasury benefits from cars coming under the company car tax regime.

"Any changes would impact on the estimated £4,500 that HMRC receives in tax revenue per year from each salary sacrifice car," said BVRLA chief executive Gerry Keaney.

■ Fleets turning to affinity schemes due to continuing uncertainty around salary sacrifice – see page 7.

The budget contained a boost for ULEVs, with the 100% first-year allowance (FYA) for businesses purchasing ultra-low emission cars extended to April 2021.

The main rate threshold for capital allowances and lease rental restrictions, currently set at 130g/km, will be reduced to 110g/km from April 2018, while the FYA threshold will be cut from 75g/km to 50g/km.

The Government will review the case for the FYA and the emissions thresholds from 2021 in the 2019 budget.

It will give fleets less than two years to reformulate their car policies to take the new thresholds into consideration.

The lowering of the main rate CO<sub>2</sub> threshold from 160g/km to 130g/km in April 2013 meant many companies used 130g/km as their benchmark.

The question now is whether the lower threshold of 110g/km will replace 130g/km as the crucial figure.

Eddie Amaro, principal consultant at Lex Autolease, said: "If the new regime came into effect tomorrow, a significant proportion of fleet vehicles between 110g/km and 130g/km would be reclassified overnight."

As many as 50% of the vehicles on the Lex Autolease fleet fall in this range. But data from Britain's biggest leasing company indicates that car fleet emissions are moving in the right direction.

The average CO<sub>2</sub> emissions on the Lex Autolease fleet to the end of August 2015 was 119g/km – down from 124g/km at end of August 2014 – while new cars delivered by end of August 2015 averaged just 114g/km.

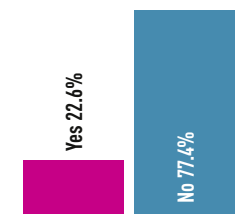
Gerry Keaney, British Vehicle Rental and Leasing Association chief executive, welcomed the extension of FYAs.

But he said: "Yet again he has ignored our calls to make this benefit available for companies that lease their cars. "This unfairly discriminates against SMEs, who rely on lease arrangements to access new low-emission cars, and instead favours cash-rich businesses who can afford to purchase cars outright."

## FLEET FACTS AND FIGURES

### OPINION POLL

Do you think the Government will continue its freeze on fuel duty in the budget?



### FleetNews view:

The Chancellor surprised many, including more than three quarters of respondents to our poll, when he announced in the budget that fuel duty would remain frozen. Many commentators believed he would exploit low pump prices to push through an inflationary rise. However, he says he recognises the link between low fuel prices and economic growth. *Fleet News* welcomes the change of heart, but warns increases will follow in the future.

This week's poll: Have you or any of your drivers recently received an incorrect tax code from HMRC for company car tax?

[fleetnews.co.uk/polls](http://fleetnews.co.uk/polls)

### MOST COMMENTED ONLINE

Thinktank Policy Exchange calls for diesel car tax rises

[fleetnews.co.uk/news](http://fleetnews.co.uk/news)



UK AVERAGE FUEL PRICES

Diesel (ppl) 103.13 ↑

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[fleetnews.co.uk/costs/fuel-cost-calculator](http://fleetnews.co.uk/costs/fuel-cost-calculator)



Fleet industry responds to 2016 budget:  
[fleetnews.co.uk/fleet-response-2016-budget](http://fleetnews.co.uk/fleet-response-2016-budget)



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# Fleets warned on affinity schemes for employees

Operators 'do not understand risks' of tax liability for increasingly popular offering

By Tom Seymour

**F**leets choosing affinity schemes to give employees access to cars should make sure they are not seen by HM Revenue and Customs (HMRC) as company cars that will attract benefit-in-kind (BIK) taxation.

There has been a spike in interest from employers looking to set up affinity car schemes due to the growing uncertainty around salary sacrifice, according to providers like Alphabet.

The Chancellor of the Exchequer George Osborne again raised his concerns around the continued growth in salary sacrifice in the budget, but is yet to make a decision on whether car schemes will be allowed to continue. This has persuaded some fleets to explore alternatives.

An affinity scheme lets employers offer a vehicle through finance to employees at a discounted rate negotiated by the leasing company.

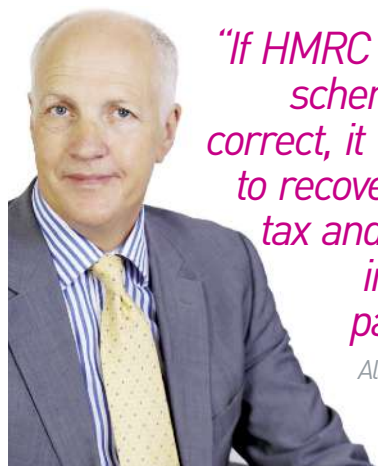
The key benefit for employees is that they don't have to put down a deposit, will get a competitive APR rate negotiated by the leasing company and are protected from the residual risk through a guaranteed future value on the vehicle at the end of the finance arrangement.

However, Alastair Kendrick, director at MHA MacIntyre Hudson, told *Fleet News*: "If the scheme is promoted or supported by the employer and unless ownership of the car transfers at the outset to the employee, the HMRC is likely to view it as a company car scheme."

"We have seen lessors suggesting that what they are offering is not by reason of employment and therefore it is not necessary to transfer title – so a personal contract hire or personal contract purchase works. This, from experience, is not the view of HMRC and employers do not fully understand the risks."

*Fleet News* approached HMRC on whether it has concerns around how affinity schemes are being administered, but it declined to comment.

Kendrick argued that affinity scheme funding can only be through a credit sale agreement, rather than PCP or PCH.



*"If HMRC finds the scheme is not correct, it will want to recover unpaid tax and national insurance payments"*

Alastair Kendrick,  
MHA MacIntyre  
Hudson



**HMRC will lay blame with the employer if affinity scheme arrangements are incorrect**

**£1.75m**

**Tax bill for one firm which failed to set-up a scheme correctly**

**£3,000**

**Maximum per vehicle HMRC could seek in company car tax repayments**

He gave an example of a company that got it wrong in a case 10 years ago and was hit with a £1.75 million tax bill.

Under a credit sale agreement, the employee buys the vehicle at the cash price. Repayment is made by instalments until the employee has paid the whole amount.

The employee becomes the legal owner of the vehicle as soon as the contract is made.

It's an approach Alphabet uses with its AlphaDrive affinity product. Jon Burdekin, Alphabet head of product management, says affinity schemes are growing in popularity.

"The correct way to go about an affinity scheme is through a credit sale agreement," he said. "It means the provider is selling to the individual, a little bit like a mortgage for a car."

"It's not a lease and, although it looks like a company car, it isn't. If the employee owns the car, it cannot be deemed to be a company car and so it does not attract BIK."

Burdekin is also urging fleets to seek advice from a tax expert and get HMRC approval for any scheme introduced.

Nick Davies, BHP employer consulting director and tax consultant for TCH Leasing, says it is important there is a clear differentiation between an affinity scheme and a company car scheme.

He has also seen an increase in interest around affinity schemes due to the continuing uncertainty around salary sacrifice.

"The business providing an affinity scheme should act as nothing more than an introducer for the employee to the leasing company," he said.

"The company should not be acting as a guarantor for the arrangement."

Kendrick says the HMRC will lay blame with the employer, not the leasing company, if it deems there to have been a mistake with how the scheme has been set up.

"If HMRC finds the scheme is not correct, it will want to recover unpaid tax and national insurance payments, going back up to six years," he said.

"The HMRC will be looking for £3,000 maximum per P11D per year for each vehicle."



More on company car tax at:  
[fleetnews.co.uk/  
fleet-management/  
company-car-tax/](http://fleetnews.co.uk/fleet-management/company-car-tax/)

# £50m pothole funding 'will fail', says research

Fleets may be left to foot the bill for damage as council budgets drop by 16%

By Gareth Roberts

**A** £50 million pothole fund announced in the budget 'will fail' to halt the decline of the local road network in England and Wales, new research suggests.

The *Annual Local Authority Road Maintenance (ALARM) Survey*, published last week, claims underfunding, severe weather and increased traffic is taking its toll on local roads.

It estimates the one-time cost to get roads in England and Wales back into a reasonable condition is now £11.8 billion.

"Our roads are deteriorating at a faster rate than they can be repaired," said Alan Mackenzie, chairman of the Asphalt Industry Alliance.

"The network is ageing and the cumulative effect of decades of underfunding is continuing to take its toll. Add in the impacts of flooding and increased traffic and you start to appreciate the scale of the problem our local authorities are facing."

The Government has set aside £6bn to fund local road maintenance between 2015 and 2021, and claimed the additional £50m announced in the budget would enable councils to fill nearly a million potholes.

However, the Asphalt Industry Alliance, which commissioned the *ALARM* survey, told *Fleet News* that overall budgets for highways departments in England have dropped by 16%.

This, it says, is reflected in the increase in average budget shortfalls – the difference between the money highways teams need to keep the carriageway in reasonable order and the amount they actually receive – which has risen by almost 50% (from £3.2m to £4.6m, year-on-year).

Peter Box, transport spokesman at the Local Government Association, said the shortfall in funding was leaving councils "trapped in a frustrating cycle" which results in them only being able to "patch up" deteriorating roads.

He added: "Councils share the frustration of motorists having to pay to drive on roads that are often inadequate."

Across the country, Kwik Fit says that 6.3m drivers suffered damage from hitting potholes in their car or van over the past year, with repairs to tyres, wheels, suspension, exhausts or other bodywork costing an average of £108.60.

*"It's time for the Government to recognise that local roads are a vital part of the transport infrastructure"*

David Bizley, RAC



6.3m drivers suffered damage from hitting potholes during the past year

## £11.8bn

One-time cost to get roads in England and Wales back into a reasonable condition

## £108.60

Average cost of repairs to damage caused by potholes

It estimates that they collectively faced costs of £684m as a result of the damage, but the *ALARM* survey reveals only £13.5m has been paid out in compensation in England and Wales, just 2.1% of the total cost of damage.

Kwik Fit found that, collectively, the greatest financial impact has been on drivers in the south east, who have had to pay more than £108m for repairs caused by potholes, followed by drivers in London, with the capital's roads causing £91m worth of damage.

Hitting a pothole is most likely to have caused damage in Yorkshire and Humber, and London, where more than a third (37% and 35% respectively) of drivers hitting a pothole had to make repairs. Welsh drivers were most likely to be financially unscathed from the impact of a pothole, although even here 17% faced repair bills.

The past year saw the wettest November-January period on record, with surface water a significant factor in many drivers hitting potholes.

Almost a third (31%) of drivers who hit a pothole in the past 12 months say they did so because it was hidden by water and they thought it was just a puddle.

Kwik Fit found that nearly half (46%) of those hitting a pothole said they would have risked colliding with other traffic if they had swerved around it, while 4% admitted that they were driving too fast, and couldn't stop in time.

RAC chief engineer David Bizley said: "It's time for the Government to recognise that local roads are a vital part of the transport infrastructure which should be brought into the scope of the Infrastructure Commission."

"While the Government's Road Investment Strategy is ensuring the future 'fitness-for-purpose' of the strategic road network in England, there is a very real danger that local roads will suffer ongoing decline through insufficient investment and no long-term strategy to improve them."

"What use would it be having excellent motorways, major roads, railways, ports and airports if, when getting to or from them, you are faced with pothole-ridden local roads."



Find out the average pothole repair bill in your area, go to [fleetnews.co.uk/pothole-damage](http://fleetnews.co.uk/pothole-damage)





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The official fuel consumption figures in mpg (l/100km) for the All-New Renault Kadjar Dynamique S Nav dCi 110 are: Urban 67.3 (4.2); Extra Urban 74.3 (3.8); Combined 72.4 (3.9). The official CO<sub>2</sub> emissions are 103g/km. EU Directive Regulation 692/2008 test environment figures. Fuel consumption and CO<sub>2</sub> may vary according to driving styles, and road conditions and other factors. Model shown is All-New Renault Kadjar Dynamique S Nav dCi 110.



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Read Nick's story at  
[toyotalexusfleet.co.uk](http://toyotalexusfleet.co.uk)

\*Saving based on switching original VW diesel fleet to Toyota and Lexus hybrids.



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# BT Fleet: 'we will analyse telematics data for you'

New white-label system will identify operation, accident and servicing savings



## EXCLUSIVE

By Tom Seymour

**B**T Fleet will help fleets crunch data gathered by its new telematics offering as part of a new service that will help it differentiate itself from competitors in a crowded market.

The business already offers fleet management, vehicle maintenance and accident management services.

Telematics was the next logical step to provide a full suite of products, it said.

Phil Jones, BT Fleet product manager, told *Fleet News* that introducing a product now has given its team time to see how the market has evolved.

He said: "The market is mature enough now that we can see what we need to do to make our system compelling and fill the gaps we think are there."

The company uses a white label telematics system from an undisclosed partner.

However, rather than just being an 'off-the-shelf' option, Jones believes its system is distinct from its competitors, because it is fully incorporated into BT Fleet's fleet, accident and servicing systems.

"A lot of telematics systems can offer data, but a lot of the feedback we were getting was that customers felt like they were being sold their own data back to them," said Jones.

"What we want to do is use this telematics system to inform cost savings across all areas of the fleet and, rather than the fleet having to work that out, we'll do that for them."

BT Fleet's telematics will record real-time accident information to capture third party details in order to reduce claims by up to 66%.

It will also be able to perform 'over-the-air' diagnostics to pre-empt breakdowns and understand underlying vehicle issues to reduce vehicle downtime by up to 12%.

BT Fleet researched the market over a 12-month period and ran a six-month trial across a fleet of 700 pool cars.

12%

Claimed maximum reduction in vehicle downtime

66%

Claimed maximum reduction in claims



More telematics news at:  
[fleetnews.co.uk/telematics](http://fleetnews.co.uk/telematics)

The system offers location tracking, driver behaviour and score carding, utilisation data and geo fencing, as well as accident and diagnostic information.

Fleets can choose which elements they want to incorporate from a menu that includes a hardwired or plug-and-play option, dash cameras and real-time driver feedback.

Jones wouldn't reveal exact pricing details, but said it would be "market leading". He said: "We have used BT's considerable buying power to get the best commercial deal we could, so it is a very competitive offer."

"We know there are elements some fleets might not want or use, so that was a key bit of feedback from research that customers want to pick and choose what they need."

BT Fleet believes around half of its customer base (outside its parent company's own fleet of vehicles) do not have a telematics system installed on their fleet. This will be the first route to market to build market share.

While BT's own fleet of 33,500 vehicles may seem the logical place to build up adoption of BT Fleet's telematics system, that will not be the case from launch.

Jones explained: "The situation with BT's own fleet is tricky due to the contracts that are already in place. BT has trialled our telematics system."

"It is the aim that our system will eventually be used across BT's fleet and we are working towards that, but it's not the starting point."

"The market outside of BT's own fleet is still huge and we think the potential value is around £100 million for fleets with at least 200 vehicles."

Jones wasn't ready to disclose what deals were already in place or what the level of penetration within BT Fleet's own customer base was for the new telematics package.

He said: "The last six weeks have seen us having in-depth conversations with customers about what we can offer."

"Having a telematics offering is absolutely going to help us secure new contracts – ones we may have missed out on in the past."

*"We have used BT's considerable buying power to get the best commercial deal we could"*

Phil Jones, BT Fleet

# Operators show support for safety sticker initiative

Dozens of fleets displaying 'radical' Project Pictogram notices, five months in

By John Charles

**D**ozens of fleets have embraced a road safety scheme which highlights the main causes of crashes in a series of stickers displayed on vehicles.

Billed as a "radical, new community road safety initiative for the national fleet community", Project Pictogram was given its official national launch at the National Motor Museum at Beaulieu, this month.

However, just five months after the scheme was first revealed by *Fleet News* (October 1, 2015), thousands of vehicles are now displaying the Project Pictogram stickers.

TJ Transport and sister company TJ Waste operate out of seven sites across Hampshire, West Sussex and Bristol and are displaying the pictograms on all their 160 vehicles.

The company has integrated Project Pictogram into its health and safety training with a full briefing on the project to all 210 employees believing the 'toolbox talk' will help staff become evangelists for the campaign.

Luke Haskell, marketing and sales development manager at TJ Transport, said: "We want to ensure that we minimise the risks to anyone affected by our business operations, so we have taken the initiative to support Project Pictogram."

"Not only will the training help us remind our drivers of their responsibilities, but the stickers on our vehicles will also reinforce awareness of safe driving practice among other road users wherever we travel."

Waste collection and disposal company Ace Liftway has fitted pictograms to all 35 commercial vehicles on its fleet. Transport manager Gordon Harrison told *Fleet News*: "We take road safety and the safety of our drivers and other road users very seriously."

"By fixing the pictograms to our vehicles, we can promote the importance of road safety to other road users. I hope that other car and commercial fleets will take the initiative on board and give the campaign momentum."

"If that happens and road users drive at the appropriate speed, keep a safe distance when following other vehicles, don't use their mobile phones, wear their seat belts and don't drink or drug-drive, the roads will be safer for everyone."

Andy Leigh, central health and safety manager at Home Retail Group is also supporting the initiative. He said: "This is a great low cost initiative that provides a simple reminder of road safety rules that help to keep traffic flowing."

Other organisations backing the initiative include: Colas, Green Flag, Radian Housing, Lucketts Coaches, Hampshire



**Above: Project Pictogram creator Phil Palfrey (second left), with Dean Dixon (third left), south health and safety manager at Homebase, Andy Leigh (far right), central health and safety manager at Homebase, and a company driver**

*"I hope that other car and commercial fleets will take the initiative on board"*

*Gordon Harrison, Ace Liftway*



and Thames Valley Police, Hampshire County Council, Kirklees Council, Portsmouth City Council, Southampton City Council, Protyre, Thruxton Motorsport Centre and Eggars School.

Project Pictogram focuses on the main causes of road crashes, the so-called 'fatal four' – inappropriate speed, driver distractions (most commonly, mobile phones), not wearing a seat-belt and alcohol or drug impairment – and adds a fifth contributory factor: safe following distance, due to the volume of rear-end shunts.

They are represented in five pictograms based on the British road sign system, which can be displayed on the back of fleet vehicles, acting as a reminder to drive safely.

It is hoped the pictograms will become the UK industry standard, becoming the 'recycle' logo of safe driving.

The initiative is the brainchild of Phil Palfrey at Hampshire Fire and Rescue Service.

He said: "Driving is a herd activity; by positively influencing large sections of the herd around these key risk-reducing driver behaviour habits, the wider group is likely to conform to the new safer practices."

Project Pictogram is backed by leading UK road safety experts, including: the Institute of Advanced Motorists, Road Safety GB, the Royal Society for the Prevention of Accidents (RoSPA), the Chief Fire Officers' Association, the Department for Transport's Think campaign, the Association of British Insurers and the British Insurance Brokers' Association.





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## PEUGEOT 308 GT LINE

MOTION & EMOTION



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(7.3–3.7 l/100 km). Combined 30.7–68.9 mpg (9.2–4.1 l/100 km). CO<sub>2</sub> 214–109 g/km. Figures may vary depending on driving style and conditions.

# THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



The thorny issue of end-of-contract charges was high on the agenda at a recent Fleet200 meeting, with delegates claiming that there has been no let-up by leasing companies since costs starting rising during the recession. "They see it as a cash cow" was a typical comment by fleets.

Some fleets have sought to change their agreements with leasing companies, such as covering any loss when the car is sold at auction (or sharing any profit if sold above forecast). Others have queried so-called 'compensation charges' for damage when a car still achieves its forecast price without the damage being repaired.

*"The Fleet200 is calling for a reappraisal of the fair wear-and-tear standards"*

One of the biggest issues concerns collection agencies not carrying out proper assessments when they collect the vehicle. All too often they suggest to the driver that everything is fine, but then the fleet is hit with a large charge. Fleets would like to see full assessments at collection which are signed by the employee.

Concerns were also raised about leasing companies passing on responsibility to the auction company. "It is in the auction company's interest to mitigate it so they don't lose money," said one fleet.

The inference was clear: not all these charges are fair.

The BVRLA's fair wear-and-tear rules, on which end-of-lease charges are based, was developed by the leasing industry for the leasing industry. Fleets see an inflexible blanket matrix, particularly when assessing multiple damage on a single panel.

The Fleet200 is calling for a reappraisal of the standards, in consultation with fleets, to address some of their biggest concerns.

**Have your say: are the fair wear-and-tear rules fair? Email your views to: [stephen.briers@bauermedia.co.uk](mailto:stephen.briers@bauermedia.co.uk)**

## YOUR LETTERS

### SPEED CAMERAS

## Average speed might not be best way to keep safe

EDITOR'S PICK



#### Steve wrote:

Having read 'MPs call for more average speed cameras across UK' ([fleetnews.co.uk](http://fleetnews.co.uk), March 22), as a 30,000-plus mile-per-annum driver my feeling is that average speed cameras deter excessive speed but create further, more dangerous problems. Lane discipline disappears,

vehicles travel at between 50-55mph in all three lanes and many drivers cease to pull into a clear lane on their left. This then creates numerous difficulties when trying to manoeuvre to the left hand lane in order to access an exit slip road. How much extra time do drivers spend looking at their speedo rather than at the road?

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

#### Nigel Boyle wrote:

The problem here is these cameras work for 'steady speed' roads, e.g. dual carriage way or motorways. These are inherently the safest roads. New technology is needed for the dangerous roads.

the M1) at 50mph where there is no traffic work actually happening is just pointless and dumbs down the speed awareness message.

#### Kevin May wrote:

If the Government was serious about stopping speeding on motorways and dual carriageways, a camera at each entrance and exit that timed vehicles and calculated speeds would stop speeding overnight if automatic tickets were issued from this system. A system like this could have been introduced decades ago.

#### Petrol Paul wrote:

I've no issue with average speed cameras – much safer than one static camera. However, they must be used appropriately: where needed and at an appropriate speed limit. Stretches of motorway of 10 miles or more (like

### SALARY SACRIFICE

## Questions over reclaiming VAT

#### Carcoat Damphands wrote:

Having read 'Fleet Hire urges Chancellor not to tamper with salary sacrifice for cars' ([fleetnews.co.uk](http://fleetnews.co.uk), March 23), the reason businesses can claim back 50% of the finance VAT is that it was considered that 50% of journeys in

company cars are private miles.

BVRLA are campaigning for this to be looked at by the Government. If you're saying a salary sacrifice car is mainly for private use, then should the Government make all of the finance lease VAT irrecoverable?





# LIGHT. YEARS AHEAD. THE NEW ŠKODA SUPERB

## The new ŠKODA Superb. With Intelligent headlights.

The new Superb's Bi-Xenon headlights\* respond to the car's speed, as well as light and weather conditions, adjusting automatically for optimal illumination. The Smart Light Assist† feature uses the car's multifunctional camera to know when to dim the lights to avoid blinding fellow drivers. So the only thing dazzling other road users will be the new Superb's dynamic design. Travel in Style. Travel in Space.



LED daytime running lights



Smart Light Assist



Spacious interior

[skoda.co.uk](http://skoda.co.uk)

Exterior model shown is Superb Hatch SE L Executive 1.4 TSI 150PS ACT at £24,220 with optional Sirius alloy wheels at £650, metallic paint at £535, Smart Light Assist at £950, sunroof at £850, front and rear parking sensors at £350. Interior model shown is not UK specification. \*Standard on SE L Executive and Laurin & Klement, optional on SE at £1,295. †Optional on SE and SE L at £950 and Laurin & Klement at £100. Only available in combination with Bi-Xenon headlights and electrically adjustable front seats. Information correct at time of print [03/15]. Official fuel consumption for the new ŠKODA Superb range in mpg (litres/100km): Urban 31.4 (9.0) – 65.7 (4.3); ExtraUrban 45.6 (6.2) – 85.6 (3.3); Combined 39.2 (7.2) – 76.4 (3.7). CO<sub>2</sub> emissions for the new Superb range are 164 – 95g/km. Standard EU Test figures for comparative purposes and may not reflect real driving results.



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# YOUR LETTERS

## DIESEL PARTICULATE FILTERS

### Dodgy DIY fixes for DPFs manufacturers' fault

#### Chris P wrote:

Having read 'Drivers pouring petrol, paint thinner and oven cleaner down blocked DPFs' ([fleetnews.co.uk](http://fleetnews.co.uk), March 23), I believe this shows that diesel particulate filter systems are not fit for purpose, in which case it should be the manufacturer footing the bill for the replacement during a reasonable life mileage of the vehicle. In the US, motorists are protected by the federal emissions warranty, which forces all manufacturers to replace, at their own expense, any major emissions related component fitted to the vehicle for a minimum period of 80,000 miles/eight years (120,000/12 years in some states).

This warranty is a legal requirement, and is in addition to the usual warranty which comes with the vehicle. Instead of pouring chemicals into the DPF, paying £400 to have them professionally cleaned or up to £2,000 for a replacement, maybe we should focus our attentions on having a similar warranty introduced into the UK, forcing manufacturers to take responsibility for the cost of their research failures.

At the end of the day, if the DPF systems worked properly in the first place, then there would be no need for the system to be illegally removed or circumvented in order to avoid a crippling bill on a relatively new vehicle.

## D A S

### New technology is just too sensitive

#### Michael Smedley wrote:

Having read 'Insurers recognise driver assistance systems as Autoglass warns of misalignment risk' ([fleetnews.co.uk](http://fleetnews.co.uk), March 15), windscreen glass technicians are being told by dealers they cannot simply unclip the camera and reattach it onto the new glass. Why? Because these systems are supposed to be very sensitive to change of position.

The system is so sensitive that it requires a factory reset virtually each time it is touched. People are getting tired of electronics released in 'beta' phase and having to pay extra for the privilege. Windscreen replacement costs can't be cheap, either.



## EU EXIT

### Brexit RV scare story holds no value

#### Rob Chisholm wrote:

Having read 'Uncertainty over used car values if UK leaves the EU' ([fleetnews.co.uk](http://fleetnews.co.uk), March 16), 'uncertainty' simply means "we haven't a clue". I can tell you what will happen – everyone will work to ensure that any adverse impact will be minimised.

Residual values already go up and down with the weather. And they are always wrong. As I was told early on in my career: "The art of setting RVs is getting it less wrong than anyone else". There's always a degree of uncertainty.

**HAVE YOUR SAY** Email: [fleetnews@bauermedia.co.uk](mailto:fleetnews@bauermedia.co.uk) Comment online: [fleetnews.co.uk](http://fleetnews.co.uk)  
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If you or someone you know is aged between 16 and 24 and is interested in work experience opportunities at Bauer Media go to: [gothinkbig.com](http://gothinkbig.com)

#### Question:

What was your favourite toy growing up?

#### Editorial

##### Editor-in-chief

Stephen Briars 01733 468024

[stephen.briars@bauermedia.co.uk](mailto:stephen.briars@bauermedia.co.uk)

**My train set with replica Mallard engine**

##### Deputy editor

Sarah Tooze 01733 468901

[sarah.tooze@bauermedia.co.uk](mailto:sarah.tooze@bauermedia.co.uk)

##### Out of office

##### News editor

Gareth Roberts 01733 468314

[gareth.roberts@bauermedia.co.uk](mailto:gareth.roberts@bauermedia.co.uk)

**My ZX Spectrum 48k computer**

##### Features editor

Andrew Ryan 01733 468308

[andrew.ryan@bauermedia.co.uk](mailto:andrew.ryan@bauermedia.co.uk)

**Any Lego, but particularly any sets which had wheels**

##### Head of digital

Jeremy Bennett 01733 468655

[jeremy.bennett@bauermedia.co.uk](mailto:jeremy.bennett@bauermedia.co.uk)

##### Out of office

##### Web producer

Christopher Smith 01733 468655

[christopher.smith@bauermedia.co.uk](mailto:christopher.smith@bauermedia.co.uk)

**I had loads of Britains toy tractors. Wasn't so keen on the animals though**

**Photos** Chris Lowndes

#### Production

##### Head of publishing

Luke Neal 01733 468262

##### Out of office

##### Production editors

Richard Davis 01733 468310

**Train set and Scalextric**

Finbarr O'Reilly 01733 468267

##### Out of office

##### Designer

Erika Small 01733 468312

**My Barbie dolls**

#### Advertising

##### Commercial director

Sarah Crown 01733 366466

**Group advertisement manager**

Sheryl Graham 01733 366467

##### Account managers

Wendy Cowell 01733 366472

Lucy Herbert 01733 366469

Lisa Turner 01733 366471

Stuart Wakeling 01733 366470

Marcus Woods 01733 366468

**Head of project management**

Leanne Patterson 01733 468332

##### Project managers

Lucy Peacock 01733 468327

Angela Price 01733 468338

Kerry Unwin 01733 468378

##### Telesales/recruitment

01733 468275/01733 468328

#### Events

##### Event director

Chris Lester

##### Event manager

Sandra Evitt 01733 468123

**Senior event planner**

Kate Howard 01733 468146

##### Event administrator

Emma-Louise Kinnard 01733 395133

#### Publishing

##### Managing director

Tim Lucas 01733 468340

**Group marketing manager**

Bev Mason 01733 468295

##### Office manager

Vicky Meadows 01733 468319

**Group managing director**

Rob Munro-Hall

**Chief executive officer**

Paul Keenan

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## FLEET OPINION

## BUDGET

## Company car tax squeeze hurts UK

By Gerry Keaney

“The vehicle rental and leasing industry contributes nearly £25 billion to the UK economy, and is responsible for more than four and a half million of the newest, safest and cleanest vehicles on UK roads.

It plays an absolutely vital role in providing cost-effective and sustainable transport to UK businesses and consumers, but this business model relies on a fair and simple system of taxation. Recent experience has taught our sector to be very wary whenever the Chancellor of the Exchequer stands at the despatch box.

George Osborne walked a tricky tightrope with this year's budget. Faced with a climate of increasing economic uncertainty, he wanted to address the deficit while balancing the needs of UK businesses taxpayers and welfare recipients.

Mistakes can be made, and the Chancellor has already abandoned his plans to cut disability payments. But he also missed a great opportunity to reverse some poorly devised changes to company car tax.

Last year, he announced that company car tax bands would rise by two percentage points from 2017, and the 3% diesel supplement would remain until 2021. The cumulative effect of these changes is that the average diesel company car driver will pay £626.94 more tax in 2017/18 than in 2013/14.

Company car drivers are being hit with a series of tax rises that are both unfair and poorly signposted. The Treasury continues to squeeze this vital business sector, with negative consequences. Since 2005, we have seen a steady increase in the benefit-in-kind tax bill for company car drivers, and a gradual decrease in the number of people paying it. We believe that there has been a significant transition to grey fleet, with company drivers choosing more and more to use their own vehicles.

As well as contributing less to the Exchequer, these vehicles are older, more polluting and less safe than their company car counterparts.

So please think again, Mr Osborne. By working with the fleet industry rather than against it, you can tackle the deficit and make UK roads cleaner and safer at the same time.”

*“Since 2005, we have seen a steady increase in the BIK tax bill for company car drivers”*



**Gerry Keaney** chief executive of the British Vehicle Rental and Leasing Association



**Phil Harrold** automotive partner at PwC



## AUTONOMOUS CARS

## Driverless cars will be good for fleet

By Phil Harrold

“Signalling the UK's intent to be at the leading edge of driverless car technology in the budget could be seen by some as a bold move or even a futuristic long-shot by the Chancellor.

In reality, automation has been creeping up on us for years and this is simply the next step in the digital journey – and, crucially, UK engineering has been at the forefront throughout. People can already own cars that can park, exit the garage and even overtake for you without driver input.

The real question is what would it take to get the general public to readily accept more automotive autonomy? After all, no one bats an eye nowadays at the thought of a driverless train at an airport, so why should a road be any different? It is highly likely that, with an ageing population and increased urbanisation, the economic case can be easily made.

One big hurdle developers, manufacturers and the UK Government will have to cross is the public's perception of safety, particularly given recently reported issues.

But what is important to remember is that the reported incident [the Google driverless car in America] was one attributable occurrence during a three-year US-based trial and, as a result, demonstrates that the likelihood of a driverless car causing an accident is really very low.

For this to succeed, it's vital that 'perfection' isn't set as the default benchmark during this robust test phase – we don't expect this of other drivers on the road – and that what is aimed for is a realistic and marked improvement on human fallibility levels.

It is also important to recognise that, as well as safety, both economical and environmental impacts are also driving forces in these developments. The driverless car accelerates and brakes more smoothly than a human and, by communicating with surrounding cars, can also avoid traffic jams. As a result, fuel consumption is reduced, alongside CO<sub>2</sub> and NO<sub>x</sub> emissions.

These factors, along with new forms of propulsion, are the hot topics in the industry at present. If the UK wishes to remain at the forefront it must invest both financially and logistically.”

*“The driverless car drives more smoothly and avoids jams, as a result reducing CO<sub>2</sub> and NO<sub>x</sub>”*



# The Ultra Low Emission Zone

Arrives in 2020 to improve air quality and the health of Londoners



In September 2020, the Ultra Low Emission Zone will launch in central London to help improve air quality and the health of Londoners.

**Vehicles registered as new with the DVLA before the following dates may be affected:**

Lorries, buses and coaches registered before January 2014, petrol minibuses registered before January 2007, and diesel minibuses registered before September 2016.

If you're planning a fleet renewal, please consider the new Ultra Low Emission Zone standards and check the age of your fleet on your V5C vehicle registration documents. Some vehicles will be exempt.

**Search 'Ultra Low Emission Zone' to find out more about how you may be affected and to know your options.**

# 'PATIENTS NEED THEIR MEDICATION ON TIME'

Well Pharmacy's fleet delivers vital prescriptions to hospitals throughout the UK. Brian James explains why 'failure is not an option'. *Sarah Tooze* reports

**B**rian James, fleet and home delivery manager at Well Pharmacy, is very aware of the important role the company's 481 vans play.

"If someone needs medication you cannot say 'oh sorry the van is off the road, you'll have to wait until tomorrow,'" he says. "Failure is not an option. You've got to make sure patients get the medication they need on time."

Well Pharmacy's 700-plus van drivers deliver prescriptions to communities, hospitals and prisons throughout the UK. The company also operates 119 company cars for various field roles, such as regional development managers, and has 86 cash-takers.

James's goal is to make the fleet as efficient as possible and telematics, which has just been rolled out to the van fleet with anticipated savings of £990,000, will play a key part in that (see panel, page 24).

Fleet responsibility was added to James's role 18 months ago, as a result of a change in company ownership.

He was previously home delivery manager at the Co-operative Pharmacy, which was

sold to the Bestway Group in October 2014 and re-launched as Well Pharmacy a year later.

The pharmacy vans were run by the Co-operative transport team, along with the Co-operative Group's company cars, cash-in-transit vans, tractors, hearses and HGVs.

"My role was previously operational, looking at the way the service worked, nothing to do with how the vans worked," James says.

"I'd ring up the transport department and say 'I need a van here, sort it out'. To see the other side of that has been a real awakening."

He now spends 20% of his time on fleet and 80% on the operational side, supported by two coordinators.

He likens the move from being part of the Co-operative Group to becoming a standalone business to the experience of leaving home for the first time.

"When you set yourself up as an independent business you suddenly find that all these things that mum and dad used to do, like paying the bills, you've got to do yourself. And the challenge we had was the time-scales in which to do them."

From October 2014 to April 2015, the Co-operative transport team continued to manage the fleet on a transitional service arrangement.

"It gave us some breathing space to set ourselves up because the pace at which things were changing was pretty significant," James says.

"Following that transitional period they continued to support us with advice, and point us in the right direction if we got stuck. It's like ringing your parents up for advice when you're starting out in your own house. 'I can't work out how to do this, what's going on?' It's very much that sort of relationship."

"The support the transport team at Co-op has given us has been tremendous."

James is keen to stress that he inherited the fleet in good shape and it was simply a case of taking the Co-op's model and seeing how it fitted in with Well's business aims and whether things needed changing or enhancing.

His first step was to rebrand the 450 Peugeot Bippers with the new company name and logo.

"When you're dealing with vulnerable patients in the community, it's important that







Brian James: 'We're using telematics data to drive our decision-making'



## FACTFILE

**Organisation** Well Pharmacy  
**Fleet and home delivery manager** Brian James  
**Fleet size** Cars – 119; vans – 481  
**Funding method** Contract hire  
**Replacement cycle** Four years  
**Average CO2 emissions** 116g/km (cars and vans)  
**Brands on fleet** Cars – Audi, BMW, Toyota/Lexus, Mini, Škoda, Volkswagen;  
**Vans** – Peugeot, Volkswagen



they know it is your van pulling up,” James says. “It [having branded vans] gives them some confidence that it’s us, as opposed to them seeing a hire vehicle.”

The vans also need to be visible from a safety point of view and, along with fitting reversing sensors, James got Well’s newly-appointed rebranding partner CGI to come up with a number of options.

“We’ve put chevrons on the back door, very similar to a utility vehicle, but in pharmacy colours,” he says. “We’ve also put white stripes all the way down the side so that when they’re pulling out at dusk they’re more visible.”

The rebranding was done over a three-month period.

“We worked with Peugeot to make use of the network to facilitate that rebranding process,” says James. “June, July and August was our window of opportunity to get it done before the new registrations came out in September, so it was tight.”

“The three parties [CGI, Peugeot and Well] worked flat out to get that done on time and on budget.”

James has had positive feedback on the new branding.

“The Co-op vans were fairly plain in their design and as soon as we rebranded them I had people from around the business emailing me saying ‘we’ve seen the vans – they look amazing,’” he says.

Once the Co-operative pharmacy brand was officially retired in October 2015, James’s next step was to review Well’s leasing provider, Lex Autolease.

Bestway Group, which has a separate fleet function to Well, buys its cars, vans and

## TELEMATICS WILL MAKE US MORE PRODUCTIVE

Well Pharmacy is anticipating saving around £990,000 through the use of telematics on its van fleet.

The business case has been primarily built on operational efficiency and utilisation. “Our priority list is probably upside down to most fleets’ priority list,” says Brian James. “We’re not so much interested in where the van is going and what it’s doing and its journey plan. We’re more interested in where it’s stopped.”

The system, which has just been fitted to the entire van fleet, is helping to identify bottlenecks at Well’s 780 pharmacies across the UK.

“You might find a branch is waiting for a prescription and the driver is sat in the branch waiting when they could be out doing something else,” James says. “That’s probably where the biggest area of saving is going to come, by freeing up that time to do something productive. They can go and help out in another branch or go on a prescription collection round. Or it might be that we look to alter the way the driver works. If they turn up at 9am and nothing happens until 11am then we start them at 11am. It’s making things more productive.”

“And it allows the leadership teams in those areas to focus on efficiency within those branches.”



Brian James’s first step was to rebrand the 450 Peugeot Bippers with the new company name and logo

*“Branded vans give vulnerable patients some confidence that it’s us, as opposed to them seeing a hire vehicle”*

Brian James, Well Pharmacy

HGVs, but contract hire works best for Well, according to James.

“We have a lot of autonomy and what works for them doesn’t necessarily work for us. They understand that, and let us get on with it,” he says. “We work in very different industries.”

Well awarded a new three-year contract to Lex Autolease in November last year.

“That was a continuation of what happened within the Co-op and we assessed that that was the right thing to do for our business,” James says.

“We had been building that relationship as an independent business for a year and Lex

Autolease was very supportive throughout that process.”

Accident management, uninsured loss recovery and credit hire are outsourced to Lex Autolease, along with maintenance.

“We use the expertise that they have to manage a lot of the processes,” James says.

He acknowledges that using one leasing provider means “putting all your eggs in one basket”, but “it depends on your appetite for managing multiple vendors and multiple systems”.

Well has a bi-annual benchmarking process to make sure the contract is still delivering best value.





**Brian James is looking at petrol vans for low mileage drivers and a reduced CO<sub>2</sub> cap**

James has also decided to stick with the Co-op's risk management provider, Intelligent Data Systems, which is now part of The AA. It handles driving licence checking, driver profiling and training, and grey fleet management.

One significant change James has made has been to award a three-year contract to Volkswagen Commercial Vehicles (VWCV), which took effect at the start of this year.

"We went out to see a number of drivers with one of the fleet engineers from Lex Autolease to look at the options required, what they were using the vans for, what niggles they had with them, what they liked

about them and what options were required," James says. "From that we did a paper-based exercise to get the right manufacturers round the table."

VWCV's ability to offer a like-for-like replacement when a van was off the road was a key factor in the final decision.

"If they've got one of our vans, we've got one of theirs, it's as simple as that," James explains.

With the right suppliers in place, the next step is to work with them to get added value.

Among the areas James is looking at are petrol vans for low mileage drivers, lowering the CO<sub>2</sub> emissions cap from 130g/km to

125g/km, and then 120g/km, and more analysis of accident data to identify trends and make improvements.

"Telematics will help us to do that," James says. "It will allow us to understand what kind of driver behaviour is impacting on those accidents."

"We're using the data to drive decision-making."



For other fleet profiles, visit:  
[fleetnews.co.uk/case-studies](http://fleetnews.co.uk/case-studies)

# QUALITY AT THE HEART OF PEUGEOT FLEET COMEBACK

Quality director Phillippe Pelletier is using customer feedback and intense testing to ensure the 308 is closing the gap on German rivals. *Simon Harris* reports

**T**urn the clock back 15 years or so, and French cars had a strong presence on UK fleets. Cars such as the Peugeot 307 and Renault Mégane appeared regularly in top 10 fleet registrations tables and, regardless of how the split within the sector was made up, it demonstrated recognition of the importance of corporate sales in hitting targets for growth for those brands.

A combination of the market evolving and emerging brands that seemed to suit fleet needs better led to a lower profile for French manufacturers in the corporate sector, while the impact of the recession and excess capacity at European plants seemed to hurt the likes of Peugeot, Citroën and Renault more than most.

Vocal commitments to improve quality over the past few years can be seen as an admission that this was an area in need of attention, which had fallen far behind rivals.

Any turnaround needed to be driven by sales, which would only materialise in a sustainable way if cars were more appealing, with virtues that made them the equal of the most desirable models in their respective classes.

The 308, launched in 2014, was the first Peugeot model to benefit from a renewed zeal for all-round quality.

In fact, Peugeot claims quality was a cornerstone of the 308 project, deeply embedded in the work performed by every team at every design stage. The clearly expressed aim at launch was to position the Peugeot 308 straightaway at the top end of its segment, particularly focusing on the same level as the Volkswagen Golf.

## FACTFILE

**Company** Peugeot  
**PSA quality director**  
Phillippe Pelletier  
**Testing ground** Belchamp  
**Key model** 308

# 37,300

Miles of testing completed before each launch



For more industry profiles, visit: [fleetnews.co.uk/fleetprofiles](http://fleetnews.co.uk/fleetprofiles)

*"We needed to create a perception of a new car after three years of use. We've used customer feedback to do that"*

*Phillippe Pelletier, Peugeot*

The 308 won the European car of the year title at its launch. Although not necessarily a guarantee of high quality – the 307 was also a recipient, and that model isn't remembered fondly for its quality – Peugeot has clearly placed quality at the heart of its manufacturing process.

Phillippe Pelletier, PSA quality director, defines it as encompassing the product, such as breakdown issues or functions going wrong, as well as comfort and refinement, plus elements around service, such as interactions with the dealer around purchase and delivery, aftersales and dialogue, and actions regarding service, maintenance and repair.

"We wanted to master all of these areas," says Pelletier. "After customer delivery, the first three months are crucial for reacting to problems. We have email surveys for customers asking about the product and the dealer. We test sample vehicles from the production line and have mystery shoppers at dealerships.

"We have now reached a level where around 90% are satisfied during the purchasing process, and 80% are satisfied with their aftersales experience. Cars now undergo 60,000km (37,300 miles) of testing (see panel, right) before each launch, experiencing severe conditions, collectively totalling 2.5 million km (1.5m miles). We needed to create a perception of a new car after three years of use, and we have used customer feedback to implement improvements."

Peugeot has outlined its recent performance in JD Power surveys as illustrations of how its extra diligence in vehicle quality is achieving results.

In the German survey measuring problems per 100 vehicles, Peugeot scored 116 points against an industry average of 129, and the 208 achieved third place in its sector.

In the UK, it achieved a score of 99 against an industry average of 114, putting it into the top 10 for reliability, while the 308 was runner up in its segment.

Market analysts have also revised their views of Peugeot models for residual values forecasting in light of the new regime and the appeal of the products.

In France, the 308 has been measured ahead of the Volkswagen Golf at 44% versus 42%, similarly in Italy.

It hasn't replicated this in the badge- and image-conscious UK, although the 308 is closer to the Golf on residual value than it has ever been.

According to Cap HPI's Gold Book for March 2016, a Peugeot 308 BlueHDi 150 GT Line achieves 32% at three years/60,000 miles, compared with 36% for a similarly powered diesel Golf GT.

**Phillippe Pelletier:**  
**'We have now reached a level where around 90% of customers are satisfied during the purchasing process'**





22 miles of road systems help ensure a rigorous testing regime

## SECRET TESTING GROUND WITH 25 ROAD TRACKS

Peugeot has given the media an insight into its testing regime at its Belchamp research and development centre, a top-secret site in France rarely visited by outsiders. It has 25 tracks on 22 miles of road systems, and more than 1,400 test facilities. We witnessed a number of tests being carried out and, although much of the equipment has been on-site many years, new technology has allowed it to become far more sophisticated. It can replicate conditions on various roads and in various climates and condenses the testing period. Afterwards, cars and components are stripped down and analysed, with any problems identified, leading to modifications.



### Test equipment

Ingress/egress durability test.

### Purpose

Testing resistance of seat fabrics and foam when entering/leaving vehicle.

### Operating mode

Robot applies pressure and rubbing on the seat by stressing seat bolsters and/or backrests. The movement replicated simulates as close as possible the conditions when occupants get in and/or out of their vehicle. The robot path is defined from real tests on the vehicle.

### Test running

- Pressure profiles of different size occupants are recorded during live test when ingress/egressing.
- Robot average routing is defined after analysis of the stressed areas and forces issued from the pressure map data.
- Use of a pressure map placed on the seat.
- Durability tests of cushion (20,000 cycles) and backrest (30,000 cycles).
- Analysis of results and report.

### Characteristics

- Six-axis robot with standard 'butt form'; three axis force sensor.
- Test duration: three days for cushion (20,000 cycles) and four days for backrest (30,000 cycles).
- Test representative of real customer use.
- This test can be performed early in the process: as soon as a prototype seat with representative foam stiffness is available.
- Robot routing is given to the seat suppliers for their validation plan.

### Test equipment

Four-poster bench.

### Purpose

**Durability test for the body and its environment:**

- Validation of the endurance and maximum loads to be withstood. The body must resist to real customers' stresses, equivalent to a 150,000 miles.
- Test duration: six weeks on the simulator is equivalent to 20 weeks driving on our tracks.

**Aging test for the quality-in-use – Squeak-and-Rattles evolution:**

- Perform an accelerated ageing, simulating a three-year customer use, playing acclimatic profile added to a vibratory profile.
- Squeak-and-rattles listenings with a specialist on-board during specific vibratory phases and at different temperatures.
- Test duration: 22 days.
- Validation of durability and quality-in-use for 308: 6,000 hours of endurance tests and 14 tests on the four-poster.

### Operating mode

A car is set on wheelpans on the top of four vertical jacks, controlled in displacement. These jacks allow a reproduction of the vertical displacements and accelerations on each wheel of the car up to a 50Hz frequency. Beforehand, the input data is recorded on the endurance tracks of the Belchamp proving ground.

### Characteristics

- Maximum vertical acceleration : 50g
- Vertical speed : 4 m/s
- Temperature range : -40 to 50°C
- Moisture range : 10 to 95%

### KEY FIGURES FOR THE PEUGEOT 308

- Mandatory technical design test: 350 (+130% over first Peugeot 308).
- Component/subsystem durability level: 60,000km (thermal, humidity, opening/closing cycles, vibration).
- Complete vehicle durability level: before commercial launch.
- 1,500 hours of sunning tests: 37,000 miles four-poster ageing tests.
- 15,000 hours of driving test: 37,000 miles thermal/humidity/corrosion/vibration stress.
- 1.5m miles of driving road test: 1,000 drivers (professional/non-professional) and 200 cars.
- Manufacture quality control: 50 vehicles per day.

### OUR TEST DRIVE

We took a short test in a 90hp diesel 308, with around 35,000 miles on the clock. Apart from obvious signs of long-term use, such as a smoother surface on the steering wheel, the car felt like one that the media is given to review, with a few thousand miles on the clock.

The gearshift – although it was the five-speed PSA gearbox with a ponderous long-throw shift action – was still pretty tight, and there were absolutely no squeaks or rattles detectable in the cabin.

The engine was as smooth as it should have been, and all aspects of the car felt in good working order.

Although there were no rival products to benchmark against, it's unlikely that it would have felt any more 'used' than a Volkswagen Golf of the same age and mileage.



# FleetNews FLEET MANAGEMENT LIVE

October 19-20 2016

## EXHIBITOR LIST TO-DATE

### Manufacturer Expo

- Audi
- BMW
- Fiat
- Jaguar
- Land Rover
- Lexus
- Tesla Motors
- Toyota
- Vauxhall
- Volvo
- Gefco
- Go Ultra Low
- Greater Birmingham Chamber of Commerce
- GreenRoad
- HR Grapevine
- ICFM
- Interactive Fleet Management
- Jaama
- LeasePlan
- Lex Autolease
- Licence Bureau
- Marshall Leasing
- Multileasing
- One Call Business Solutions
- Pendragon Contracts
- PJM Group
- RingGo Corporate
- Robinsons Motor Group
- RoSPA
- Scorpion Automotive
- Selsia Vehicle Accident Centres
- TCH Leasing
- Telomga
- The AA
- Total Motion Vehicle Management
- Trak Global
- Venson Automotive Solutions
- Zenith

### Exhibition stands

- AA DriveTech
- ACFO
- Adler Insurance Brokers
- Admin Business Solutions
- Agility Fleet
- AID Fuel Cards
- ALD Automotive
- Alphabet
- Arval
- Aston Barclay
- ATS Euromaster
- Automotional
- BP Oil
- Chevin Fleet Solutions
- Daimler Fleet Management
- Dealer Support Group
- Director of Finance
- Fleet Operations
- FleetCheck
- Fourways Vehicle Solutions
- Fuelmate

### Best practice sessions

- AA DriveTech** Fleet Risk Management
- ALD Automotive** Telematics
- Aston Barclay** Remarketing
- Fleet Operations** Outsourcing Fleet Management
- Jaama** Fleet Compliance
- Nationwide Windscreen Services** Windscreen technology
- Vision Track** Safety
- Zenith** Funding

### Other sessions

- Go Ultra Low** Breakfast for beginners
- Interactive Fleet Management** Fleet debates

To exhibit, call Daren Davis on 01733 468638  
or email him at [daren.davis@bauermedia.co.uk](mailto:daren.davis@bauermedia.co.uk)

# Vauxhall, Tesla and Fiat to debut at Fleet Management Live

Carmakers are among 10 brands committed to the 'must-go-to event in the fleet calendar'



Vauxhall will be displaying the British-built Astra Sports Tourer

Vauxhall is set to make its debut appearance at *Fleet News's* major event for company car decision-makers.

The two-day event is aimed at traditional fleet operators as well as procurement, finance, HR, travel and facilities professionals who also have fleet responsibilities. It offers a host of networking opportunities, as well as best practice workshops, seminars, and advice clinics to keep company vehicle decision-makers up-to-date with the latest developments in fleet and help them tackle their fleet challenges.

More than 1,000 company car decision-makers attended the inaugural Fleet Management Live last year and Paul Adler, fleet marketing manager at Vauxhall, believes it is the "must-go-to event in the fleet calendar".

"Vauxhall is looking forward to partnering with *Fleet News* at this important business networking event," Adler said.

"With lots of current discussion around connected vehicles, Vauxhall is pleased to display the *Fleet News* Award-winning Astra and showcase our cutting-edge OnStar connectivity which we expect will be a great talking point."

He also gave a teaser about what else fleet delegates could expect to see on the stand: "Naturally, we'll be displaying the British-built

Astra Sports Tourer, plus we'll take the opportunity to display something a little different."

As Fleet Management Live is a non-driving event, Vauxhall will be focusing on services that can support fleet decision-makers and demonstrating the 'knowledge area' of its fleet website.

Fiat and Tesla have also confirmed their debut appearances at FML 2016 while a host of other major manufacturers will be returning, including Audi, BMW, Jaguar Land Rover, Toyota Lexus and Volvo.

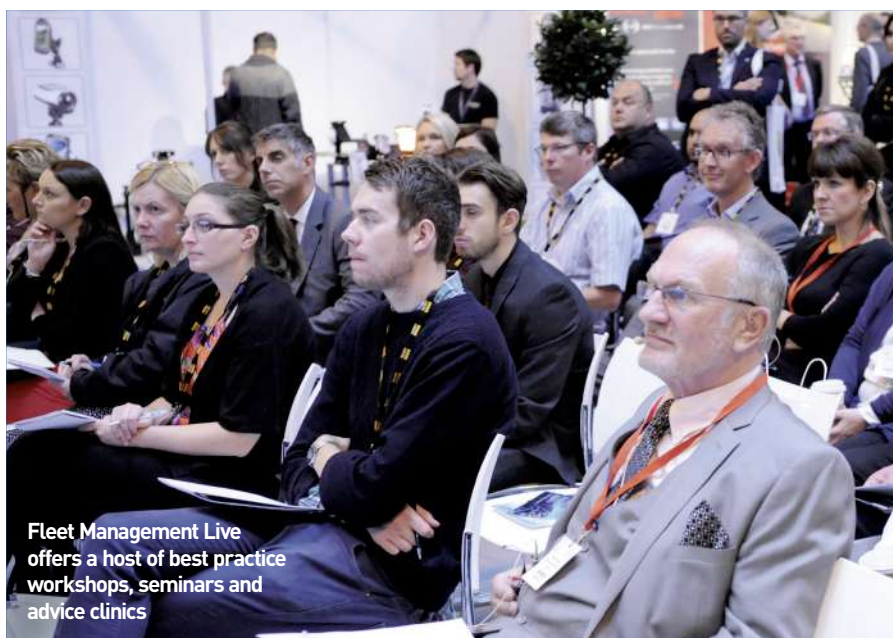
Attendees will have the chance to see another *Fleet News* Award-winning car, the Volvo XC90, which was named best large SUV.

Selwyn Cooper, head of business sales at Volvo, said: "Volvo Car UK is returning to Fleet Management Live with an exceptionally strong model line-up, all with low CO<sub>2</sub> emissions, money saving safety technology and impressive mpg figures that are perfect for the fleet market. Last year's event was a fantastic opportunity to really talk to fleet decision-makers and company car drivers alike.

"For 2016, we will be showcasing our latest XC90 variant, the T8 Twin Engine, and our two most recently unveiled models, the new S90 and V90. The XC90, V90 and S90 luxury model range all share innovations that make them ideal for those out on the roads for business."

October 19-20 2016, NEC, Birmingham To register





Fleet Management Live offers a host of best practice workshops, seminars and advice clinics

# UK's biggest leasing companies sign up for unmissable event

Lex Autolease, LeasePlan, Alphabet, Arval and ALD Automotive are all keen to share expertise

The UK's five biggest contract hire companies will be among a record 13 leasing providers exhibiting at FML 2016. They will be joined by Zenith (number seven in last year's FN50), which will host the funding best practice session, plus Multileasing, Pendragon Vehicle Management, TCH Leasing and Venson Automotive Solutions.

Making their debut appearances will be Daimler Fleet Management, Total Motion Vehicle Management and Marshall Leasing.

A spokesman for the UK's largest leasing company, Lex Autolease, said: "Lex Autolease focuses on using its insight and expertise to deliver real benefits for its customers' operations. Events such as Fleet Management Live provide us with the platform to share this knowledge in an engaging face-to-face environment with a wide audience.

"Our fleet experts will discuss how organisations can tackle the top fleet issues in order to drive their business forward."

Both ALD Automotive and Alphabet will be discussing mobility options with company car decision-makers. ALD will also be hosting the telematics best practice session.

David Yates, marketing director at ALD, said:

"The event will enable fleet decision-makers to find out more about ALD's Smart Mobility solution and how it can help businesses looking to cut costs and improve practicality for their employees.

"The Smart Mobility team can help businesses introduce effective mobility solutions, covering everything from leased cars, short-term rentals, salary sacrifice, grey fleet management and personal leasing through to alternatively fuelled vehicles and motorbikes or scooters – an increasingly popular option with city-based businesses.

"At Fleet Management Live, ALD will also be talking to fleets about large-scale corporate mobility projects and discussing how it has helped one major UK business implement a completely new travel scheme."

Carly Pieslak, marketing manager at Alphabet, said: "The agenda is very much in the attendees' hands and we are happy to discuss and answer any questions they may have about their fleet and business mobility as a whole. Last year, we enjoyed lots of great discussions about all sorts of mobility-related areas and are looking forward to the same again this year."

## ASK NIGEL – LIVE!

In his regular *Fleet News* feature, Nigel Trotman provides advice on your fleet challenges and business queries.

At this year's FML, Nigel will be appearing in person on both days to answer your fleet related queries during hosted group sessions.

Nigel has more than 25 years' experience in the fleet industry. As fleet manager at Whitbread, he scooped two *Fleet News* awards – fleet manager of the year (large fleets) and UK fleet of the year – before making the switch to consultancy at major leasing companies Lex Autolease and Alphabet.

He entered the *Fleet News* Hall of Fame in 2013 and is secretary of ACFO Midlands and an ICFM board member.



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Register now or for more information visit: [fleetmanagementlive.co.uk](http://fleetmanagementlive.co.uk)

# IMPROVE FLEET PRODUCTIVITY WITH REAL-TIME TRACKING

Telematics technologies can enable companies to deliver more, with fewer vehicles, and help to improve customer service. *Andrew Ryan* reports

**T**he rapid growth in online shopping is placing ever greater demands on an increasing number of fleets.

A study by RetailMeNot and the Centre for Retail Research found that online retail expenditure in the UK was £38.84 billion in 2013, rising to £52.25bn last year. Its research anticipates this will rise 15.3% this year, to £60.25bn.

This has been driven by the growth of companies such as Amazon, while the number of people having groceries delivered after buying them through supermarket websites is also rising.

To cope with the extra demands, more fleets are using telematics to improve their productivity. Consequently, vans can deliver more goods in less time while using more efficient routes.

The technology can also be used to manage deliveries in real time for improved customer service.

"Telematics really enhances home delivery companies' ability to give real-world delivery windows to customers," says Steve Towe, chief operating officer and UK managing director at Masternaut.

"Where planned schedules are theoretical, telematics offers a concrete, proven schedule that allows delivery firms to give accurate information to customers, which isn't based on theory."

However, Towe says the benefits of using telematics to increase fleet productivity are not just restricted to home delivery companies.

"I don't think productivity is an issue for businesses in just one sector," he explains.

"There's no single fleet that benefits the most from telematics for routing and scheduling, as it helps every fleet, regardless of size."

## £52bn

Online retail expenditure in 2015

## 1.5

Average increase in calls per day per engineer achieved by Kings Security Systems since telematics implemented



"By using better scheduling and better routing, you can access savings that can be invested into other areas of your business."

Towe says the benefits for service fleets include improvements in the accuracy of in-day replanning.

"Live vehicle positions are used to ensure that fleets are making the most cost-effective replanning decisions based on real-world data," he adds.

For a delivery company, telematics is used to calibrate your service engine with real-world data on turnaround and travel times.

"Telematics tells them exactly what is happening, so they don't need to make decisions based on guesswork or assumptions."

Kings Security Systems, which has a 331-strong fleet of job-need vehicles (142 cars and 189 vans), has already experienced an increase in productivity since its web-based planning and tracking system went live in January.

The telematics system has been fitted to the company's service fleet to improve scheduling as well as recording driver behaviours such as speeding and idling.

When a job comes into the security systems provider, the technology seeks out the nearest available driver who has the right skillset to carry out the work.

"Since the implementation of the Aeromark system, our customer response time has improved enormously,



*"Since the implementation of the Aeromark system, our customer response time has improved enormously"*

Jacob Telemacque, Kings Security Systems





increasing the number of calls we can do by 1.5 per day, per engineer," says Jacob Telemacque, fleet manager at Kings Security Systems.

As well as increased response times and improved vehicle allocation, the ability to allow vehicles to be used based on their specific location or the job has other benefits, according to John Webb, principal consultant at Lex Autolease.

"It can prevent unnecessary journeys, potentially saving the company money on fuel, the number of vehicles used, maintenance spend and overall resourcing," he adds. "Another benefit is a reduction in CO<sub>2</sub> and NO<sub>x</sub> emissions."

DPD says that the increase in productivity that followed the launch of its Predict system in 2010 resulted in the average carbon per parcel reducing by 15%, as well as an increase in the number of parcels on each delivery route.

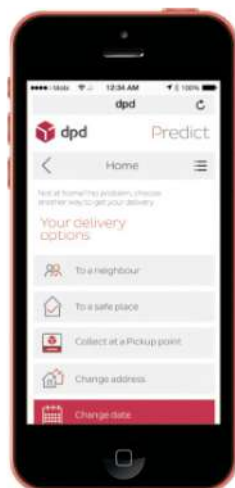
The £2 million system, a combination of satellite navigation, parcel technology and route optimisation, was developed by the company's own IT department and operations team in close association with local depot managers.

"The benefits from Predict have been huge – from helping retailers drive repeat sales from happy customers to massive efficiency and cost savings from dramatically fewer failed deliveries," says Dwain McDonald, CEO of DPD Group UK.

"To deliver an equal number of parcels, we can now run significantly fewer vehicles and

15%

Average reduction in carbon per parcel with DPD's Predict system



## HOW CAN...

### ...telematics improve vehicle reliability?

Telematics can increase productivity and vehicle utilisation by reducing the time vehicles are off the road due to unscheduled maintenance issues, says Paul Foster, of Telogis.

"Real-time feedback, served by intelligent telematics-based solutions, is helping fleet maintenance managers make smarter decisions on which vehicles to service and when," he says.

"Maintenance scheduling is changing from the standard distance/periodic/hours used model towards more intelligent 'as required' scheduling based on real feedback and analysis of the vehicle condition and usage.

"In addition, telematics can more easily store a maintenance schedule and record for every vehicle, helping businesses plan ahead as well as to set, measure and review safety benchmarks more efficiently."

Foster says manufacturers such as Ford are now directly building these preventative solutions into vehicles on the factory floor, offering fleets a range of integrated vehicle health information and alerts on mechanical issues including water contamination in the diesel and oil life remaining.



*"Real-time feedback served by intelligent telematics-based solutions is helping fleet maintenance managers make 'smarter' decisions"*

Paul Foster, Telogis

### ... telematics reduce the impact of vehicle theft?

Fleets can reduce vehicle downtime and improve productivity by using stolen vehicle tracking, says Andy Barrs, head of police liaison at Tracker.

While tracking will not prevent the theft of a car or van, it significantly increases the chances of it being located and recovered, he adds.

"We've seen businesses, such as local plumbing firms, have a vehicle stolen, but being able to repatriate that vehicle and all of the kit in it quickly saves so much time and money," says Barrs.

"Around 83% of all our recoveries are made within the first 24 hours and this is so important to the customer because we find that any longer than that any equipment in the vehicle is usually whipped out and sold on."



*"Being able to repatriate that vehicle and all of the kit in it quickly saves so much time and money"*

Andy Barrs, Tracker

Predict aims to deliver parcels within a one-hour window and notifies recipients of their arrival via text or email.

It also provides them with a real-time countdown to their own delivery.

A further development of its system will see the company launch new platform DPD Precise in the summer, which will allow customers to choose their own one-hour delivery slots. This will be narrowed down to 15 minutes nearer the expected time.

"Using telematics for routing and scheduling gives you a much better idea of the estimated time of arrival," says Paul Foster, director of solutions engineering at Telogis.

The potential to improve customer service was a key driver in Rexel UK's decision to fit telematics across its fleet of more than 350 light commercial vehicles at the beginning of the year.

"Speed and consistency of service to all our customers is key and we are now moving ahead to implement a telematics solution which will help us achieve our goals."

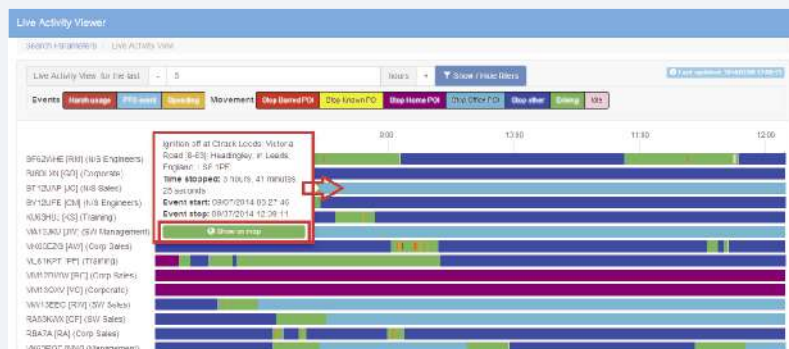
Teale adds: "It is too early to be able to give definitive data as to productivity improvements, but we do know



**Fire detection and security system provider Clymac has had an increase in operating efficiency after installing a new vehicle tracking system across its fleet.**

**"Our drivers are all fire and security**

**"The primary reason we've got the devices in the vehicles is to allow us to meet our prescribed service level agreements and get the right engineer for the right job.**



## Ctrack's live productivity dashboard has increased efficiency for security firm Clymac

**"We can punch in 'fire alarm going off at XYZ store, we need an engineer' and then a quick couple of clicks of the mouse and the guys on the help desk can figure out who the nearest engineer is and get them there as quickly as possible.**

Connolly recommends that any fleets considering adopting telematics to improve productivity should carry out comprehensive market research.

**"Don't be swayed on price when choosing a solution," he says. "Although there were cheaper solutions out there when we were looking at them, we've had our fingers burned by an economy product in the past."**





from previous trials that fuel savings of nearly 10% have been achieved."

Supermarket giant Iceland has also reduced fuel bills by 10% after introducing telematics to improve driver behaviour – which it did, leading to 40% fewer accidents – for a welcome side-effect.

"An unexpected outcome was the benefit to our customers," says Alex McKinlay, commercial fleet manager at Iceland, which has a fleet of 1,500 vans making a combined 200,000 deliveries each week.

"We have seen an improvement in customer service as vehicles are now leaving the stores earlier and arriving on time so complaints from customers are very low indeed, meaning they are more likely to shop with us again and recommend us to their friends and family.

"Telematics also provides us with the ability to understand exactly where our vehicles are and when they are, and are not, being used."

A further benefit of using telematics is that fleets can use it to ensure the optimum routes are being followed.

"You can use optimisation and scheduling tools to plan what the most efficient route is going to be, but telematics allows you to monitor what your drivers are doing and make sure that your optimised plan is being executed," says Foster.

"Quite often drivers feel they know best and they'll sometimes try to execute a route in an order that's not what you intended, so by comparing the plan against actual monitoring, you can tell where they are going off route and take corrective action within real time."

Telematics can also provide tangible evidence for fleets which work to service level agreements (SLAs).

"SLAs could be based on number of visits or jobs done per day or reducing CO2 emissions, which can be achieved by creating better route schedules," says Masternaut's Towe.

"The climate out there is driving many businesses with fleets to look at how they can optimise utilisation, and ultimately drive profitability through efficient and excellent customer service.

"Every fleet has scope to improve, and if you're not driving increasing efficiency on an ongoing basis, and your competitors are, then your business will suffer."

# 10%

**Reduction in fuel bills by Iceland after introducing telematics**



# 98%

**Proportion of DPD Group UK deliveries now arriving within one-hour timeframe**



Find out how telematics can reduce fleet costs at: [fleetnews.co.uk/telematics](http://fleetnews.co.uk/telematics)

## HOW CAN...

### ... telematics improve driver behaviour?

Information collected by telematics systems can be used to improve driver behaviour, thereby reducing the number of accidents that require a vehicle to be off the road while it is repaired.

The technology can be used to record instances of harsh braking or acceleration, as well as excessive cornering speeds, and these can be used to identify training needs.

"From a safety perspective, logistics managers can also identify and correct erratic and dangerous driving using telematics systems," says Paul O'Dowd of In-Car Cleverness.

"Many devices use 'risk portals', which can flag erratic, dangerous and speeding drivers in the form of an email or text message.

"This can offer a further proactive route to monitoring vehicle wear-and-tear, improving fleet mileage and avoiding unnecessary incidents and speeding fines in liveried vehicles which ultimately carry a firm's reputation."

John Webb, principal consultant at Lex Autolease, adds: "Telematics systems are most effective when combined with driver training. The two, while implemented in conjunction, will make for a safer, more efficient fleet."



*"Telematics systems are most effective when combined with driver training"*

John Webb, Lex Autolease

### ... fleets choose the right technology?

Fleets considering introducing telematics to increase productivity should take care to select the right system, says Paul O'Dowd.

"Potential pitfalls can usually be avoided by selecting the right technology for the business in question," he adds.

"Satellite-based telematics systems, known as hardwired systems, suffer some issues in accuracy because they rely solely on satellite positioning. These signals can be intermittent, for example when a vehicle is in a tunnel or driving in a remote area.

"On-board diagnostics (OBD) systems now integrate the functionality of satellite-based systems but offer a more layered approach to data diagnostics – tracking both satellite data and vehicle CANbus readings.

"The on-board systems can therefore generate more accurate data – essential to the home-delivery market, where precision is key."

*"Pitfalls can usually be avoided by selecting the right technology for the business in question"*

Paul O'Dowd, In-Car Cleverness

Status	Location	Speed	Heading	Current ODO	Description	Driver Skill Set
Ignition off	at Ctrack Leeds: Victoria Road (S-43); Headingly; in Leeds; England; LS6 1PF;	0		30494	Ctrack Sales	Business Development Manager
Ignition off	at Ctrack Bristol: Park Avenue; Almondsbury; in Bristol; England; BS32 4TD;	0		18920	Ctrack Sales	Business Development Manager
Driving	at Ctrack Leeds: Victoria Road (S-43); Headingly; in Leeds; England; LS6 1PF;	0		52511	Ctrack Sales Director	Management

The Ctrack online vehicle tracking system enables fleets to locate nearest driver to a job

FleetNews

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2016

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40%

Proportion of sales  
made up by fleet

20%

Year-on-year fleet  
sales growth in 2015

TRUSTFORD

# 'We can now offer a consistent service across the UK'

TrustFord boss Steve Hood on how new fleet director Mark Wilkie and his centralised sales team is winning business

By Stephen Briers

**F**leet dominates the TrustFord business, while TrustFord dominates Ford's fleet business. Around 40% of the dealer group's 100,000-plus annual car and light commercial vehicle registrations are acquired by the fleet sector, which equates to more than 35% of Ford's UK true fleet sales.

TrustFord chairman and chief executive Steve Hood says: "We try and specialise in it [fleet]; it's a strategic pillar for TrustFord. And it's the fastest growing area of our business. We grew 20% year-on-year in fleet [last year] and we were up 30% on commercial vehicle sales."

With 65 dealerships at 50 locations, TrustFord is the largest retail group to win fleet dealer of the year.

It's owned by Ford of Europe, but that doesn't mean it exists to solely appease the manufacturer: according to Hood, TrustFord operates at "arm's length", with its own profit and loss, executive board, volume targets and five-year business strategy.

Much of the impetus for its recent growth spurt can be laid at the door of Mark Wilkie, who was appointed fleet and commercial vehicle director at the end of 2014, a year after joining the business. Wilkie rebuilt the fleet operation, first talking to customers and leasing partners about their experiences. He used this insight to create a new service proposition intended to exceed expectations.

Prior to his appointment, the company managed its business with leasing customers on a regional hub

basis. This was highlighted as inefficient and often frustrating, resulting in poor communications and inconsistent service levels. Consequently, Wilkie set up a central fleet team to manage major relationships, including admin and reporting, making the process more efficient and convenient, as Hood explains.

**Fleet News: What has been the impact of centralising the fleet team?**

**Steve Hood:** We have changed our processes and consolidated purchasing. Our national team means we can be a one-stop shop for customers, but they can also still have relationships with a regional hub with support from the national team. It means we can offer a consistent service across all regions. The team coordinates all the business centres to ensure this consistency and they also have expertise to look after leasing companies. It hasn't just been organisational change; it's been cultural change for the business centres as well.

**FN: The changes also affect aftersales – how will this benefit fleets?**

**SH:** We have a specific national fleet booking team which we believe is best-in-class – our confirmation time is 3.5 minutes on average [via Epyx 1Link]. We have a supportive policy for fleet customers if they need to get their vehicle through our dealership quickly. We also open 7am until 7pm all five weekdays and until 1pm on Saturday – that will be extended once we have the necessary demand. We also have late night opening on Thursday as a minimum and in London, at our Edgware Road site, we have a third shift which operates until 3am. We recognise that aftersales support is very important for fleets; it's all about keeping them moving.

**FN: What other aftersales initiatives have you introduced?**

**SH:** We have mobile vans which we can send to the

*"We know aftersales support is very important for fleets; it's all about keeping them moving"*

Steve Hood, TrustFord



Steve Hood inside  
the new Dagenham  
Transit centre





Mark Wilkie, fleet and commercial vehicle director, TrustFord, is presented with the award by Joy Cooper, sales director, Edam Group

customers' premises or we can even put our own technicians into the customer's workshop to do the work for them. We will have eight vans in London and will then roll them out across our network.

Parts are also important. We have order times until 5pm and we run six deliveries a day, so we can turn vehicles around more quickly. We have put telematics in our vans, so we know where they are and whether they can make the delivery times. This helps us to understand the pinch points and re-route if necessary.

As the price of telematics comes down it could be something that we fit to all our customers' vans as standard. It could revolutionise customers' understanding of their vans and the data could be used for preventative maintenance, particularly with extended servicing where we will have to adapt our services.

**FN: Ford is a major player in fleet: how do you plan to take advantage of the opportunities that exist?**

**SH:** If we are going to maximise the potential of the Ford franchise, we need to specialise in retail, fleet, commercial vehicles and parts. In fleet, we want to grow our volume everywhere – leasing, corporates and SMEs; cars and commercial vehicles. Fleet has advantages because it's less cyclical than retail. The negotiations are tough but we have a set cost base so we can manage customers' needs. If you put the resource in and know what customers want, it becomes a great business.

Leasing companies have an increasingly important role acting as consultants [to fleets]. We pride ourselves on having good relationships with them – we are the preferred supplier for most of the [FN50] top 10. We have to deliver on our service level agreements and they want a national relationship, not individual relationships – that's a change. But we have different customers – leasing companies, fleets, company car drivers – so we have to be mindful that someone is using the vehicle and everyone has to align to keep them mobile and satisfied. In many ways we are the face of everyone – fulfilling all the customer needs.

**FN: How have you seen fleets' requirements change in recent years?**

**SH:** We are seeing more specialism in what the vehicles are

used for, so we're making sure they are fit for purpose and have the correct specification and fit-out. The PDI [pre-delivery inspection] is more complex and disciplined for vans and this is where we have raised our game.

Company car drivers expect more of a retail experience and we have done a lot of work on our delivery systems, such as a proper handover, even if it doesn't take place in the dealership. It makes them feel valued as a customer.

**FN: What about the market for used vans?**

**SH:** It's a growing area for SMEs. We are investing in refurbishment facilities to take back two- and three-year-old vehicles which we can sell on. There's a shortage, so we want to create stock. It's a lower capital cost and the mindset [of the customer] is "a new van is not for me". They want to pay cash and, as the vans are more reliable, they don't have service, maintenance and repair issues.

**FN: How would you like see your relationships with leasing companies and fleets evolving?**

**SH:** We need to get further away from transaction elements [with leasing companies] and into the collaboration space because we have common customers. So we want to work as partners and understand each other's challenges and issues. We want to do the best job we can for customers, so we need to build trust. For example, it is easy to misorder a vehicle; but we deal with it jointly which improves the service for the leasing company and its customers. This approach will help us to take cost out.

**T**rustFord is investing in its retail network, in some cases setting up dedicated commercial vehicle centres, such as its newest Transit dealership in Dagenham.

Not only do the facilities provide a better environment for customers, they also give staff a lift.

"Our staff have pride in this place. All our technicians washed their tools before they came here and they keep their areas clean," Hood says. "And it's a template for a lot of what we have been doing."

He adds: "It's a very competitive business and we have to provide more services. The trick is to constantly add more value."

## FACTFILE

**Organisation** TrustFord  
**Chief executive** Steve Hood  
**Fleet and commercial vehicle director** Mark Wilkie  
**Annual sales** More than 100,000  
**Fleet sector sales** 40%

## Judges' comments

“With a new fleet director at the helm, TrustFord has rebuilt its fleet business, resulting in a significant uplift in sales and the addition of household names to its customer portfolio. It has listened and responded to customers' needs and is committed to managing vehicle downtime with twilight, night and weekend servicing, as well as mobile servicing units.

TrustFord lives up to its promise of “getting things done”.



# MERCEDES-BENZ E-CLASS

E-Class impresses with advanced technology, quality and low running costs

## NEED TO KNOW

- Most advanced Mercedes-Benz ever
- Cabin nearly identical to S-Class limo
- CO<sub>2</sub> as low as 102g/km with E220 d

By Mark Nichol

**M**ercedes-Benz is preparing for a possible future where drivers are no longer in charge of their vehicles by throwing vast resource into autonomous technology.

The fundamental premise driving such developments is that it's the flawed, easily distracted person behind the wheel who causes collisions and gridlocked traffic – lose them and we build a free-flowing, accident-free driving utopia.

The new E-Class is the next tentative step towards this. Half the time it doesn't need you at all. On a motorway it can steer, change lanes and brake to a complete standstill

# 33%

Residual value over  
four years/80,000 miles



For full running costs,  
visit [fleetnews.co.uk/  
running-costs](http://fleetnews.co.uk/running-costs)

without your intervention; in traffic it will check both ways at a junction and stop the car if you've not been concentrating; it will drive itself out of your garage if you tell it to; and its myriad safety systems include a function that bumps occupants inwards before an imminent side impact, to cushion the blow.

As it happens, UK legislation hasn't caught up with a car that drives itself from one lane to the next, so that particular feature is disabled in the UK, and the remote un-parking thing is options list fodder. So too is the best feature of the E-Class cabin – its twin panoramic 12-inch HD displays, one of which replaces the standard instrument binnacle. That's a shame, because a fully loaded E-Class feels like one of the most advanced saloon cars in the world, while the plethora of basic E 220 d SE models that most will choose will feel distinctly more ordinary.

Thankfully, this is a brilliant sort of ordinary. Look at those numbers for a start (see specifications, right): stick your E220 d on 17-inch wheels and you'll enjoy parsimony in the city car leagues, but refinement and ride quality of limo-like calm.

That said, the options list plays a part in the calmness too, because an E-Class on UK-specification standard suspension (which is lowered but called 'comfort') won't have quite the bump-smothering grace of one equipped with £1,495 worth of adaptable air damping.

Whatever your budget and preference, the new E-Class is a car that now sits atop the executive saloon class for its remarkable inherent quality, particularly when tackling long distances. The cabin design is lifted from the S-Class virtually untouched, and there's a distinct eradication of wind, tyre and engine noise at higher speeds, meaning there are few better places in which to drive (or not, as the case may be) from one service station to the next.

You could level an accusation of slight coarseness at the 220 d engine when pushed hard, and it's not the punchiest in the mid-range, but then again, this is a 70mpg-plus four-cylinder diesel confidently hauling an executive car



65mm longer wheelbase means  
more legroom and a bigger boot





*"That such humble running costs are engineered into the package is truly spectacular"*

and doing so mostly unnoticed.

The same goes for the standard automatic gearbox, which has nine ratios but you'd never tell because it so quickly and unobtrusively shifts through them all.

Of course, you could stump up for the E350 d and eradicate any pace concerns, and if you do, you'll find a surprisingly smooth-sounding six-cylinder diesel of genuinely ferocious low-range pick-up. However, you'll lose a good 20mpg, at least.

Elsewhere the E-Class gets the basics mostly spot on. It's well equipped as standard, with SE cars boasting climate control, a reversing camera, a self-parking function (as opposed to the driverless remote un-parking feature), full-LED headlights, and a navigation system that can 'talk' to other cars and find out about traffic jams or dead animals on the road.

It gets space right too. Sitting on a significantly longer wheelbase than its predecessor (65mm), it offers more rear legroom and a bigger boot, yet is lighter overall. And while it does make a decent fist of the dynamic stuff, its light steering and comfort-biased set-up mean the 5 Series is still the one to have if you like to get 'involved' in the driving experience.

The two-tier trim range puts AMG Line above SE, which adds bigger wheels and a sportier interior, but the high base spec and luxury status of this car will help keep residuals high, lowering running costs even further.

If there's a fly in this particular bisque it's that the Mercedes-Benz Comand multimedia system is still a little clunky – the E-Class is begging for a cutting-edge and intuitive touchscreen.

Overall, though, the E-Class positively steamrollers the BMW 5 Series and Audi A6 on matters of class and civility which, in this segment, is where it counts.

It's a shame that much of what makes the E-Class so majestic is on the options list. That Mercedes-Benz has engineered such humble running costs into the package, however, is truly spectacular.

## COSTS

<b>P11D price</b>	£35,880
<b>BIK tax band (2016/17)</b>	18%
<b>Annual BIK tax (40%)</b>	£2,583
<b>Class 1A NIC</b>	£891
<b>Annual VED</b>	£0 then £20
<b>RV (4yr/80k)</b>	£11,725/33%
<b>Fuel cost (ppm)</b>	6.54
<b>AFR (ppm)</b>	10
<b>Running cost (4yr/80k)</b>	42.41ppm

## SPEC

<b>Power (hp)/torque (lb-ft)</b>	194/295
<b>CO<sub>2</sub> emissions (g/km)</b>	102
<b>Top speed (mph)</b>	149
<b>0-62mph (sec)</b>	7.3
<b>Fuel efficiency (mpg)</b>	72.4

## KEY RIVAL

<b>BMW 5 Series 520d</b>
<b>P11D price:</b> £32,560
<b>BIK tax band (2016/17)</b> 20%
<b>Annual BIK tax (20%)</b> £1,302
<b>Class 1A NIC</b> £899
<b>Annual VED</b> £0 then £30
<b>RV (4yr/80k)</b> 9,001/28%
<b>Fuel cost (ppm)</b> 7.00
<b>AFR (ppm)</b> 10
<b>Running cost (4yr/80k)</b> 42.23ppm

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

# THINKING CAP



By Martin Ward, manufacturer relationships manager

**cap hpi**



**Monday** Down to Heathrow to drive the Toyota Mirai fuel cell saloon. This

futuristic looking car is basically a pure electric car, with its own power-plant on board in the shape of a fuel stack. We took the car to a hydrogen distribution centre near the airport, and I was allowed to put the fuel in. It was very easy and took around three-minutes to fill up, which then gave it a range of around 300 miles.

There are very few forecourts distributing hydrogen, which is a problem, but no doubt these will increase over the coming months and years. The Mirai is a great drive, looks good and is high quality. It's priced at more than £60,000, after grants, but leasing is probably the best option for those who can take advantage of this technology, as it is not for everyone.

*"A good night was had by all at Fleet News Awards"*



**Tuesday** Down to Cannes to drive a family-owned 1957 BMW Isetta ('bubble

car') powered by a 1-cylinder 300cc, which goes from 0-62mph, in well... never. It's great fun to drive, but sounds like a cement mixer. This smallest and slowest car in the south of France attracted much more attention than the largest and fastest.

**Thursday** Last week's BVRLA dinner was so well organised and a good evening, even though I didn't think Jeremy Paxman was on top form. Today it is the *Fleet News Awards*, and a good night seemed to be had by all – some into the early hours. Looking at the faces at breakfast, I didn't think some would make it into the office. As always, well organised. Most seemed happy with the winners; those who didn't win were pretty graceful. After two black-tie events in London, hopefully I can put my dressing-up clothes away for a year.

# VOLVO V90

Expected to be big in fleet, this new estate is also a step towards autonomous driving with cutting-edge safety technology. *Sarah Tooze* takes a closer look

**V**olvo expects fleet to be the dominant sales channel for its latest big estate, the V90, with an 80/20 fleet-to-retail split.

"Typically, we would expect fleet sales of up to 4,500 units per year, but for the launch year our ambitions are more modest, and the current forecast is around 500 fleet sales," said Selwyn Cooper, head of business sales at Volvo Car UK.

"This volume is driven by the limited supply available to the UK during the launch phase."

The V90 estate is priced from £34,555 and is available to order now, with first deliveries expected in October.

## EXTERIOR

The V90 shares the same front end as the XC90 and S90, with each having 'Thor's Hammer' LED headlights. The rear has been tilted by 25 degrees compared to the V70, with distinctive taillights, which were first shown on the concept estate at the Geneva Motor Show in 2014. The sloping roofline is more attractive than Volvo estates of old but does mean a slightly smaller bootspace (see interior).

*"The T8 twin engine has best-in-class benefit-in-kind rates, due to its sub-50g/km CO<sub>2</sub> rating"*



## EQUIPMENT

There are two trim levels available: Momentum and Inscription. Standard equipment on the entry-level Momentum includes sat-nav, keyless ignition, LED headlights with active high beam, two-zone climate control with CleanZone air-filtration system, leather upholstery, and heated front seats. Inscription adds Nappa soft leather upholstery, powered front seats and hands-free boot/tailgate opening and closing. There are also a few styling touches with walnut interior inlays, rear footwell and side step illumination and chrome exterior details. Volvo's Sensus infotainment system is standard and is compatible with Apple's CarPlay.



## INTERIOR

Inside, the V90 is essentially the same as the S90. It has a premium feel with wood across the dash, a digital instrument panel and a large portrait touchscreen.

The V90 is 4,963mm long, meaning plenty of rear legroom (911mm). However, maximum boot space, although generous at 1,526 litres (including underfloor storage), is less than the V70's 1,600 litres and rivals the BMW 5 Series and Mercedes-Benz E-Class estate.



Above: animal detection uses a radar/camera unit to detect animals and is fitted as standard

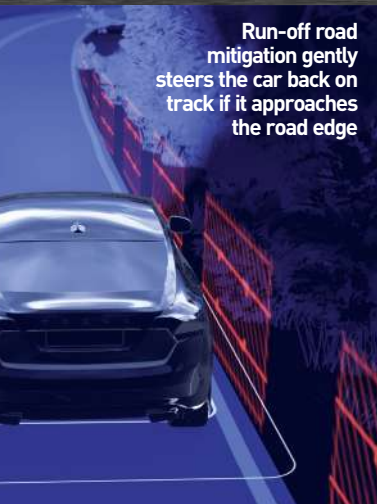


## ENGINES

The V90 is built on Volvo's Scalable Product Architecture (SPA) platform, with its 2.0-litre four-cylinder 'DriveE' powertrain, available with 190hp (D4) or 235hp (D5). A T8 plug-in hybrid is expected to go on sale towards the end of the year as part of Volvo's new electrification strategy, which sees plug-in hybrids being introduced across its entire range. The SPA platform has been designed with electrification in mind. Pricing has yet to be announced for the T8 Twin Engine powertrain, but Cooper says it will have "best-in-class benefit-in-kind rates, due to its sub-50g/km CO<sub>2</sub> rating" and will account for up to 35% of the fleet sales mix. The D4 190hp powertrain, which has CO<sub>2</sub> emissions of 119g/km and fuel economy of 62.8mpg, will be the biggest fleet seller, taking around 50% of the mix. The D5 comes with all-wheel drive, which takes CO<sub>2</sub> emissions to 129g/km, with a fuel economy figure of 57.6mpg.



Run-off road mitigation gently steers the car back on track if it approaches the road edge



## SAFETY

As you would expect with a Volvo, there is a high level of standard safety equipment, notably the second generation of the manufacturer's semi-autonomous drive technology Pilot Assist, which was launched on the XC90 and is also standard on the S90. Pilot Assist keeps the vehicle at a set speed or distance from the vehicle in front, braking and accelerating with the flow of traffic. On motorways it adds steering assistance to keep the car within lane markings and can now work at speeds of up to 80mph (compared with 31mph for the XC90), without needing a lead car. Pilot Assist is automatically switched off if the driver does not keep a hand on the steering wheel. Volvo describes the second generation of the technology as "another step towards fully autonomous driving".

Like the S90, the V90 features a 'large animal detection' system as standard. It uses a radar/

camera unit to detect animals such as deer or horses standing or moving across the road and warns the driver. If the driver doesn't respond, the car automatically brakes.

Volvo has also developed two systems to help avoid a run-off road accident and to protect the car's occupants in the case of an unavoidable road departure. Run-off road mitigation works at speeds of 40-86mph and uses the car's cameras and sensors to detect the road edge. If the car starts to veer off the road, it applies gentle steering input to guide the car back on course. Run-off road protection, which launched on the XC90, tightens the front seatbelts when it detects it is unavoidable for the car to leave the road. Optional safety features include blind spot monitoring, rear collision warning, cross traffic alert, a parking camera system with a 360-degree view, and Park Assist Pilot, which includes automatic parallel and 90-degree parking.

Xenon headlights and active city brake are standard



## 1.6 PRESTIGE BLUEHDI 120

## DS3

A 3% RV uplift will help revised DS3 to compete against premium rivals

## NEED TO KNOW

- RV revision adds up to £750 to three-year value
- Bluetooth connectivity standard across the range
- Active city brake as standard

By Maurice Glover

**A** helping hand from leading UK market influencers should soon be guiding the latest version of a French supermini to greater success with fleet buyers. Cap HPI and KeeResources experts have lifted value forecasts on the DS3 by 3% to reflect the benefits of a series of subtle revisions aimed at refreshing the most popular car in the DS line-up and enhancing its upmarket stance.

Adding up to £750 to the three-year/60,000-mile residual value estimates for top versions, the revisions pave the way for Peugeot Citroën Automobiles UK to position its key premium brand performer more aggressively against the Mini, Audi A1 and Fiat 500.

"Many of the decisions that have been made about our new standalone brand and the models it offers have been taken as a result of input from the influencers and I'm delighted with an increase of this order, which is pretty much unheard of for changes that are made to a vehicle at the mid-life stage," Peugeot Citroën fleet and used vehicle director Martin Gurney told *Fleet News*.

"Their action means the latest DS3 will come with the reduced cost of ownership that's one of the important reasons behind the success of traditional premium vehicles. This uplift couldn't have come at a better time. We have a long way to go to match Audi residuals, but we are making progress. This car's stand-out appearance makes it suitable for all the key segments – salary sacrifice, public sector, driving schools and corporate account."

With alloy wheels, air conditioning, digital radio, a seven-inch touchscreen and Bluetooth connectivity standard

## COSTS

P11D price	£19,440
BIK tax band (2016/17)	18%
Annual BIK tax (20%)	£700
Class 1A NIC	£429
Annual VED	zero
RV (4yr/80k)	£5,300/27%
Fuel cost (ppm)	5.85
AFR (ppm)	8
Running cost (4yr/80k)	27.27

## SPEC

Power (hp)/torque (lb-ft)	120/210
CO <sub>2</sub> emissions (g/km)	94
Top speed (mph)	118
0-62mph (sec)	9.3
Fuel efficiency (mpg)	78.5

## KEY RIVAL

Mini Cooper D Chili 3dr hatch	
P11D price:	£19,920
BIK tax band (2016/17)	18%
Annual BIK tax (20%)	£715
Class 1A NIC	£440
Annual VED	£0
RV (4yr/80k)	£5,875/29%
Fuel cost (ppm)	5.69
AFR (ppm)	8
Running cost (4yr/80k)	27.63

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



across the range, the latest versions are well equipped. In the Prestige, upmarket ambitions are underlined with higher quality audio, sat-nav, front parking sensors, heated and folding door mirrors, a rear spoiler, sports seats with plush trim, a leather-bound steering wheel and dual-tone paintwork.

Safety packaging is also improved, with active city brake with an automatic system to help prevent low-speed collisions included as standard, along with xenon headlights, auto lights and wipers and an auto-dimming rear view mirror, although a rear camera is a £200 option.

As before, the DS3 is a lively performer with confident, agile handling that combines excellent roadholding with a comfortable ride, but low overall noise levels can be compromised by tyres that are sensitive to changes in road surfaces.

In its latest guise, the car gets stronger appeal from more distinctive frontal styling and a less cluttered dashboard featuring 20 fewer buttons. With still more paintwork options providing three million combinations, it offers even greater scope for buyers who want to add a personal – or corporate – touch to their transport.



2.0 MATCH TDI 150

## VOLKSWAGEN TIGUAN

Niggles aside, safety technology is a plus point



## COSTS\*

P11D price	£25,465
BIK tax band	24%
Annual BIK tax (20%)	£1,222
Class 1A NIC	£843
Annual VED	£0 then £110
RV (4yr/80k)	£6,959/27%
Fuel cost (ppm)	8.84
AFR (ppm)	11
Running cost (4yr/80k)	36.11ppm

## SPEC

Engine (cc)	1,968
Power (hp)	150
Torque (lb-ft)	251
CO <sub>2</sub> emissions (g/km)	130
Fuel efficiency (mpg)	56.5
Max speed (mph)	123
0-62mph (sec)	9.8
Test mpg	45.2
Current mileage	8,482

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

By Sarah Tooze

**T**he six months that we have had the Tiguan have not been entirely trouble-free. It arrived with a faulty thermostat (which Volkswagen quickly rectified) and in the past few months I have been caught out by coolant level issues (something Volkswagen says can happen with new cars due to possibly having had air trapped in the system and the levels then settling down as the car is 'run-in') and the AdBlue warning light coming on.

The positive with the latter was that the car had done 5,400 miles at the time – better than the 3,000-4,000 miles Volkswagen suggests it might manage before needing an AdBlue top-up. However, arranging a top-up at our local dealer wasn't as straightforward as it should have been and we ended going for a DIY approach.

Those niggles aside, it's been a pleasant few months with the Tiguan and I've appreciated the high driving position, refined interior and good level of safety technology. The fatigue detection (which analyses steering wheel movements and other measures to detect if you need a break) has proved pretty accurate and has come on at times when I've been driving late at night and admittedly felt tired.

Also standard on our model are sign assist, front and rear parking sensors and park assist (which helps you parallel park). The rear-view camera (a £410 optional extra) is one of the best we've tested, particularly in low light.

Our model is also fitted with lane assist (a camera controlled warning system should the vehicle drift out of its lane), high beam assist (automatic sensing for switching between dipped and main beam) and cruise control for £780.

The new Tiguan is set to add city emergency braking and automatic post-collision braking and will offer more bootspace (615 litres with the rear seats up and 1,655 litres with them folded, versus our model's 470 litres and 1,510 litres) making it more practical for families.

## Ford Mondeo 2.0 TDCI 180 Titanium



Our long-term Mondeo has covered more than 13,000 miles in the hands of four testers and it is generally

regarded as a great car, particularly for long distance, where it excels in the comfort and safety department. Our regular photographer Chris Lowndes recently commented that it is his favourite car on our long-term test fleet.

However, all testers agree that it is let down by poor fuel economy which, at the current average of 46mpg, is some way off its rivals. However, after returning to the Mondeo after a six month stint in the Mitsubishi L200, my own visits to the fuel station seem much less frequent.

Something I have recently become accustomed to which proved invaluable in the L200 and which is lacking in the Mondeo is the addition of a reversing camera. Ford does offer this as an additional extra on the options list at a surprisingly low £250. However, it does require the car to be fitted with active park assist, including front and rear parking sensors, at £150. As the Mondeo is such a large car (4871mm long and 1852mm wide) it's an additional £500 that I would recommend fleet managers consider spending. It's a cost which could easily be recovered by avoiding repair costs for minor scrapes and bumps.

**Luke Neal**

## Vauxhall Astra 1.6 CDTi 136 SRi Nav



Since my last report, the Vauxhall Astra has received two major industry awards: it has been named both best lower medium car at

the *Fleet News Awards* and European car of the year. And, having spent around 4,500 miles behind the wheel of our long-term test car, I can see why.

Our Astra has continued to be an impressive package, offering a fine mix of performance, economy, handling and comfort: it's also a very easy car to live with. Its Intellilink multimedia system features sat-nav, digital radio, and full Bluetooth phone and iPod connectivity.

The Astra makes songs and podcasts, etc., easy to locate either through the menu system or the voice recognition function, while the multimedia interface has a few nice touches to enhance the user experience. One of my favourites is that if you stop listening to a podcast midway through, when you return to it the audio restarts from a few seconds beforehand so you have a brief recap of what was being said. And the Bluetooth function backs up the impression that plenty of thought has been put into how the multimedia system operates.

For example, if you receive a text message while driving, the system will alert you on the instrument panel and, if you press the 'tick' button on the steering wheel, will read it aloud.

**Andrew Ryan**

See extended long-term tests at  
[fleetnews.co.uk/cars/car-reviews/](http://fleetnews.co.uk/cars/car-reviews/)

*"It's been a pleasant few months with the Tiguan. I've appreciated the high driving position, refined interior and safety technology"*

## SERGIO BARATA

GENERAL MANAGER EMEA, TELOGIS

He's still hopeful about playing rugby for the Springboks, and is inspired by his kids, who changed his life. Sergio Barata's alternative career is to be a presenter on *Top Gear*.

One of my earliest memories associated with a car was driving around with my dad in his baby blue Mazda 323, in the early 80s. We lived in rural Botswana so I could drive from an early age, which was a lot of fun.

Away from the office, I enjoy doing anything my twin girls are into. So, at the moment trampolining and pottery. I do like travelling and playing squash a few times a week.

Three vehicles I would like in my garage are a BMW Z3 – blame James Bond! – a white 1955 Corvette convertible and the new Volvo XC90.

I'd like to be remembered as pleasant, professional and dynamic.

My pet hate is maybe immigration queues at the airport, after a long flight.

I would tell my 18-year-old self to accept that mistakes will be made, but learn from them. There is real value in constant improvement. If you can be that agent for change, you will be successful.

My favourite film is Michael Mann's *Heat*, starring my two favourite actors, Al Pacino and Robert De Niro, and filmed in my favourite city of Los Angeles.

The most pivotal moment in my life was having children. I find it has driven me to new levels – and they inspire me every day.

A book I would recommend is *Essentialism: The Disciplined Pursuit of Less*, by Greg McKeown.



**First fleet role** My career started in sales, for an automotive technology company, and I have stayed in the industry even since. Automotive and fleet is such a thriving sector, and the speed of development and innovation we are seeing at the moment is something really exciting to be a part of.

**Career goals at Telogis** Continuing to drive positive transformation for our customers. I still get very excited when I see the significant business benefits users gain from implementing our platform and I want to ensure that we continue to build momentum on this success.

**Biggest achievement in business** Working at Telogis for the best part of a decade, launching and growing the EMEA arm of the company has been my biggest and proudest achievement.

**Biggest career influence** I reported directly to the founder of the first business I worked for. Under his leadership I learned a huge amount in a short space of time. His entrepreneurial style has definitely shaped my own approach to decision-making and management.

**Biggest mistake in business** I joined a company early in my career that didn't work out, and I stayed there longer than I should have. The lesson is to constantly question your environment and ensure it is the right one to enable your success.

**Leadership style** Committed. I'm lucky enough to work with a talented and dedicated team, and that warrants a committed leader to ensure their success both as a group and as individuals.

**If I wasn't in fleet** I'd be a presenter on *Top Gear*, definitely.

**Childhood ambition** It was probably to play rugby for the Springboks – deep down inside, I am pretty sure it's still going to happen.

**Next issue:** Steve Whitmarsh, managing director, Run Your Fleet





'An excellent drive which appeals to the driver's heart as well as the fleet's head'

# Britain's best seven-seat people carrier: S-MAX

**T**he Ford S-MAX is Britain's best seven-seat people carrier – and that's official.

The *Fleet News* Awards judges declared it "an excellent drive which appeals to the driver's heart as well as the fleet's head with its strong residuals and competitive running costs. It even sneaks in under 130g/km CO<sub>2</sub>". The judges liked the full seven seats in the spacious S-MAX, and the fact that it has ample boot room even with all seven seats in use.

The technologically advanced S-MAX, awarded the maximum 5-star Euro

NCAP safety rating, delivers sophisticated safety features, including Pre-Collision Assist technology, to provide exceptional protection for driver, passengers and pedestrians alike.

Other technologies include: Front Wide View Camera, Blind Spot Information System, Lane Keeping Aid, Lane Keeping Alert, voice-activated Sync 2 with Emergency Assistance, Roll Stability Control, and Intelligent Speed Limiter, which combines the functionality of Traffic Sign Recognition and Adaptive Cruise Control.

There is a choice of engines – EcoBoost

petrol 1.5-litre 160PS and 2.0-litre 240PS and 2.0-litre TDCi in 150PS, 180PS and bi-turbo 210PS variants. The three transmission choices are six-speed manual, six-speed automatic and All-Wheel Drive with six-speed PowerShift.

Also available this year is the new Ford S-MAX Vignale, delivering superior refinement in a premium specification, including SYNC 3 communication and entertainment system and Ford Active Noise Control which monitors engine noise in the interior and directs opposing sound waves through the audio system to cancel it out.

## FAST, FUN TO DRIVE AND VERSATILE – THE FORD FOCUS ST DIESEL ESTATE

The Ford Focus ST Diesel estate is fast becoming recognised as the perfect family vehicle, combining versatility, performance and comfort in a value for money package.

Its 2.0-litre TDCi engine achieves 62mph in 8.1 seconds with manual transmission, up to 67.3mpg combined and 110g/km. With 400Nm of torque available from 2,000-2,750rpm, it accelerates from 31-62mph in fourth gear in just 6.9 seconds and from 50-75mph in sixth gear in 9.7 seconds.

Available in ST-1, ST-2 and ST-3 series, the fun-to-drive Focus ST Diesel estate offers the versatility of more than 1,500 litres luggage capacity in two-seat mode and 476 litres in five.



Go Further

A collage of circular images showing various scenes from the CCIA event. The images include people interacting, cars on display, and a large white car in the center. The collage is set against a light blue background with a subtle pattern of small white dots. The text "CCIA" is written in large, bold, white letters at the top left. The text "CCIA is an ideal event to appraise business" is written in a smaller, black font at the bottom right.

A close-up portrait of David Cameron, a middle-aged man with grey hair and blue eyes, wearing a dark suit and a red and white checkered shirt. He is looking slightly upwards and to the right. The background is a solid yellow color. In the top right corner, there is a small circular inset showing a close-up of a person's face. In the bottom right corner, there is a yellow arrow pointing to the right, containing the text 'D' and 'r'.

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