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Official fuel consumption figures in mpg (l/100km) for the Ford Mondeo Vignale range: urban 27.2-100.9 (10.4-2.8), extra urban 47.9-68.9 (5.9-4.1), combined 37.2-67.3 (7.6-4.2). Official CO<sub>2</sub> emissions 176-99g/km.

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



**Go Further**



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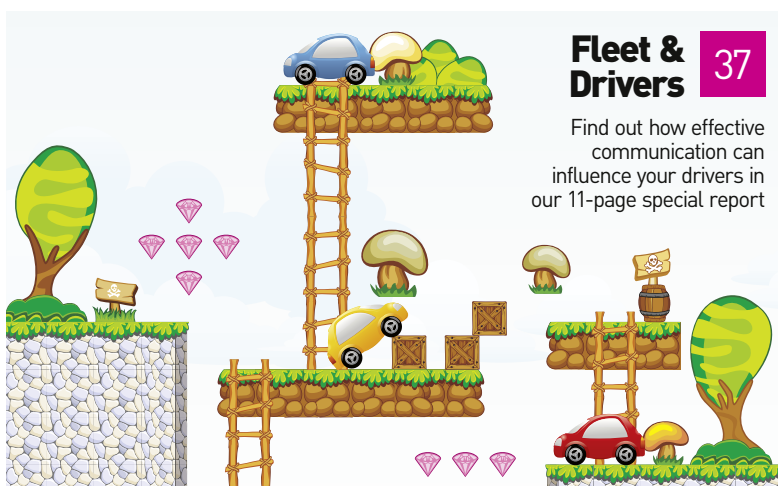
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Jaguar's first SUV is a game-changer for the company, but will it shake-up the established order?



# DfT calls for robust data on ROI from training

Trial aims to quantify benefits after current evidence labelled 'patchy'

By John Charles

**R**obust independent data quantifying the return on investment from driver training and telematics is a major barrier to uptake, according to a report commissioned by the Department for Transport (DfT).

'Efficient Driving', by research and strategy consultancy Brook Lyndhurst, questions the case for implementing training due to the current evidence base being "patchy, of variable quality and occasionally ambiguous".

Focusing on what it says is a lack of independent evidence, the report said: "Most of the research in this area has also been produced by companies with a commercial interest in the fleet sector, meaning there is some potential for bias."

However, Edmund King, president of the AA, which owns driver training company AA DriveTech, criticised the report. He told *Fleet News*: "It certainly isn't patchy to companies like the AA or indeed AA DriveTech."

"The introduction of telematics to monitor driving and idling amongst the AA's 3,000 patrol vehicles saved £1 million in the first year alone. These are hard figures and excellent savings."

Safety was also cited as an incentive to take action, due to duty-of-care concerns and reputational risk. These issues were well-researched and understood, said the report. But the actual extent of efficient driving techniques among employers and employees was not well documented.

It continued: "Saving money does not feature prominently as a motivation for efficient driving amongst employees themselves, as most fuel and other costs are generally met by their employer."

Around half of UK organisations with a car/van fleet have taken action aimed at increasing efficient driving by their employees and a quarter had introduced in-vehicle technology, according to the report.

However, it suggested a barrier for further uptake was the "current lack of robust, independent data quantifying the return on investment".

The Energy Saving Trust (EST) saw 5,300 fleet drivers complete its 'Ecodriving' course in 2015/16 (a 50% increase on two years ago), which is delivered by a portfolio of driver training companies.

Drivers completing the course returned an average 14% mpg improvement on the day, but over a period of time in real-world motoring that reduces.

**5,300**  
fleet drivers have completed EST's 'Ecodriving' course in the past year

**£1m**  
first-year savings achieved by the AA after introducing telematics

**25%**  
of fleets have introduced in-vehicle technology



The 'Efficient Driving' report calls for robust, independent evidence

However, Tim Anderson, the EST's senior knowledge manager transport, said that the report did not come as an "immense surprise".

"The evidence base is somewhat patchy and we have raised that as an issue with the Department for Transport," he said. "While there is a clear correlation between fleet incident rates and interventions, fuel economy is more difficult to measure over a longer period of time."

Highlighting the fact that vehicles and drivers change and road conditions alter, along with fuel prices, Anderson said: "There is a challenge as to how the evidence is compiled and the relationship between driver training, telematics and other interventions such as best performance league tables and other incentives in establishing driver fuel efficiency."

"There is evidence available on the impact of driver training and technological interventions, but it is the measuring of the evidence and how it is compiled which is the issue rather than the actual benefit."

To that end, in 2016/17 EST is embarking on a 12-month trial involving telematics and driver training providers to bring together evidence in a bid to answer that question.

Anderson said: "We want to understand more clearly, and support Government in finding, what is the best combination of interventions to measure the benefit of eco-driving."

The Institute of Advanced Motorists (IAM) told *Fleet News* that most of the companies it worked with do report savings on their fleet fuel bills. However, Neil Greig, IAM director of research and policy, said: "They don't tend to shout out about it enough or share what they often see as commercially sensitive information."

"Government schemes such as SAFED [Safe and Fuel Efficient Driving] have helped to raise awareness among van and lorry drivers but more could be done for company car drivers."

"Some reports suggest that fuel efficiency can be increased by an average of 10% after training and major companies such as Yodel say they have used SAFED courses to save a minimum of £2.2m a year through reduced accidents and fuel costs."

IAM Drive and Survive teamed up with in-vehicle driver behaviour technology company Ashwoods Lightfoot to further improve eco-driving performance.

Greig said: "Immediate feedback linked to tailored driver training offers the best opportunity to really influence driver behaviour."

King believes driver training and information campaigns can help focus the minds of drivers on how much money they can save. But he added: "We have also found that simple in-car dashboard mpg gauges that clearly show drivers the mileage they are getting are a great help."

That is an approach taken by Britvic, which says it has improved fuel economy by 10% to an average 52mpg as a consequence of fitting telematics to 91 vans.

The Masternaut system operates as an 'in-cab' coach notifying employees of poor driving behaviour, while a dashboard reporting system monitors total running costs.

Simon Mohun, regional technical services manager at Britvic, said: "Whilst initially drivers were sceptical, the data



*"Immediate feedback linked to tailored driver training offers the best opportunity to really influence driver behaviour"*

Neil Greig, Institute of Advanced Motorists



# DRIVER TRAINING MANUAL



The Energy Savings Trust is to implement a trial involving telematics and driver training providers

has unequivocally shown that the scheme works and it is now embraced by all the team."

While the case study is highlighted in the DfT report, it argues that it is "not a robust, independent study".

Despite the lack of "robust data" for introducing efficient driving measures, the report highlighted the fact that the immediate impact of training on employee drivers was calculated to be a reduction of up to 25% in fuel use, and up to 6.5% in the long-term.

Meanwhile, the introduction of technology in vehicles was suggested to deliver a long-term 5-10% reduction in fuel use and the equivalent in CO<sub>2</sub> emissions.

The report added that there was also "strong evidence of road safety benefits arising from efficient driving", with training reported to correlate with reductions in subsequent accident rates of between 14% and 35%.

Kevin Clinton, head of road safety at the Royal Society for the Prevention of Accidents (RoSPA), said: "Companies need to be confident that their investments will result in better, safer drivers, as well as reducing costs and emissions. They also need help to be able to make effective use of telematics to ensure their managers understand what the data shows about their staff's driving, and how to use this feedback to improve their driving."

TRL, the Transport Research Laboratory, says a truck-related simulator study involving Allied Bakeries' drivers highlighted a fuel efficiency improvement of more than 25%, with real-world results showing that simulator training was associated with a sustained improvement in mean fuel efficiency of more than 7%.

A further simulator truck study revealed a 15.7% improve-

*"The consensus from the team here is that more research is required to validate the scale of benefits achievable by driver fuel efficiency training"*

TRL spokesman

ment in on-road performance compared with the real-world performance of the 36 drivers taking part.

However, a TRL spokesman said: "The consensus from the team here is that more research is required to validate the scale of benefits achievable by fuel efficiency training."

To encourage the further uptake of efficient driving, the report says the links between efficient driving, safety and insurance need to be investigated, and interventions should be segmented and targeted at key types of driver and organisation.

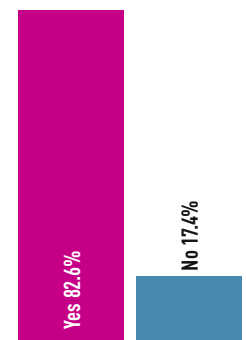


For other driver training resources visit:  
[fleetnews.co.uk/driver-training](http://fleetnews.co.uk/driver-training)

## FLEET FACTS AND FIGURES

### OPINION POLL

Do you think signs showing fuel prices on the motorway are a good idea?



### FleetNews view:

Real-time fuel price signs on the M5 between Bristol and Exeter have been given the thumbs-up by Fleet News readers. Five motorway service stations along the route are involved in the trial. Depending on the results, the signs could ultimately be put up across other parts of the motorway network.

Fleet News welcomes the trial and hopes it can be rolled out across the country.

This week's poll: Do you think all drivers should be retested when they turn 70?

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

### MOST COMMENTED ONLINE

'Uncertainty' over used car values if UK leaves the EU

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



UK AVERAGE FUEL PRICES

Diesel (ppl) 104.86 ↑

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

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Official fuel consumption figures for Maserati Ghibli Diesel in mpg (l/100km): Urban 36.7 (7.7), Extra Urban 57.6 (4.9), Combined 47.9 (5.9). CO<sub>2</sub> emissions 158 g/km. Fuel consumption and CO<sub>2</sub> figures are based on standard EU tests for comparative purposes and may not reflect real driving results. Model shown is a Maserati Ghibli Diesel at £54,616 On The Road including optional pearlescent paint at £1,776 and 21" Titano alloy wheels at £3,675.



# Fleets face tax confusion over real-world fuel tests

SMMT warns of impact on tax regime of new tests that could differ by up to 30%

By Gareth Roberts

**M**Ps have been warned that the fleet industry could face a two-tier tax system thanks to the introduction of real-world testing.

The new testing regime – the Worldwide Harmonized Light Duty Vehicles Test Procedure (WLTP) – will provide a more realistic picture of fuel consumption, which the New European Driving Cycle (NEDC) has failed to deliver.

It is due to be introduced from 2017, but fuel efficiency figures that better reflect real-world driving conditions will also result in an increase in the reported CO<sub>2</sub> emissions.

Mike Hawes, chief executive of the Society of Motor Manufacturers and Traders (SMMT), told MPs on the Transport Committee: "Overnight, you will go from the old scale to a new scale."

"While the registration process will continue as is, you need to consider how it relates to older vehicles. For three years, potentially, you will have a mix of vehicles on the road tested under the old system and vehicles tested under the new system. In fact, the new vehicles may be lower emitting had you tested them under the old system."

Hawes explained to the committee that the difference for a car that previously hit 99g/km could be up to 20% under the new test, putting it in a bracket of 115g/km or more. And, with tax paid according to a vehicle's CO<sub>2</sub> emissions, it could leave employers paying significantly more in Class 1A NIC and Vehicle Excise Duty (VED).

Employees could also be forced into a much higher benefit-in-kind tax bracket for choosing the latest variant of a car they had driven for the past three or four years.

*Fleet News* first highlighted the issue almost two years ago, when 64.4% of fleets said they would forgo real-world figures if it meant they had to pay more in tax (*Fleet News*: May 1, 2014).

Hawes said: "We have vehicle excise duty, company car tax and capital allowances based on CO<sub>2</sub>. Often which band you are in comes down to a single gramme."

"A new car that is the latest iteration of the same vehicle may have more advanced emission technologies, but it could still be higher-emitting in carbon dioxide, according to the

Vauxhall's parent company Opel will begin publishing 'real-world' fuel consumption figures from June this year, starting with the new Astra



**2017**  
New real-world  
testing regime due to  
be introduced

new test, so it would be in a different band."

It would leave company car drivers having to find the extra cash, consider downsizing or choosing an alternatively-fuelled vehicle. It could even persuade employers to ditch company car provision altogether and opt for a cash equivalent.

Hawes continued: "You need to make sure that the system allows for the fact that currently NEDC is the basis for VED, company car tax and so forth."

"How will you approach newer vehicles, which have a more punitive test but in the real world may be emitting less CO<sub>2</sub>, had they been tested under the existing NEDC test?"

The United Nations Economic Commission for Europe (UNECE) estimates that fuel consumption figures under the new testing regime would be 10% to 20% higher than those under the current test cycle. The International Council on Clean Transportation (ICCT) suggests it could be up to 30% higher.

Vauxhall's parent company Opel is to begin publishing fuel consumption figures recorded under the proposed new WLTP 'real-world' testing cycle from June this year (*fleetnews.co.uk*: March 31, 2016).

Opel Group CEO Karl-Thomas Neumann said: "We strongly believe that the industry has to regain trust by increasing the transparency with both customers and authorities."

Fuel consumption numbers recorded under the WLTP test cycle will be published on a dedicated micro-website, starting with the new Astra. They will show a fuel consumption range with a low and a high number.

Hawes said: "In the space of two to three years, the industry faces change to the test cycle, change from the existing Euro 6 to Euro 6-plus and changes to the type approval process."

"Those three things will happen at once, so there will be a degree of challenge to the industry in making sure that the systems continue to be understandable to both the industry and the consumer."



*"You will have a mix of vehicles on the road tested under the old system and vehicles tested under the new system"*

Mike Hawes, SMMT



To look up current BIK bands  
visit: [fleetnews.co.uk/  
cartaxcalculator](http://fleetnews.co.uk/cartaxcalculator)

# Diesel hybrid car owners caught out by tax errors

Employers urged to check vehicles are given the correct tax code

By Christopher Smith

**D**rivers of diesel hybrid vehicles could have been unwittingly overpaying benefit-in-kind (BIK) tax on their company car.

Company car drivers have contacted *Fleet News* seeking clarification on the matter, having received tax bills with the 3% supplement applied.

Diesel hybrids first arrived on the market in 2011, with the launch of the Peugeot 3008 Hybrid4 and the Citroën DS5 Hybrid4. However, there was initially some confusion as to whether they would be subject to the 3% diesel supplement applied to other diesel models (*Fleet News*: November 10, 2011).

Peugeot and Citroën were able to later confirm that the vehicles were exempt from the diesel supplement, and drivers would pay BIK tax at the same rate as a petrol vehicle. But five years later, some company car drivers have discovered they are incorrectly being asked to pay the diesel surcharge.

One diesel hybrid company car driver told *Fleet News*: "I now have a Mercedes C300H Saloon AMG Line and noticed that the percentage on my latest code for the new tax year is now showing at 20%. I assumed it would be 17% – as do online tax calculators."

However, the exemption from the diesel surcharge relies on the correct coding of the vehicle when paperwork is submitted to HM Revenue and Customs (HMRC) by the driver's employer.

Diesel cars are normally coded as type 'D' during the car benefit calculation, but the HMRC employment income manual states that this excludes "diesel hybrid cars, which will be within type 'A'".

For the BIK tax of a diesel hybrid driver to be exempt from the 3% supplement, the employer would have to correctly identify and submit details of the vehicle being within the type 'A' category.

While the number of diesel hybrids sold has been relatively low – 3,873 were registered in 2015, up 36.6% on the previous year – much of the powertrain's volume has been in fleet due to its CO<sub>2</sub> benefits.

Mercedes-Benz said its C300h hybrid model, launched in 2014, accounts for 3.5% of overall C-Class sales, but 75% of those are to fleets.

Although volumes are low, the impact on a company car driver of a miscoding could be substantial.

By the end of the 2016-17 tax year, a 40% taxpayer driving a mid-spec Mercedes-Benz C300h hybrid acquired in 2014-15 could have overpaid £1,400 in BIK if the 3% supplement had been mistakenly applied (see table).

*"HMRC has been helpful and I am getting my P11D rectified to claim the tax refund"*

*Diesel hybrid company car driver*

**5 Calculating the appropriate percentage**

The appropriate percentage depends on when the car was first registered, the type of fuel used and whether it has an approved CO<sub>2</sub> emissions figure.

Approved CO<sub>2</sub> emissions figure, if the car has one unrounded, for example 188

Enter the key letter (A or D) for the car's fuel or power type from table 1 below.

Key letter	Car type
D	Diesel cars (all Euro standards)
A	All other cars

**Next step**

- For cars registered on or after 1 January 1998 with an approved CO<sub>2</sub> emissions figure, go to section 5a
- For cars registered on or after 1 January 1998 without an approved CO<sub>2</sub> emissions figure, go to section 5b
- For cars registered before 1 January 1998, go to section 5c

**5a Cars registered on or after 1 January 1998 with an approved CO<sub>2</sub> emissions figure**

Approved CO<sub>2</sub> emissions figure in box F, if this exceeds the 2015 to 2016 relevant threshold of 185g/km it should be rounded down to the next lowest 5g/km, for example 188 to 185.

The onus is on the employer to check that tax details have been entered correctly

## MERCEDES-BENZ C300 HYBRID AMG LINE AUTO – 40% TAXPAYER

	Without 3% supplement	With 3% supplement	Potential overpayment
2014-15	£2,022	£2,488	£466
2015-16	£2,332	£2,800	£468
2016-17	£2,644	£3,110	£466
			<b>£1,400</b>

3,873

diesel hybrids were registered in 2015

3%

diesel supplement



To look up BIK figures for your vehicles visit: [fleetnews.co.uk/cartaxcalculator](http://fleetnews.co.uk/cartaxcalculator)

ment had been mistakenly applied (see table).

"The company payroll department and my tax consultants had not picked up on this," said another company car driver. "HMRC has been relatively helpful, and I am now in the process of getting my P11D rectified to claim the appropriate tax refund."

HMRC told *Fleet News* that the onus was on the employer to ensure vehicles were correctly banded in their BIK submissions.

"Where an individual thinks there is an issue with the information on their P11D they need to talk to their employer in the first instance, to make sure the details are correct," said an HMRC spokesman.

"If the details were incorrect we would then re-adjust their code to the correct amount. For instance, if the code was re-adjusted and they had been paying too much tax, their monthly tax bill would then be reduced."

Mercedes-Benz has urged employers and company car drivers to double-check tax codes. "We would encourage our customers to check that they are not paying more than they need to," said a spokesman.





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[kia.co.uk/fleet](http://kia.co.uk/fleet)

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## SPORTAGE



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### The All-New Kia Sportage means business.

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Fuel consumption in mpg (l/100km) for the All-New Kia Sportage range: Urban 28.2 (10.0) – 52.3 (5.4), Extra Urban 43.5 (6.5) – 67.3 (4.2), Combined 37.2 (7.6) – 61.4 (4.6), CO<sub>2</sub> emissions 177 – 119g/km. MPG figures are official EU test figures for comparative purposes and may not reflect real driving results. \*Available on '2' and up. †Available on 'First Edition' only. £17,760 P11D applies to the All-New Sportage '1' 1.6 GDi 130bhp 6-speed manual, 23% BIK and 119g/km CO<sub>2</sub> applies to all 1.7 CRDi 114bhp 6-speed manual ISG models. Model shown: All-New Kia Sportage 'GT-Line' 1.6 T-GDi 174bhp 6-speed manual (AWD) at £23,945 P11D, 32% BIK and 177g/km CO<sub>2</sub>. 7 year / 100,000 mile manufacturer's warranty. For full terms and exclusions visit [www.kia.co.uk](http://www.kia.co.uk).

# Fleets consider hybrid after emissions scandal

Poll suggests shift, although drivers at half of fleets have not raised any concerns

By Gareth Roberts

**F**our in 10 fleets say they expect the proportion of diesel cars they operate to change as a result of the Volkswagen emissions scandal.

The traditional fuel of choice for the fleet industry has been criticised as concerns mount over its impact on air quality, with petrol, hybrid and pure electric vehicles now being considered as viable alternatives.

The survey, from Sewells Research and Insight, revealed that 41% of fleets have introduced, increased or are considering increasing the proportion of hybrid cars over diesel as a result of the controversy.

Two out of 10 (20%) said the same for fully electric cars and 39% for petrol.

Simon Staplehurst, commercial research director at Sewells, said: "The results of this latest poll clearly indicate that the emissions coverage has impacted future consideration towards the potential use of alternative fuel cars across UK fleets."

However, he added: "Car manufacturers still need to be cautious in their approach for promoting these types of vehicles, as six in 10 fleet decision-makers also say they are now less likely to trust the claims related to cars from any manufacturers in the future."

That mirrors research from the RAC, which suggested trust in all vehicle manufacturers' environmental claims have been significantly damaged by the scandal, with 57% of drivers saying they have lost confidence in all manufacturers since the news broke (fleetnews.co.uk, November 25, 2015).

Sewells has been measuring the impact of emissions on key fleet decision-makers across the industry over the past six months, with this latest poll of more than 100 fleets conducted in March.

Half of those polled claimed none of their drivers had raised the issue of emissions since the scandal first broke in September, 2015.

Of those companies where emissions had been raised as

141,439

Number of diesel cars registered in March

41%

Proportion of fleets that have introduced, increased or are considering increasing share of hybrids over diesel



Loss of confidence in carmakers: fleetnews.co.uk/manufacturers-lost-confidence

Audi A3 e-tron: launched last year, with Q7 hybrid to follow in May

*"Six in 10 fleets say they are now less likely to trust the claims from any manufacturers"*

Simon Staplehurst, Sewells Research and Insight

an issue, nine out of 10 claimed less than 25% of drivers raised the issue with company fleet decision-makers.

The demand for alternatively fuelled vehicles increased significantly last month, up 21.5%, according to figures from the Society of Motor Manufacturers and Traders (SMMT).

However, fleet specific figures from the trade association also show diesel remains a popular choice. Last month, 141,439 diesel cars were registered in fleet compared to 133,225 units in March 2015.

Meanwhile, in the first three months of the year, 226,518 diesel cars have been registered to fleets compared to 209,287 units for the first quarter of 2015 – around an 8% increase.

Volkswagen AG boss Matthias Müller confirmed in January that there will be 20 electric or plug-in hybrid vehicles in its range by 2020.

The 20 models, spread across brands such as Audi and Škoda, were confirmed at the start of the year as part of a fundamental realignment of the group's strategy.

The first Škoda with an electric powertrain is expected to be a plug-in hybrid Superb, expected in 2019, while Audi launched its first hybrid the A3 e-tron last year and the order book for its plug-in hybrid Q7 will open in May.

The company also confirmed that its first fully electric vehicle will be launched in 2018.

Seat, however, said that it has no immediate plans to bring hybrid models to market, but it is ready to launch when the time is right.

Richard Harrison, managing director of Seat UK, told *Fleet News* that it was well-placed to exploit its current crop of diesel and petrol engines, which were bringing down emissions levels.

He added: "When the [hybrid] technology is matured to be fit for purpose, we will be there."

"We won't do it to test [demand] or bring it at a premium, but our platform can take it when it's ready."

"We are actively watching the market; we need a balance between demand, price and what the product can deliver – then we will come to market."

■ Researchers suggest company car tax breaks that promoted uptake of diesels should be 'removed and reversed', see page 16.





# Lex Autolease offloads its remarketing division

Company completes five-year solus deal with BCA worth 75,000 vehicles a year

By Tom Seymour

**L**ex Autolease has completed its agreement to offload its remarketing division to BCA in a five-year solus deal worth 75,000 vehicles a year.

*Fleet News* revealed in November last year that a deal would take place, but more details have now been finalised, which include closing Lex's two Car Select used car supermarket operations in Coventry and Oldbury. The Car Select website has announced that it will close, together with the retail outlets, on May 20.

Colin Tourick, Grant Thornton Professor of Automotive Management, University of Buckingham, said: "Historically, very few leasing companies have managed to run successful direct-to-the-public remarketing operations. Several have tried this over the years – hoping to access higher sales prices than they can achieve from a trade sale – but they have found that the heavy fixed costs of operating their own physical sites make it difficult to achieve the same bottom line as they would achieve from simply selling the cars at auction. It's normally quicker to sell at auction too."

Tourick said leasing companies that are owned by manufacturers or dealer groups are in a better position due to already having an established network of dealers whose primary function is to sell new and used cars.

For those dealer or manufacturer-owned leasing companies, each ex-lease car they sell only needs to make a modest contribution to covering their fixed costs.

"The bottom line is that it's more difficult for leasing companies to sell direct to the public unless they are owned by a manufacturer or a dealer group," Tourick said.

Lex Autolease remarketed 45,000 vehicles a year via its Coventry centre, which opened in 2014. The site also retailed 5,000 used cars a year to the public through Car Select.

Lex confirmed that BCA has acquired the Oldbury site and



**75,000**

Number of vehicles per year involved in deal

**45,000**

Number of vehicles a year remarketed at Coventry Car Select alone



For the latest in remarketing and resale visit:  
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will take on the lease at the Coventry business, which includes the 10-acre multi-million pound vehicle processing centre. A spokesman for BCA said consultations were underway with a view to a number of Lex employees transferring to the remarketing giant.

However, he declined to provide any further details about the agreement.

The five-year contract will see BCA take on all remarketing, inspection and defleet services for Lex.

Lex already had a relationship in place with BCA to remarket some of its vehicles, but the leasing company confirmed that it will no longer be working with any other auction house for stock disposal.

At the time of the launch of Lex's remarketing business, managing director Tim Porter said it was a key part of the company's growth strategy and represented a "significant investment for the business".

John Lindsay, owner and director of consultancy JLSR, said the 75,000 vehicles going through one auction house would not have a huge impact on the market.

He said: "In this instance, Lex has done the sums for its remarketing division and they obviously didn't stack up."



*"Lex has done the sums, and they obviously didn't stack up"*

John Lindsay, JLSR

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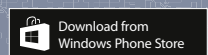
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# Increase diesel surcharge 'to clean up air pollution'

Air quality report calls for £800 'damage cost' to deter buyers from diesel cars

By Gareth Roberts

**T**he 3% diesel surcharge on company car tax should be increased and extended beyond 2021, a study into air quality has suggested.

The report, by the Policy Exchange think-tank and King's College London, also recommends cutting or removing tax breaks for diesel vehicles under the capital allowances scheme and increasing vehicle excise duty (VED) for new diesel cars.

Richard Howard, head of environment and energy at Policy Exchange, said: "If we are to clean up air pollution, then Government needs to recognise that diesel is the primary cause of the problem, and to promote a shift to alternatives."

The report – 'Up in the Air: How to solve London's air quality crisis: Part 2' – states that the shift from petrol to diesel vehicles over the past 15 years has been "disastrous in terms of its impact on air quality and health".

Diesels have been promoted and incentivised by the Government since the late 1990s because they produce lower CO<sub>2</sub> emissions than petrol vehicles. This resulted in a

*"If we are to clean up air pollution, then Government needs to recognise that diesel is the primary cause"*

*Richard Howard,  
Policy Exchange*

dramatic shift towards diesels, from 18% of new car sales in 2001, to more than 50% from 2011 onwards. Diesels currently represent 36% of the total car fleet across the UK and just under half (49%) of total car mileage in London, with businesses running the lion's share.

However, the report argues that the financial incentives that promoted the uptake of diesels now need to be "removed and reversed".

Based on current policies, by 2025 diesel cars will account for 50% of all nitrogen dioxide (NO<sub>x</sub>) emissions from road transport in Greater London, and about a quarter (26%) in central London.

Air quality is not a London-specific problem. Currently, 38 out of 43 geographical zones in the UK are failing European Union air quality standards due to high levels of NO<sub>x</sub>. London, Birmingham, Leeds, Nottingham, Derby and Southampton may have to introduce charges for the most polluting vehicles or ban them altogether (*Fleet News*: October 15, 2015).

However, Howard is against banning diesels from city centres or increasing fuel duty. Instead, he said:

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"The Government should look to increase taxes on new diesel cars."

The report states that moving away from diesels to a mix of petrol, hybrid, electric and LPG vehicles would significantly reduce pollutants, while having no adverse impact on CO<sub>2</sub> emissions.

To persuade fleets and drivers to make the switch, it recommends measures including linking VED to the health and environmental impact of the vehicle; a so-called 'damage cost'.

Using Defra guidelines, the damage cost of an average Euro 6 diesel car is about £800 higher than an average Euro 6 petrol car over its lifetime, based on real-world NO<sub>x</sub> emissions and other pollutants such as particulate matter (PM).

Given the dearth of current alternatives for vans, the report says the additional diesel charge should not apply to commercial vehicles at this stage.

Company car tax already features a diesel surcharge. The Government's current position is that the 3% diesel supplement will be removed from 2021. However, given that diesels are likely to continue to have higher NO<sub>x</sub> emissions than petrol cars, the report says the Government should consider maintaining it "beyond this date".

It was thought Chancellor George Osborne may have been tempted to shift the focus of company car tax from CO<sub>2</sub> to NO<sub>x</sub>, but he announced in last month's Budget that it would continue to be based on CO<sub>2</sub> emissions (*Fleet News*: March 31, 2016).

There was however, nothing further on the 3% diesel differential, which was due to be scrapped this month until the Chancellor decided in the autumn statement to delay its removal for a further five years.

The Policy Exchange report is damning in its assessment of the 3% surcharge, saying it is "insufficient to significantly



**Of the UK's 43 geographical zones, 38 are failing EU air quality standards due to high levels of NO<sub>x</sub>**



For more information on air quality visit:  
[fleetnews.co.uk/airquality](http://fleetnews.co.uk/airquality)

influence purchasing behaviour". Instead, it recommends increasing the surcharge in order to "better reflect the additional damage associated with diesels in terms of local air pollution".

Other measures in the report include: a diesel scrappage scheme; stricter emissions standards for the Ultra Low Emission Zone (ULEZ) in London from 2020; improving emissions from buses and taxis; and promoting car clubs.

Diesel has been increasingly criticised by environmental groups in recent years, resulting in the Society of Motor Manufacturers and Traders (SMMT) launching a nationwide campaign last year to challenge what it called the 'demonisation' of diesel. Mike Hawes, SMMT chief executive, said: "Today's diesel engines are the cleanest ever. We need to avoid penalising one vehicle technology over another."

■ **Transport policy proving key to London mayoral race, see page 16.**

**VAUXHALL**

Official EU-regulated test data are provided for comparison purposes and actual performance will depend on driving style, road conditions and other non-technical factors. General Motors UK Limited, trading as Vauxhall Motors, does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their particular tax position. \* = Terms and conditions apply and vehicles are subject to availability. Please call 0870 240 4848 for full details. All figures quoted correct at time of going to press (April 2016). † = Less running costs compares the following vehicles: New Astra SRI Sports Tourer 1.6CDTi 110PS ecoFLEX 92g/km, Focus Zetec S estate 1.5 TDCi 120PS 99g/km, Golf SE estate 1.6DTI 110PS 110g/km. New Astra Sports Tourer SRI model shown above is for illustrative purposes only and features 18" alloy wheels (£395), Dark-tinted rear windows (£275), Keyless entry and start (£395) and LED tail lights (£195) with P11D from £19,830. CO<sub>2</sub> from 92g/km and fuel consumption up to 80.7mpg.

# Transport policy key to London mayoral race

Candidates' air quality plans include rush-hour ban on trucks in the capital

By Gareth Roberts

**C**andidates for the London Mayoral election have put the environment centre-stage as they target air quality in the capital ahead of the vote on May 5.

Pedestrianising major London thoroughfares, creating a larger Ultra Low Emission Zone (ULEZ), introducing a diesel scrappage scheme and a rush-hour ban on trucks are among a range of policies aimed at reducing harmful emissions.

Labour candidate Sadiq Khan said: "Almost 10,000 Londoners die prematurely each year, because of air so filthy it is actually illegal. I want to be the mayor who makes London one of the world's greenest cities."

Khan advocates expanding the ULEZ, introducing a diesel vehicle scrappage scheme and pedestrianising Oxford Street.

However, he is not alone in putting forward a green vision for the capital. Liberal Democrat mayoral candidate Caroline Pidgeon has called for a rush-hour lorry ban and backed current London Mayor Boris Johnson's plans to mandate additional passenger-side cab windows for all HGVs operating in the capital.

She said: "We're looking at changing the nature of London's roads, because too many cyclists are being killed – and pedestrians too."

"I want to make mornings and evenings a more pleasant environment for those vulnerable road users, and this means banning lorries from our roads at these times."

The message was the same from the Green candidate Sian Berry, who said pollution from vehicles in London is comparable to the deadly smogs created by coal fires 60 years ago.

"If I am elected mayor, I will immediately exclude the most polluting cars, vans and lorries from central London and speed up the switchover to make all new buses and taxis zero-emission."

Veteran green campaigner and Conservative candidate Zac Goldsmith also wants the current ULEZ plans "improved" and the introduction of zero-emission buses and taxis brought forward.

His manifesto pledges also include an aim to provide London with the power to control vehicle excise duty (VED).

"Too many Londoners have their lives cut short by our polluted air," he said. "As mayor, I will make cleaning up our air an absolute priority. My action plan for Greater London will put in a concrete, costed, coherent strategy to drive a



51%

of voters put transport as one their top priorities

10,000

Londoners die prematurely each year as a result of poor air quality, according to mayoral candidate Sadiq Khan

clean air revolution without unduly penalising local residents and businesses."

There are already plans in place to make all new London taxis zero-emission from 2018 and to increase the number of hybrid-electric buses ahead of the introduction of the ULEZ in 2020.

However, green campaigners want London to follow the example of other European cities such as Paris, Warsaw and Madrid, which have banned HGVs from central areas.

The Freight Transport Association (FTA) has urged candidates to avoid 'simplistic' blanket bans, claiming such a policy would massively increase the cost of doing business in London.

"Banning lorries at peak times makes no sense," said Christopher Snelling, head of national and regional policy at the FTA.

"Deliveries still need to be made, so a medium-sized HGV would be replaced by 10 vans, with increased emissions, congestion, cost and potential injuries to vulnerable road users."

"We need to focus on all aspects of road use to improve safety and pollution for everyone."

The latest polling from YouGov has revealed Sadiq Khan has a seven-percentage point lead over Zac Goldsmith, with both contenders increasing their share of the vote by 1 ppt since January, to 32% and 25% respectively. Almost a quarter (23%) of voters said they were still undecided.

Housing and transport are consistently seen as the top priorities for the mayor and city government, chosen by 67% and 51% respectively. Health (35%), policing (31%) and economic development and regeneration (26%) are seen as the next greatest priorities.

Twelve candidates are hoping to succeed Boris Johnson as mayor of London in the election on May 5. As well as representatives of the Conservative, Labour, Green and Liberal Democrat Parties, the list includes the former MP George Galloway and the son of a Polish aristocrat.

**■ Air quality report calls for rise in 3% diesel surcharge: Page 16.**



*"Too many Londoners have their lives cut short by our polluted air"*

*Zac Goldsmith, Conservative*



For background information on transport in London visit: [fleetnews.co.uk/london](http://fleetnews.co.uk/london)





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# THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



Does driver training work? Most fleets would say yes, and could produce reams of evidence to support their case.

However, a report commissioned by the DfT (pages 6-7) claims that there is a lack of independent evidence. Much of the research has come from "companies with a commercial interest", it says – i.e. there is inherent bias in what they are saying.

This could be seen as something of an insult to fleet managers: it suggests they are not capable of understanding a set of results and distinguishing reality from commercial claim. That's not my experience: we've seen ample evidence from fleets clearly showing improvements in fuel efficiency from monitoring driver behaviour and tackling the worst offenders.

*"We've seen ample fleet evidence of improvements from monitoring drivers"*

The report also contained an interesting statistic. HMRC says there are 940,000 company cars in the UK – cars for which an employee pays benefit-in-kind (BIK) tax. But this figure doesn't tally with annual true fleet registrations or BVRLA figures on contract hire and leasing.

The report sheds some light: in addition to the 940,000 cars, it also identifies another 1,644,989 company cars (2014 figures). These "other types of company-owned cars" represent "something of a blind-spot in the current evidence base", the report says, but are thought to be primarily pool cars used by multiple employees. Some will also be business-only use, not liable for BIK. This equates to 2.58 million company cars which, at an average operating cycle of 3.5 years, means annual registrations of just under 740,000 – pretty close to the SMMT figures.

Still, it's a lot of pool cars at a time when car clubs are on the rise. What's your view – do these figures add up?

## YOUR LETTERS

### BENEFIT-IN-KIND

## Chancellor has 'killed off' interest in ULEVs

EDITOR'S PICK



#### Sage and Onion wrote:

Having read 'Chancellor's silence over BIK tax frustrates fleets' (*Fleet News*, March 31), 31% on the tax scale for a 109g/km diesel car would be outrageous. That would give only a six percentage point variance between this and the highest polluters, unless the upper threshold is moved up too (I'm not suggesting it should be moved). The escalators are moving too fast anyway, especially in the sub-100g/km and 0-50g/km sectors.

George Osborne has also effectively killed off interest and future investment in executive ultra-low emission vehicles (ULEVs), with the massive hike in excise duty for cars

costing more than £40,000 that comes in next year. I myself chose a ULEV with 37g/km last year to take advantage of the 5% benefit-in-kind. I expect this to be 19% by 2021. Would I choose another ULEV? I doubt it. Would I encourage other drivers to choose ULEVs? I doubt it. ULEVs will cost the driver just the same as, if not more than, diesel company cars cost today – and they don't suit everyone. In fact they suit very few, so using the BIK system to encourage take up in the UK of ULEVs is a smokescreen to raise the tax take on company cars, especially when the supply of ULEVs in the UK is significantly restricted and the grants are reducing.

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

#### Derek Webb added:

Osborne will have to come up with ways of filling the void. I reckon that, as well as fuel-related BIK rates, salary sacrifice schemes including cars will fall under his microscope.

### REMARKETING

## Lex to close car supermarkets

#### Clive Blackaby wrote:

Having read 'BCA remarketing deal means closure of Lex Autolease car supermarkets' (*fleetnews.co.uk*, April 5), I've lost count of the number of times in

the past 20 years that the company has launched new vehicle remarketing operations, with much fanfare, only to pull out a couple of years later and leave it to the experts (see also page 14).



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# The Ultra Low Emission Zone

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



# YOUR LETTERS

## EMPLOYEE SCHEMES

### PCH recommendation no reason to tax employee

#### Robberg wrote:

Having read 'Fleets warned on affinity schemes for employees' (*Fleet News*, March 31), as far as I'm concerned if you get a benefit by virtue of your employer, then it attracts BIK. But the Government's not stupid; it will be the employer and employee who will pay the price for this.

We run a straightforward scheme where the employee pays BIK on their car and, if they make a personal contribution, that is taken into account in reducing their BIK payment. Salary sacrifice and affinity schemes will dwindle as time goes on.

#### Simon added:

A personal contract hire (PCH) or purchase (PCP) scheme means the money is taken direct from the employee's bank account after they have paid tax on their salary. So where is the tax dodge? If the employer is purely recommending, for example, their current leasing provider for company cars as a 'trusted supplier' to its employees for PCH/PCP, that really isn't a benefit worthy of taxation, surely? If the employer chooses to contribute (they can't with PCH or PCP, anyway) or guarantee the agreement in some way (again, not possible usually) then, yes, that might cloud issues. But recommending a provider for employees still doesn't mandate it – the individual can still choose to use a dealership or another provider.

#### Sage and Onion added:

There's a big difference between a company car driver making a personal contribution and an employee actually paying the full monthly rental, lease or loan cost of the contract. Therefore, I don't see affinity schemes as an employee benefit.

If HMRC stopped faffing around with taxable benefits, then they might encourage more people into work if there was a chance they could earn benefits by way of being employed.



## GREY FLEET

### Telematics solution to cutting own-car costs

#### Miles Keeble wrote:

Having read 'Grey fleet: nothing was off the agenda' (*Fleet News*, March 3), I believe telematics is an ideal way to further cut costs of grey fleet – where initiatives to reduce the use of the vehicle do not work. The business case for installing self-fit devices in cars is straightforward and stacks up without complicated finances. The proposition is the key to its adoption and success: there are plenty of benefits for the driver – and not just financial ones.

## LEEDS COUNCIL SCHEME

### Company cars left out of free ULEV parking

#### Dan wrote:



Having read 'Leeds City Council introduces free parking for ultra-low emission vehicles' (*fleetnews.co.uk*, March 31), I think this is a great idea. It's a shame you can't get a permit, though, for leased or company cars. I was told yesterday that you have to be the "owner".

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**Predicting the scores in my football accumulator**

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**I'd like to be better at sport, particularly golf**

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Official fuel consumption for the SEAT Leon 5DR Range in mpg (litres per 100km); urban 32.1 (8.8) – 68.9 (4.1); extra-urban 51.4 (5.5) – 83.1 (3.4); combined 42.2 (6.7) – 78.5 (3.6). CO<sub>2</sub> emissions 156 – 94 g/km.

<sup>1</sup>Subject to model variant specification and option fitment. Model show is Leon SE Dynamic with the following options: Technology Pack, Nevada White metallic paint, Park Assistance Pack, Panoramic Glass Sunroof, Convenience Pack.



## FLEET OPINION

## BODY DAMAGE

## Time to look again at smart repair

By Mark Llewellyn

“Fleet managers could save thousands of pounds in bodywork repair bills just by implementing a simple pre-assessment process for accident damage. I estimate that at least £9.4 million a year and several months of vehicle downtime is wasted within the fleet management industry by sending cars with minor cosmetic damage to bodyshops for repair when the job could be done for half the price – and far quicker.

It's time to take a fresh look at smart repair. Standards have been driven up significantly since the introduction of the cosmetic smart repair ATA (Automotive Technician Accreditation) in 2012. Today's technicians are highly skilled and smart repair offers a quality, cost-effective and time-efficient way to repair single panel bodywork damage and alloy wheel scuffs at the location of your choice.

On average, a smart repair will cost about 50% less than the bodyshop and the car is off the road for just a few hours compared to several days. While the actual repair itself probably takes the same time, whether it is done by a mobile smart repairer or the bodyshop, we all know that cars sit around in a queue at the bodyshop waiting to be fixed.

We're seeing a rise in business from fleet managers and fleet management companies. For field based company car drivers with minor damage the advantages are significant: the repairer can go straight to the employee's home.

Pre-assessment couldn't be simpler. To start seeing significant savings when a driver reports vehicle damage fleet managers should evaluate the situation applying the following criteria to decide which repair route is the most appropriate and cost effective.

If there are scuffs or scrapes to a single panel, bumpers, wheel arches or alloy wheels, choose mobile smart repair. Vandal scratches are also suitable for this method.

For major crash damage requiring reshaping or panel beating and multi-panel damage, choose the bodyshop route as this type of repair is outside the scope of smart repairers.

This pre-assessment procedure should deliver almost immediate results in terms of spend, vehicle downtime and keeping drivers on the road.”

*“At least £9.4m a year and several months of vehicle downtime is wasted on repair”*



**Mark Llewellyn**  
managing director  
of Revive



**Sean Caulfield**  
criminal defence  
lawyer and partner at  
Hodge Jones & Allen



## MOTOR INSURANCE

## Make sure cover is correct and valid

By Sean Caulfield

“Motor insurance can be a headache for fleet managers, particularly when it comes to renewal. Specialist commercial fleet insurance is the most obvious cover. But what's the situation for personnel using their own vehicle for work purposes?

Not having the right cover can result in prosecution, increased insurance premiums, costly legal expenses and damage to business reputation.

Generally, if someone is using a car to drive to work and other sites, they need business Class 1 cover. Add a named driver for business purposes and it's Class 2. It's Class 3 if they drive many miles and carry business goods.

Having no insurance is a strict liability offence. If a vehicle is stopped by a police officer and found without insurance, there is no defence. At the roadside, the police can impose a fixed penalty, which is usually a fine of £300, and add up to six points to the driver's license. Cases that go to court can result in stiffer penalties, with fines of up to £5,000 and the driver's license endorsed with up to a maximum eight penalty points. In some cases, a driver can be disqualified from driving for two to 12 months.

In the event of an accident, the other driver's insurance company may seek to recover damages. Your insurer is unlikely to pay out if they find any discrepancy between the vehicle use and the policy schedule, resulting in hefty legal bills and worse if the vehicle wasn't insured at all.

Companies that encourage car-sharing to reduce their environmental footprint should ensure their staff have the right cover when driving to work. Social domestic and pleasure (SDP) cover should be sufficient. However, insurers which offer 'commuting' coverage may only pay out on claims made in these circumstances if the commuting coverage is in place.

Keeping insurance companies updated on changes, no matter how minor, and generally erring on the side of caution, is all that is usually required to keep your team covered, legal and on the road. The potential penalties far outweigh the costs. The right insurance cover is a price worth paying.”

*“If a vehicle is stopped by a police officer and found without insurance, there is no defence”*

## ASK NIGEL

In our regular feature, Nigel Trotman, *Fleet News* Hall of Fame member and two-time *Fleet News* Award winner, gives advice on your fleet challenges and queries.

## FUEL CARDS

**Q** "I am reviewing the fuel card market as I'm not happy with my current fuel card provider – the number of outlets is getting smaller and the management information available is inadequate. How can I make sure I choose the right provider? What are the pros and cons of going to a fuel card reseller versus going direct? I would also like your advice on whether a pump price deal or a fixed price (Platts) one is best. How do I decide which will bring the biggest savings?"

**A** Your question illustrates what I see as one of the major challenges of the fuel card market – it is relatively complex and therefore difficult for fleet managers to fully understand. If anything, the complexity has increased in recent years with the entry into the market of new challengers that go beyond the traditional parameters of the service to embrace wider business mobility. I see this as generally positive, as the new generation of mobility managers will need services such as these if they are to be effective in their roles. While this has not made choosing the right supplier any easier, it does underline the importance of not viewing fuel cards as a standalone product.

The issue of the quality and effectiveness of management information is also a key one. I have vivid memories of ploughing through masses of fuel card data trying to produce meaningful analysis for a customer only to find that the quality is variable, at best. That is before we consider the difficulties of effective mileage capture at point of sale.

I would say the best way to choose the right provider is to ask yourself exactly what you want from them and base your selection on how they can meet these criteria, using existing customers as references. This latter point is particularly important in terms of the quality and effectiveness of the management information you wish to receive.

In terms of your requirements, is effective national coverage a key factor, is cost control the main driver or do you really need effective mileage capture as part of a wider expenses policy, for example?

Naturally, the nature of your fleet will also be a factor, as some cards are more effective for fleets with a high LCV content. I have experienced the reluctance of some company car drivers to use what they see as "truck stops", for example.

Depending on the size of your fleet, there may well be

*"The best way to choose the right provider is to ask yourself exactly what you want from them and base your selection on how they can meet these criteria"*

a role for one of the very effective resellers. These will probably add more value for smaller fleets – fewer than 250 vehicles – as they are likely to be able to create a tailored solution to meet your requirements and potentially secure a deal that is better overall. At the very least, I would certainly have a conversation with one or two to understand where they could add value (accepting that they have to make their margin too).

A reseller may also provide a view on the best approach to pricing. However, in my experience, use of any fuel card will not necessarily deliver big savings through pricing alone, so don't focus too much on that. The real savings come from using effective management information to influence driver behaviour – the fact that they are being monitored always has a positive effect.

■ The next Ask Nigel will be in the May 12 issue

Nigel Trotman 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.

He is secretary of ACFO Midlands and is an ICFM board member.

Do you have a fleet challenge you would like Nigel to answer?  
Visit [fleetnews.co.uk/asknigel](http://fleetnews.co.uk/asknigel) or email [fleetnews@bauermedia.co.uk](mailto:fleetnews@bauermedia.co.uk)



# QUITTING

## LETS NICK BREATHE EASY



### Aiming to halve corporate emissions and save £140,000\* on contract hire and fuel.

By quitting a conventional fleet for petrol full hybrids, Nick is helping to cut Itec's CO<sub>2</sub>, NO<sub>x</sub> and particulate emissions by 50%. Thanks to lower BIK, drivers will also pocket average tax savings worth £1,200 each over the next three years. And, as contract hire and fuel costs will also fall by £140,000, Nick can breathe easy too.

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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# ONE WEEK TO BUILD A FLEET

YESSS Electrical's fleet has been vital to the company's success, but when Paul Holden joined the fold, it didn't even exist. *Gareth Roberts* reports

**R**unning an accident repair business and operating an outsourced fleet management service, Paul Holden was happy with his lot.

A mechanical engineer by trade, he had established the repair business in the 1980s before branching out into fleet management.

However, that was about to change for good when in 2012, while on holiday in the Canaries, he received a call from a former colleague.

"He said to me 'we need somebody who can help us with the fleet and we need help very quickly,'" Holden explains.

He was being offered a blank piece of paper to establish a fleet for a new venture which was geared for massive growth, but required a fleet of cars within a matter of weeks. It was a challenge Holden couldn't resist.

The new business was the brainchild of Adam and Ashley Mackie, grandsons of Thomas Mackie, an ex-GEC employee and former Royal Air Force radio operator, who founded City Electrical Factors (CEF) in Coventry in 1951.

It grew into a multi-million pound global operation but, following their grandfather's death, a complex family fall-out and an even more complex court case, the pair were free to build an electrical wholesale business.

"The first meeting was held at Heathrow, because people were flying into the country from all over the world," says Holden.

The Mackies had hand-picked a team to deliver YESSS Electrical (the YESSS stands for Your Electrical Supplies, Service and Solutions) and Holden's role was to provide the cars and vans for the business to grow at a rapid rate.

"I was told they needed 50 cars in a week," he says. Luckily, he could tap into more than 30 cars he was running through his accident repair business. The rest would have to be purchased outright.

Contract hire was not an option; there was no credit history for the new enterprise, there wasn't even a footprint, just a business plan and a war chest of several million pounds.

Holden decided to base himself out of his existing office just outside Doncaster and, with the business starting to recruit, cars were quickly seen as an important tool to attract the best talent to drive it forward.

He says: "Right from the beginning, the brief was they wanted drivers excited about the vehicles."

It was essential to establish terms with the major manufacturers and get funders on-board. Holden explains: "You have to build relationships and structure quickly, because otherwise it's just chaos."

A manufacturer contact suggested TCH Leasing speak to Holden.

"They surprised me," says Holden. "I think, because we were so transparent in what we were doing and who we were, they were prepared to get involved."

TCH Leasing was quick to get manufacturer support and, with the first 40 vans on order to be purchased outright, offered to take the risk and contract hire 30 of them instead.

"It was tremendous," he says. "Instead of having to spend £500,000 on 30 vans, I could contract hire them, fully maintained and at the right money, which meant it was less of a drain on the business."

There was however, still the problem of insuring a fleet with no claims history. "I think I met every insurance company in those first few weeks," says Holden.

By using the claims history and the fleet policy of his own business, he was able to persuade a number of insurers to offer him terms.

The pieces were beginning to fall into place, but there was still the small matter of delivering the company's first liveried van for a launch party.

It would be the star attraction and would be unveiled at the company's new Castleford headquarters in front of 80 influential guests.

The owners wanted a livery to shake off the traditional image of the industry so they employed the services of a top designer







Paul Holden couldn't resist the challenge of establishing a brand new fleet in a matter of weeks



*"Right from the beginning,  
they wanted drivers excited  
about the vehicles"*

Paul Holden



Paul Holden's task was to establish a fleet of tempting vehicles that would attract talent to the company





## FACTFILE

**Organisation** YESSS Electrical

**Fleet manager** Paul Holden

**Fleet size** Cars – 400, vans – 150

**Funding method** Vans – contract hire, cars – mix of outright purchase, 28-day-plus hire and contract hire

**Replacement cycle** Vans – three-four years/90,000 miles, cars – mixed terms

**Brands on fleet** Vans – Ford and Mercedes-Benz, cars – most major manufacturers

**Average CO<sub>2</sub>** 110-120g/km



and insisted on a van finished in black metallic paint.

However, getting a Ford Transit in black metallic paint wasn't going to be easy when faced with a lead-in time of more than 16 weeks and the 'big reveal' only a couple of months away.

Holden managed to source a long-wheelbase unit for £19,000 and had the vehicle ready to go just days before the launch.

"That was the first time it felt like YESSS existed," he says. "It was a tangible asset; it was a YESSS van."

Within the first year, the fleet had grown to more than 300 vehicles, with 250 cars and 80 vans serving 80 branches located across the UK.

Four years later and the fleet has almost doubled in size. The company now operates some 400 cars and 150 commercials, and the number of branches has grown to 95, with a further 25 in the pipeline.

In terms of commercial vehicles, the fleet is currently split 50:50 between Ford and Mercedes-Benz, with Holden using a mix of Sprinters, Citans, Transits and Transit Connects to deliver the goods.

But in the company's first year the commercial fleet was Ford only, as Holden got to grips with choosing vehicles that would be fit for purpose.

He says: "The thing about the electrical wholesale industry is everything is in three or four metre lengths, like conduit.

"You can get a 3.1-metre length from back seat to back door on a long wheelbase Transit – in a Transit Jumbo you can get 4.25 metres."

However, delivery times needed to be addressed. With the company growing at such a rate, YESSS Electrical required two or three vans a month so, with TCH Leasing's help, suppliers were persuaded to have vans on standby.

This meant that as soon as a branch was opened Holden could have a vehicle ready within the week.

He says: "We're still doing that now. We've currently got YESSS vans in stock at Ford Huddersfield and Northside Truck [and Van] Leeds."

The vans are all on contract hire and fully-maintained through TCH Leasing on a three-year/90,000-mile replacement cycle.

Holden has made safety a priority for the YESSS van fleet, insisting on all commercial vehicles being fitted with reversing cameras

## CAR CHOICE 'VITAL TO RECRUITMENT DRIVE'

Company car choice at YESSS Electrical is seen by senior management as a vital tool in recruiting the right staff to drive the company forward.

When the company was first starting out, cars were purchased outright, but Holden now employs a mix of short-term leases and contract hire.

With 400 cars on the fleet, some 60 vehicles are still owned outright and 40 units are on contract hire, but the remaining 300 cars are on a '28-day-plus' lease arrangement.

Holden is a big advocate of 28-day-plus funding. "When you weigh up the flexibility it offers you in a volatile employment market against being tied in for two or three years, it's fantastic, while costs are comparable to a longer lease," he says.

YESSS sources cars under this funding method through Cars On Demand, Global Fleet, Arnold Clark and TCH Leasing.

Vehicles are divided into groups and are quoted on the initial term and monthly mileage, with maintenance included. The car is provided until the end of the agreed term, when it is either returned, extended or swapped for another car.

Holden says: "We avoid any early

termination costs and it means employees have cars ready to go from the off, without having to wait for them to be delivered."

Every new starter is immediately enrolled on to the 28-day-plus scheme. Once established at the company, a more traditional contract hire arrangement is made available to them through Alphabet or TCH Leasing.

Replacement cycles and mileages vary on contract hire. Holden explains: "The owners would like the fleet to look as new as possible within the budget available so that's what we've had to facilitate."

He has tried to introduce a more traditional banding-based choice list, but says "senior management don't want to restrict choice while the company is still recruiting".

Cars are also seen as an important tool for driving the aspirations of existing staff in a company which prides itself on promoting from within its own ranks. "The cars in the car park are important," says Holden.

Average emissions are 110-120g/km despite YESSS not having an emissions cap. "Due to benefit-in-kind tax levels, low-emission vehicles become self-selecting," he says.

and sensors, and an audio warning system. All vans are also fitted with telematics, with Holden having an overview of operations, while each branch has access to the system to manage its own vans.

Drivers must be over 19 years of age and have held a full driving licence for 12 months. Every driver also has to undergo regular eyesight tests and, while new drivers have their licence checked via the DVLA online system, all drivers have their licence checked every six months by the Licence Bureau.

"If a driver hits six points, we would then decide whether to send them on a driver training course or not," explains Holden. "All new drivers will do an online test and then additional training will be provided where necessary."

The focus on safety has paid dividends for

YESSS, with its accident frequency rate at 18.9% per 100 vehicles in 2015. It has also been accredited by the Fleet Operator Recognition Scheme (FORS), receiving the bronze award and currently awaiting a decision on its application for the silver standard.

The fleet has come a long way since Holden received that phone call in 2012. YESSS Electrical is now one of the UK's fastest growing companies and is the fourth largest electrical wholesaler in the UK, employing 800 people and delivering an annual turnover in excess of £160 million.



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CCIA is the only place to drive, compare and evaluate over 300 vehicles back to back on unique test tracks not usually open to the public.

Company Car in Action, held at Millbrook Proving Ground, Bedfordshire, on the 14-15 June will offer fleet decision-makers access to an unrivalled range of vehicles to test, and for some, the first opportunity to see and drive them in the UK.

Millbrook offers a unique opportunity for participants at CCIA, as the tracks used at the event are specifically designed to

simulate "real world" driving conditions, unlike a lot of other venues or events, which take place on a race track or even the public road.

Millbrook's tracks allow for delegates to test a number of cars, within a short space of time, in a controlled, safe environment that demonstrates the abilities of the vehicle in motorway, A-Road and urban settings.

The premier driving event for fleets in the UK, CCIA also offers a chance to get involved with and better understand the big topics of the day in the Great Debates, as well as enhancing knowledge of other fleet suppliers with exhibitor stands.

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# NEW MODELS BEING SHOWCASED AT CCIA 2016 INCLUDE:



## JAGUAR F-PACE

The new Jaguar F-Pace SUV will be at Millbrook, with attendees able to test the car on the off-road route at the proving ground as well as the road loops.



## MERCEDES-BENZ E-CLASS

The new Mercedes-Benz E-Class is the company's most advanced saloon to date, and it will be available to drive at Company Car in Action.



## RENAULT MEGANE

Renault has confirmed the new Mégane, due to be launched in the UK this summer, will be available for test drives at Company Car in Action.

**MORE TO FOLLOW...**

## THE GREAT DEBATES

Taking place across the two days, there will be a debate each morning at CCIA. Held in the exhibition hall, these open forum debates encourage interaction with fleet operators and help to inform and educate on two of the hot topics facing fleet managers in their roles.

**TUESDAY 14TH JUNE**

### THE ACFO FINES DEBATE

Fines can be the bane of any fleet manager's life, and research suggests the problem is getting worse. So what can you do about it? How can you reduce the cost to your company? Chaired by Caroline Sheppard, chief adjudicator for the Traffic Penalty Tribunal, this debate will look at the problem, consider who's to blame, identify the potential solutions and assess the role of the leasing company in helping fleets to resolve the issue.

**WEDNESDAY 15TH JUNE**

### THE GREAT FLEET MANAGEMENT DEBATE: IN HOUSE OR OUTSOURCE?

In-house or outsource is one of the biggest debates in fleet. Views often centre on a fleet's core purpose, e.g. perk cars of job-need vans, on a business philosophy over risk and control, or from a previous bad experience of one of the options. Most fleets sit somewhere in the middle, retain some functions in-house and outsource some to a leasing or fleet management company. This debate will look at the options, ask which is best for you and consider some of the pitfalls to avoid.



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# SUSTAINABLE RELATIONSHIPS COME FIRST

Keith Townsend won't enter into price wars and is focused on long-term business, *Christopher Smith* reports

If you can't find the perfect leasing company, starting your own perhaps isn't the most orthodox way of solving the problem. But for former procurement consultant Keith Townsend, now managing director of Agility Fleet, the approach paid off.

Twelve years on, the company he helped launch has a place in the FN50 (number 41), more than 2,500 vehicles on its risk fleet and a £10 million annual turnover.

Townsend explains: "I've got a background in procurement and operations management, and took a role to provide some procurement consultancy for someone running a business with around 500 vehicles.

"They were funded by a number of providers, some outright-purchased, some with maintenance agreements, but it was in a real pickle.

"At that point, we began to investigate setting up our own leasing company. From a buyer's point of view, what do we really want to get from a leasing provider? I've been frustrated as a senior purchasing guy working in big organisations by suppliers in all kinds of industries promising the earth but not delivering."

Townsend brought in expertise from the fleet industry to help establish the firm – initially beginning by supplying the client that inspired the business, then branching out to serve third party customers.

Today, that client is still important to Agility, but represents only 20% of its risk fleet.

Agility Fleet received the FN50 customer service team of the year award last November.

Townsend says: "We were constantly getting really good testimonials from our customers. We've come a long way to gain our reputation, and we'll go even further to keep it.

"It's someone independent saying we are as good as we think we are. Some of the factual benchmarking in the FN50 survey includes emissions, damage recharges, excess mileage charges, and it's been really nice to see our charges are some of the lowest in the industry."

Townsend credits much of the company's success to a keen focus on the 'back end' of a contract hire deal.

"We're very sensible with end-of-contract recharges. We assess every vehicle at our premises, we don't use third parties. We understand that they are company cars – tools of the trade – and that their condition will reflect that.

"We won't always be the cheapest on our rentals, but we want fleets to understand the iceberg model – all the hidden costs beneath the surface. If you consider the total cost of ownership, we should be competitive.

"We factor in the customer and the nature of their business when issuing charges. When you've dealt with a customer a while, you begin to understand how their vehicles tend to come back, and can set future rates accordingly. If a customer has vans in construction sites, you expect them to

## FACTFILE

**Company:** Agility Fleet  
**Headquarters:** Bromsgrove  
**Managing director:** Keith Townsend  
**2015 FN50 Position:** 41  
**2015 FN50 risk fleet size:** 2,596  
**Established:** 2004

**£10m**  
Agility Fleet's annual turnover

**2,596**  
risk fleet, up 26% in a year



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





*"Our approach to remarketing is one of the reasons we can compete. We turn cars around exceptionally quickly, and with good returns"*

Keith Townsend

be in a worse condition than someone delivering flowers."

The 'vast majority' of businesses supplied by Agility Fleet operate between 10 and 200 vehicles, with only a few having a dedicated fleet manager.

"We'd always had a focus on the personal way of doing things", Townsend says. "In the majority of cases, our clients are single-source with us, but if they dual-source we are more often than not the larger player."

Townsend explains that new customers will continue to be looked after by the new business team for at least the first 12 months of a relationship.

"It's one of the things I got frustrated with as a buyer. You'd build up a relationship with your salesperson, then once they had your business you would be passed on to someone else" he says.

"Yes, you want a cheap rental – but everyone wants a cheap rental. You want good customer service, you want to speak to the same people every time."

As the customer base has grown, Agility has expanded its team. It recruited a sales director just over a year ago, which Townsend described as a 'big step' for the firm.

The company's expanded sales team means it can take advantage of new opportunities – it now has greater capacity to respond to tenders.

"Tenders are certainly a key part of what we're doing going forward. We previously didn't have the resource to put the right amount of effort in to win a tender and perhaps in the past may not have had the capacity to deal with some of the larger contract wins.

"If fleets want to go into a price fight when tendering, we don't want to get into that. We'd much rather work with a smaller organisation where it's not all about price."

A reluctance to fight on price means long-term, sustainable relationships are a focus for Agility.

"We don't just want to supply one vehicle, or one vehicle and its replacement. We want a long-term relationship. We want to make our customers lives easier", explains Townsend.

## GROWING RISK FLEET

It's a view echoed in his approach to growth. The business has seen good increases in its risk fleet size in recent years – 2015's FN50 listing reports 2,596 vehicles on fleet – a 26% increase on 2014's figure. It's a significant increase on its 2011 figure, upon entering the FN50, with 1,339 vehicles – but Townsend insists he is not chasing numbers.

"We did a bit of courtesy car business in the last couple of years, but we're not actively renewing those deals. Year to date, we're ahead of target.

"We don't want to grow with ridiculously cheap rentals as that's just going to hurt us when they come back – we're looking at the longer-term picture. This year is more about good retention rates, and profitable growth, but I don't expect our FN50 figure to increase significantly in 2016's results."

Growth by acquisition has not been ruled out – but Townsend says it is difficult to find good acquisition targets.

"What we tend to find is brokers that are available – but we're trying to build our risk fleet, so it's not really what we're interested in, and there's not much tangible value.

"We would look for a smaller opportunity, but it's very difficult to find small leasing businesses for sale. We have to investigate their reasons for selling, the value in their book and their maintenance plans.

"We've been very acquisitive in our sister training and consultancy business, and if we could do the same in fleet we'd love to."

## COMMERCIAL VEHICLES

Agility's risk fleet is currently around 85% car and 15% LCV, and Townsend sees commercial vehicles as a profitable growth sector.

He adds caution, however. "It's also a difficult sector – but we've made some good inroads with vans over the past couple of years, which accounts for some of our recent growth.

"Understanding what the customer needs is the key challenge. It is less price sensitive, and finance options become more interesting, getting into finance lease and contract purchase, but we've become better at understanding those different types of products.

"We look very carefully at unusual vehicles to ensure we're correctly judging the residual."

Townsend believes Agility Fleet's approach to residuals and remarketing is one of its key areas of differentiation.

"We don't make too much on the finance, but tend to set conservative residuals with fair contract charges."

Agility Fleet's average contract length is around 38 months/52,000 miles, with most of the fleet in C and D sector and very little in small cars and prestige.

Townsend says: "If you get the residual wrong in prestige it makes much more of a difference so we try and take a sensible position at the front end.

"We've got a really strong penetration of fully maintained vehicles, so we know the vehicles that are coming back have been looked after, and we buy maintenance through the Fleet Assist network, so we know the costs are competitive."

Agility prides itself on the speed of turning around its well maintained, average mileage cars back into the used market.

"Our approach to remarketing is one of the reasons we can compete. We turn cars round exceptionally quickly, and with good returns. We ship very few to auction and mostly deal directly with traders."

Vehicles still go to auction, but only in a few cases. The exceptions tend to be cars in Northern Ireland and in far-flung corners of the country.

"We know what vehicles are coming back, and try to convert the vehicles to cash generally in around a week. It's something that we've always done, and we don't get them away cheaply either.

"If we've had a car sitting around for two or three weeks, only then do we begin to get worried. The challenge for us is to deal with that effectively as we continue to grow."

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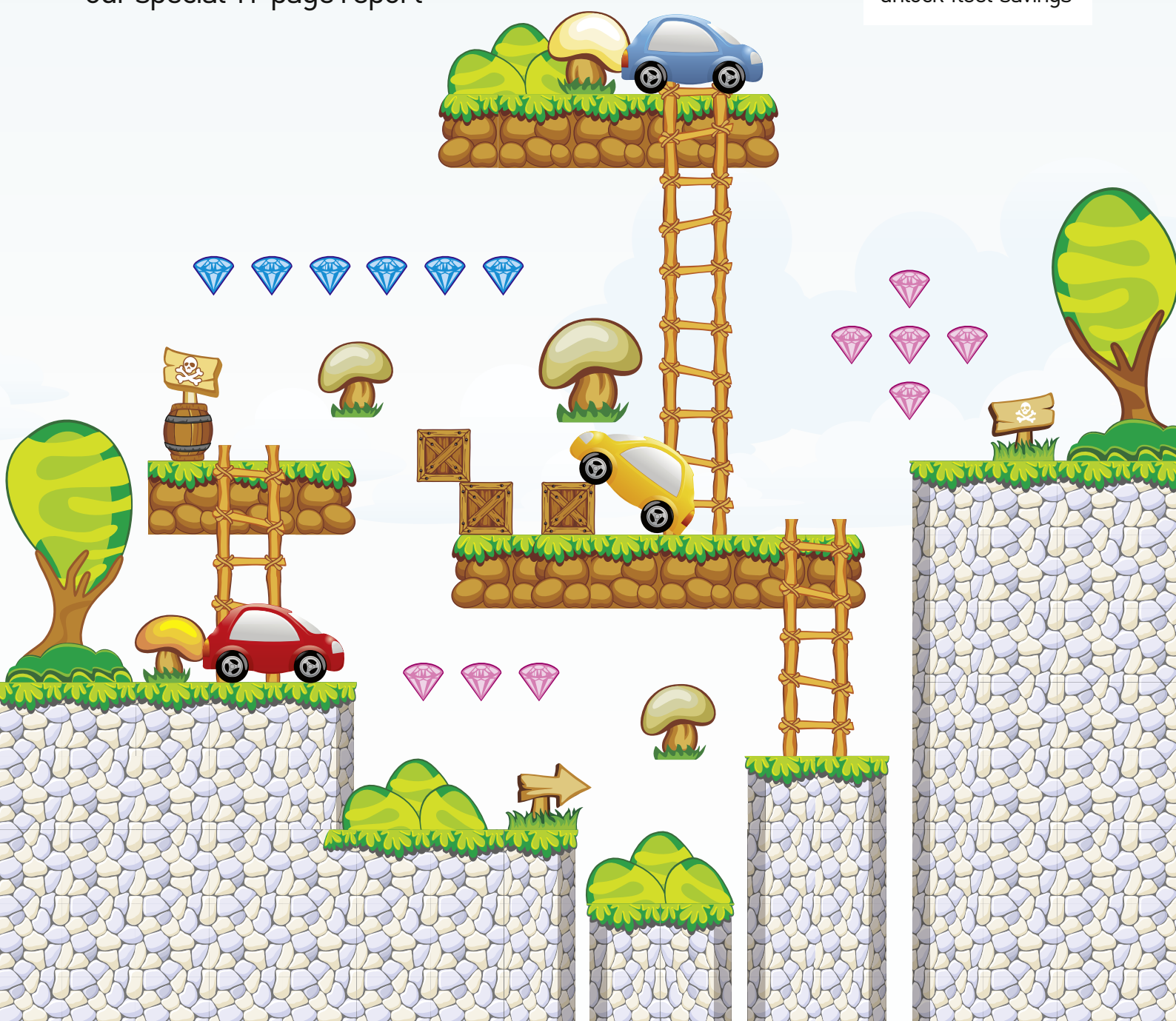
## INSIDE

**38** | Getting the message across to drivers is key to policy success

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# Getting the message across to drivers is key to policy success

Even the best initiatives stand a chance of failing if they are not communicated correctly to drivers. *Andrew Ryan* reports

## NEED TO KNOW

- Finding right method crucial to success
- Interactive communication is often very effective
- Message may need to be repeated

**H**ow important is effective communication to the operation of a fleet? "Vastly," says Peter Eldridge, director of the Institute of Car Fleet Management. "If people don't buy in to something, then it doesn't matter how good it is, it's never going to happen."

Failure to communicate properly can undermine policies and initiatives, but get it right and fleets will reap the rewards: initiatives, whether safety, cost saving or duty of care, are much more likely to succeed.

"Driver engagement, in my experience, is one of the biggest issues faced by companies," says Geoffrey Bray, chairman of the Fleet Industry Advisory Group.

"Too often there is an assumption that all an organisation has to do is issue a company car or van handbook and drivers will read it and know exactly what they should be doing.

"That is simply not the case. Over a 50-year career in fleet I've seen, and continue to see, how vehicle-related problems have occurred simply because fleet decision-makers have failed to communicate properly with drivers. That then has a direct impact on business efficiency and fleet costs."

Bray feels that with the technology available today there is no excuse not to have an interactive driver communications strategy that will enhance the efficiency of the fleet.

This strategy should include a multitude of different mediums such as intranet and email, as well as more traditional ways of communicating such as meetings and posters.

"The best companies we work with use all of the mediums," says Will Murray, research director of eDriving Fleet.

"They also realise that communication is not a one-off event where you say 'here's the vehicle' and then you've done your job. It has to be an ongoing process."

Murray says it is important to make sure the communication is targeted and relevant.

"Recently, one of our clients identified through DVLA licence checks that speeding was an issue with its drivers, so it was able to distribute information and online training on that," he says. "Before Christmas it also identified bad weather and winter driving as a risk, so everyone received online coaching on this."

"Another company has taken on a lot of young apprentices, so it has got an increasing issue with younger drivers and it has been focusing on them through face-to-face meetings, workshops and online coaching."

Identifying drivers to target can be done in a variety of ways, says Murray. "It could come from an online risk assessment, or analysing claims data, licence check data or HR data," he adds. "It might even come from the demographic profile of employees: there's a whole load of different ways to target."

Once a fleet operator has identified its message and who it wants to communicate it to, the next step is to consider how it should get that message to them.

"In one business, something like a poster campaign on the company noticeboard could work well, but in a transportation business where people don't really commune in any one area, that won't work at all," says Eldridge.

"So finding the right method of communication for your business is vital: there is no one approach that will suit every company."

Different communication strategies may also be adopted, depending on the nature of the fleet.

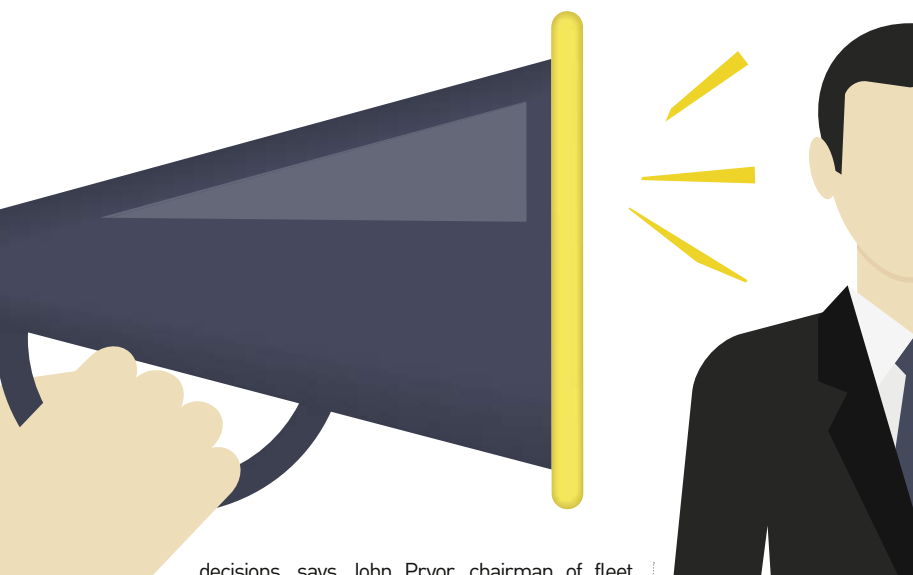
For example, with a user-chooser fleet where the company car is seen as a key employee recruitment and retention tool, it may be important to work closely with the HR department to devise and communicate strategy and subsequent policy

## SAMPLE 12-MONTH FLEET SAFETY COMMUNICATIONS PROGRAMME

MONTH	NATIONAL ROAD SAFETY ISSUE	COMPANY TOP 10 ISSUES
January	Fatigue	Why work-related road safety is important
February	Driving in snow	Programme launch/pledge/declaration
March	Mobile phones	Slow-speed manoeuvring
April	Seatbelts	Rear-end collisions
May	Drugs and driving	Hit while parked incidents
June	Summer driving	Incident reporting
July	Young driver road safety	Family member safety
August	Speed	Incident costs
September	Holiday driving/child restraints	Time of day incidents
October	Flexible topic	Theft and vandalism
November	Winter driving	Higher speed incidents
December	Drink-driving	Glass and windscreen damage

Source: eDriving Fleet





decisions, says John Pryor, chairman of fleet operators' association ACFQ.

"The communications strategy adopted may also be dependent on the seniority of the fleet decision-maker in the business and their level of industry knowledge and experience," he says.

"For example, a relatively inexperienced and junior employee may feel that they have to communicate frequently with their managers on all decisions, whereas an experienced full-time professional fleet manager may feel that sending out a memo may be enough for all but the most important policy changes."

The effectiveness of any communication can also be improved by striking the right chord with its recipients, according to Nick Webb, fleet manager of Miller's Vanguard.

"It would be brilliant for all fleet managers that if you send one email or bulletin to drivers it has the impact you want, but it doesn't," he adds.

"It's more of a drip-drip effect; it has to be gradual. I may send the same message out four times, but I'll send it out differently for different people, because not everybody reacts to the same story in the same way."

Miller's Vanguard's headquarters is in a 20mph zone, with a school nearby.

"The road is also the main rat-run for people to get to the motorway, so it was obvious to send out a bulletin saying it's a 20mph zone for a reason," says Webb.

When he first did that, he wanted the message to be hard-hitting, so used a poster of a child's face which at that time formed part of a national campaign.

"It was half-child, half-skull and that got the impact I was looking for," adds Webb. "The next email equated the impact speed to falling from a height. So in other words, if you hit somebody at 20mph, it's the same as falling from the second-storey of a building."

"We did that because people may not be very good at equating distance but they can visualise the height of the second, third or fourth storey of a building. It's all about trying to understand how other people think. Different people think differently. If someone has a young family, you can equate it to them taking their child to school, and a driver hitting them at 30mph."

"They think differently to a single guy who is in his 20s and doesn't have kids. However, he can look up at a building and think 'if I fall down from that height...'"

As well as tailoring messages to appeal to different groups of employees, fleets can also use seasonal or topical issues to keep employees interested.

"There is a danger that you can do too much and people will stop taking notice of what you are saying," says Murray.

"You can avoid this by having some kind of rolling programme (see panel, page 38) which can be used to get messages across at appropriate times."

*"Finding the right method to communicate your message is vital: there is no one approach that will suit every company"*

*Peter Eldridge, Car Fleet Management*



Keeping drivers informed:  
[fleetnews.co.uk/  
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## SPONSOR'S COMMENT

**Andy Cuerden, managing director,  
eDriving FLEET**



We are delighted to support the *Fleet News* feature on driver communication and engagement. Now is particularly timely as we join forces with eDriving and Mentor eData to form a world-leading

risk management business, supporting organisations of all types and sizes across the globe to lead their people to safety.

Based on our experience over many years, helping managers engage and communicate with drivers, operators and riders through a whole range of channels is vital. Online tools, e-learning, one-to-ones, emails, toolbox talks, WebEx, social media, games, videos, events such as Road Safety Week, team briefings, communications calendars, magazines such as *onemoresecond.net*, risk assessment and coaching all provide opportunities.

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# ways to communicate with drivers

From vehicle handovers to social media, we look at the different methods fleets use to get their message across to drivers. *Andrew Ryan* reports



## DRIVER HANDBOOKS

Driver handbooks are the traditional way to communicate fleet policy to drivers and should contain information such as restrictions on vehicle use, fuel, use of company vehicles outside the UK, fixed penalties, insurance cover and business mileage.

They can also include guidance on licence checks, driver behaviour, use of mobile phones and in-car devices.

However, this means they can often be large, unwieldy documents.

"When I was a lot younger, fleet policies used to be about five inches thick, weigh about 10kg and you were told 'read that, you'll know everything', but that isn't good enough in this day and age," says Peter Etheridge, director at ICFM.

"If you go on Ebay, or a similar site, there are all those terms and conditions, and most people click the 'accept' button without reading them. So why would we think our drivers are reading a lengthy document?"

"No one is going to read it and you can guarantee that in the middle of it there will be something very important."

Gateshead Council deals with this potential issue by giving drivers a small handbook that addresses areas such as vehicle load, driving styles and daily walkaround checks.

"Its brevity ensures drivers will read it," says Graham Telfer, fleet manager at the local authority.



## LINE MANAGERS

Line managers and other senior members of staff should lead by example when it comes to safety initiatives, says Will Murray, research director at eDrive Fleet.

"They need to champion them, manage them, do them themselves and support them," he adds.

"There are loads of companies who have introduced really good risk management programmes and, as well as having a positive impact on collisions, they have improved the reputations of those businesses. Some initiatives have also enabled individual managers to get promoted on the back of their success, so there are lots of benefits."

At Gateshead Council, whenever there is a change to procedures or any aspect of operational road risk, toolbox talks are created and communicated to drivers by line managers. Drivers must sign to say they understand the information provided.



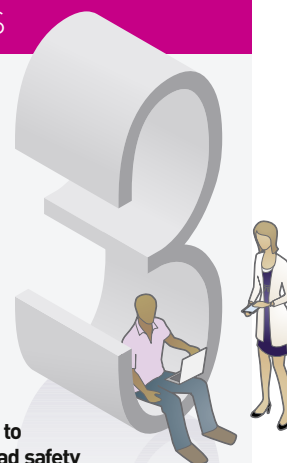
## DRIVER PACKS

Kelly Group issues its drivers with winter packs to raise awareness of safety issues in bad weather.

The packs include equipment such as an ice-scraper, de-icer, sunglasses and a tyre pressure gauge.

"Having this equipment should make them safer, but the big drive behind it was to promote discussion to get them thinking about road safety over winter," says Dermot Coughlin, operations director at Kelly Group.

"We are employing engineers who have to drive for their job. The packs are a tangible gift to them and are not a lot of money when you consider the safety benefits of both having the equipment and making them think about how they can be safer on the roads."



Focus on the positives to improve driver behaviour:  
[fleetnews.co.uk/positive-driver-behaviour](http://fleetnews.co.uk/positive-driver-behaviour)



*"Driver packs are a tangible gift and are not a lot of money when you consider the safety benefits"*

*Dermot Coughlin, Kelly Group*





## STAFF INTRANET

Intranet sites can be used to convey policies and other fleet-related matters to employees.

For example, Bauer Media company car drivers who log on to the company's intranet can access information on subjects such as driving at work policy, mileage rates, maintenance guide, insurance and safety advice.

Britvic also uses its intranet to influence employees' company car choice by producing special offers and encouraging staff towards lower cost and lower emission vehicles.

"People like to be told what they should be buying, either through third-party reviews or by us – it's informed decision-making," says Will Smith, rewards and benefits manager at Britvic. "They like to know what best fits their needs."

Using the intranet to promote offers has allowed Smith to secure better terms with car manufacturers, despite adding more brands to the fleet.

"We make manufacturers understand that internal promotion impacts take-up: the ones we advertise to employees are the ones they order," he says. "So we go back to them for better commercial terms and ensure that those are the ones we promote internally."



## PRESENTATIONS/WORKSHOPS

Outside organisations are often used by fleet operators when they want to promote a message or new initiative to employees.

Peter Shields, assistant road safety officer at Cheshire Fire and Rescue Service, says an increasing number of fleets are asking the organisation to deliver presentations for the benefit of their staff.

"Companies have a duty of care to their employees to provide them with health and safety information and, while fleet managers can provide this, information coming from the fire service or police will perhaps carry more weight," he says.

"There's also an element of trust with us because if we go and deliver something it will be right: we're not going to go and say something when in actual fact it's something different."

Workshops proved a useful way for South & City College Birmingham to educate staff when it introduced its salary sacrifice scheme with TCH Leasing in October 2012.

"We'd been running more of a PCP-type car lease scheme, but the number of people taking that up dwindled," says Mark Jenkins, the college's executive director of HR.

"Around that time we merged with another college, so we, as a college, had made a decision to take all the staff away on three training days so they all understood what the culture of the new college was going to be.

"That was an ideal opportunity to launch the scheme, so TCH provided us with information which we were able to pass on to our staff, as well as details on how to use the website it had set up to get quotes and further information."



## VEHICLE HANDOVERS

The Rugby Football Union took delivery of 90 Mini Countryman models last year for use by its community coaches.

These were handed over at two events: one was at the Cunard Terminal at Southampton docks, with the other at Thorne, the BMW and Mini distribution centre in Doncaster.

"At these handover days we demonstrated the cars to the coaches," says Alisha Bird, fleet co-ordinator at the RFU.

"We had support from the retailer that handles all our new orders. We did some history about the vehicles and a BMW and a Mini specialist came in and told them more about the functions of their new cars."

The handover days also proved an ideal opportunity to get the fleet department's message across to the drivers. "We demonstrated what an asset the car was for them to be able to do their job and what it represented as a financial asset to the RFU," says Bird.

"We told them about our accident stats, showed them some of the worst photographs we could find, how much the repairs cost, what that represents to us as an organisation and what, if we were able to save that money by reducing the cost of the incidents, they could achieve in their own roles with that money.

"It wasn't just a case of taking the keys back from the drivers and giving them another set of keys."



*"Companies have a duty of care to their employees to provide them with health and safety information"*

*Peter Shields,  
Cheshire Fire and  
Rescue Service*



## EMAIL

The nature of Miller's Vanguard's business means fleet manager Nick Webb doesn't see all of the food industry equipment supply and maintenance company's drivers very often. "Email is the easiest way of reaching most people in one go," he says. "If you use the telephone you can reach one person if you're lucky, which means you've got to replicate it 250 times to have the same reach.

"The other upside with email communication is you not only get to the guys who drive company vehicles, you can contact all employees, so we are not just talking about those with company vehicles, we can communicate a general ethos of driving a vehicle whether it be in private life or for business."

Webb tailors his messages depending on the staff he sends emails to, while he also varies the topics to ensure drivers do not lose interest in the bulletins and simply delete them without reading.





## SOCIAL MEDIA

REL Marketing has embraced Yammer, a social media platform specifically designed for business use, to communicate with drivers.

Its fleet team uses it to send out road safety messages as well as news such as the abolition of the paper counterpart to the photocard driving licence, which appear on the home screen when drivers first log into the platform.

"It's been really good for raising the profile of the fleet department," says David Millar, procurement manager at REL Marketing.

"But what I don't want to do is become a nuisance to people. We want to give messages to drivers, but we don't want to pester them."

One example of how using Yammer has proved effective is when the company used it to address concerns over diesel particulate filters (DPFs).

"We sent out a message about the DPF warning light because we had a number of issues with drivers plodding round town and chocking up the DPF filters – it's expensive to get them regenerated or replaced," says Millar.

"We asked 'ever wondered what this symbol means?' with a picture of the DPF warning light, and then we explained what it means and what they need to do to get rid of it."

"We had a number of responses like 'we never knew what that meant, we appreciate that'. Drivers enjoy reading that sort of stuff because it affects their day-to-day lives."



## SPECIFIC EVENTS

Events such as Brake's annual Road Safety Week, which takes place each November, can be used by fleets to engage drivers.

More than 10,000 organisations and individuals registered to take part in Road Safety Week last year.

"It's the UK's biggest road safety event, it's a huge thing to take part in," says Ellie Pearson, engagement officer at Brake.

"People do internal things but a lot of people are going out into schools, running community events, working in partnerships with local emergency services to do some really great events that benefit more than just their organisation."

Other major events, such as this year's football European Championship, can also be used as a "hook" says Will Murray.

"Big sporting events can have a massive impact on road safety," he says. "In America, the Superbowl has a big effect. For example, the collision rate among supporters of the losing team is always higher."



*"Showing someone who has real-life experience of losing someone makes it inescapable"*

Graham Telfer, Gateshead Council



## VIDEOS

Gateshead Council has found that videos can be a high impact method of communicating safety issues to drivers.

"It doesn't matter what walk of life you're from, 20 minutes after sitting in a classroom listening you just switch off," says Graham Telfer, fleet manager at Gateshead Council.

"We use videos produced by Brake in which someone has unfortunately experienced a road accident, whether a family member or themselves."

"That changes the mindset of even the most hardened driver. Showing someone who has real-life experience of losing someone makes it inescapable that it is a situation someone could find themselves in through their actions."

"The videos from Brake, such as *Too Young to Die*, work extremely well."

Thames Water has produced a video – available on the company's intranet – to show drivers how to complete daily vehicle checks.



## POSTERS

Posters and leaflets can be a simple but effective way to get a fleet's message across.

Gateshead Council displays them in all its depots and buildings. They cover topics such as speed, tiredness and drink-driving, as well as guidance on daily vehicle checks. Kuehne + Nagel UK uses posters to get employees' families involved in road safety.

"We have a children's drawing competition that we run on a safety theme every year," says Astrid van der Burgt, national road risk manager. The children of all our drivers and colleagues are invited to take part and the best 12 get converted into road safety posters for the next year.

"It's about having that conversation with your children about road safety: you tell your children you've always got to wear your seatbelt and if you tell them that there is no way that you are going to get into a car with a child in the back and not wear your seatbelt. Hopefully it will become a habit and you will do it at work as well."





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Even with the new safety technology in modern vehicles, driving remains a dangerous business. World Health Organisation data identified 1.3 million global road deaths annually. Many are work-related, with massive costs for individuals, employers and society.

To make greater strides in improving road safety and lowering these terrible costs, we need to use technology not just to build safer vehicles, but also manage our drivers better. As Celia Stokes, CEO of eDriving, advises: "To make society a safer place and at the same time lower fleet operating costs with more predictable insurance rates, you need sharper focus on managing and engaging drivers." Indeed.

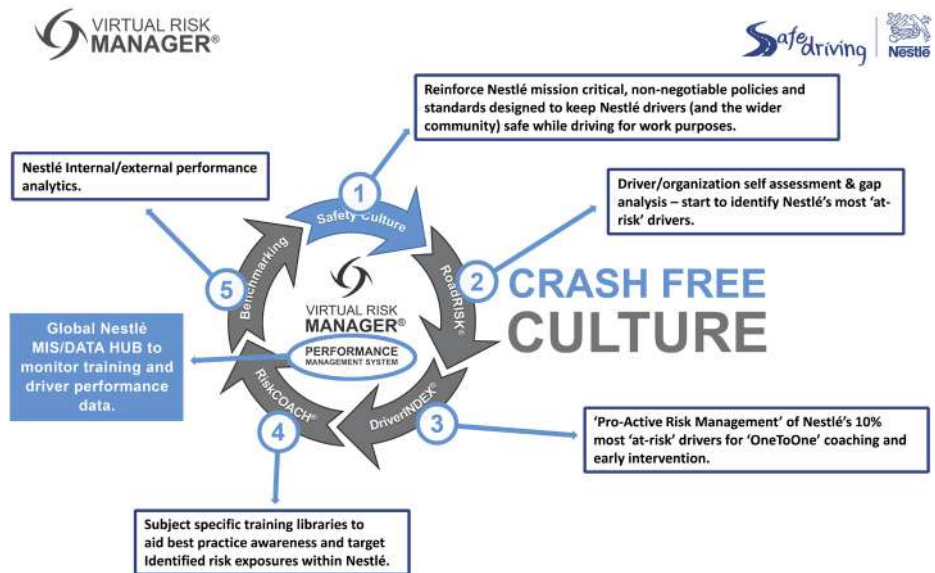
The recent acquisition of Interactive Driving Systems and Mentor eData by eDriving leverages advances in telematics, data analytics and customisable training to make unprecedented gains in driver engagement, management and coaching.

Improving safety has for years been our driving force. eDriving is a leading provider of state driver education in the US with more than 10m customers to-date. Interactive Driving Systems is a global provider of proven fleet driver safety management solutions. The Mentor eData consumer-focused telematics app and analytics platform predict risky driver behaviours and provide actionable insights.

The newly formed eDriving FLEET brings together three complementary technologies, skills sets and markets, letting us do more together to improve road safety than we could ever hope to achieve separately. It is a true game changer, with many areas of opportunity:

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Merging our separate databases allows for



"Our global company engages more than 700,000 fleet drivers in 97 countries, serving Fortune 500 firms"

vastly improved analytics on driving behaviour and crash scenarios.

- **Wider range of state-of-the-art technologies.**

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- **Improved predictive modeling.** We are able to more quickly make advances in predictive modeling solutions, to identify the management and driving behaviours most likely to result in crashes, so we can effectively prevent the next collision before it happens.

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In merging our operations, our ultimate goal remains unchanged, though our potential for meaningful impact increases substantially. We want to ensure that everyone returns home safely, every day.

The best way to not get hurt or killed on the road is to avoid the crash in the first place. Our mission is to continue working towards making your crash-free culture a reality.

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# Gaming the system for better fleet performance

Using smartphone apps to 'gamify' tasks can improve driver behaviour and productivity. *Andrew Ryan* reports

## NEED TO KNOW

- League tables and rewards are a form of gaming
- Growing smartphone ownership makes gaming easy
- Gamification makes onerous tasks entertaining

**T**he term 'gamification' may conjure up different images depending on your age. For some it may be groups of teenagers huddled around a Pac-Man or Space Invaders game in their local arcade, or adolescent boys locked in their bedrooms playing the latest 'shoot-em-up' on their consoles.

But in the modern business world, gamification is a tool which companies are increasingly using to improve employee or business performance, and which has implications for fleet operations too.

Fleets have long used gamification techniques to influence driver behaviour, with the publication of league tables and rewards for best performers, although it is not often described in that way.

The new factor is that digital technology and the spread of online gaming have made it easier to gamify processes.

"The term 'gamification' is not a helpful one," says Gary Browning, CEO of HR and people management consultancy Penna. "We understand gaming to be typically associated with activity for individual amusement; games played on Sony Playstations, for example.

"Gamification is simply a means of tapping into the psychology of gaming, with the aim of motivating individuals to complete tasks in a fun, rewarding and engaging way.

"Have you redeemed rewards? Or used an app to track the distance you've just run? If the answer is yes, you're engaging with gamification, probably without realising it."

Deloitte's Mobile Consumer 2015 research found that last year 76% of UK adults owned a smartphone, while at its peak Candy Crush recorded almost 100 million daily users and more than one billion games a day.

These figures show the vast reach of smartphone technology, although research carried out by Penna found that one reason companies were reluctant to introduce gamification was their perception of who plays games, on what device, and for how long.

When questioned on who plays the most games, 90% of the HR directors surveyed chose the wrong answer, with

# 76%

of UK adults own a smartphone, according to 2015 research

# 100m

people a day played the game Candy Crush at its peak

67% believing it was men under the age of 20 – the correct answer was women over 45.

This ability for gaming to straddle age groups and sexes demonstrates the potential of gamification in fleets, says John Cameron, general manager of Trimble Field Service Management.

"The power of popular games captures the lives of people from all walks of life," he adds.

"Owning a smartphone or a tablet is a staple in many of our lives today and downloading apps, particularly gaming apps, is becoming ever more frequent."

Paul Foster, director of solutions engineering at Telogis, adds: "People at the older ends of the spectrum get the fact straight away that this kind of approach takes away a lot of the hassle from their day-to-day work."

This means van drivers, for example, will be able to spend more time focusing on their job than doing onerous administration work, he says.

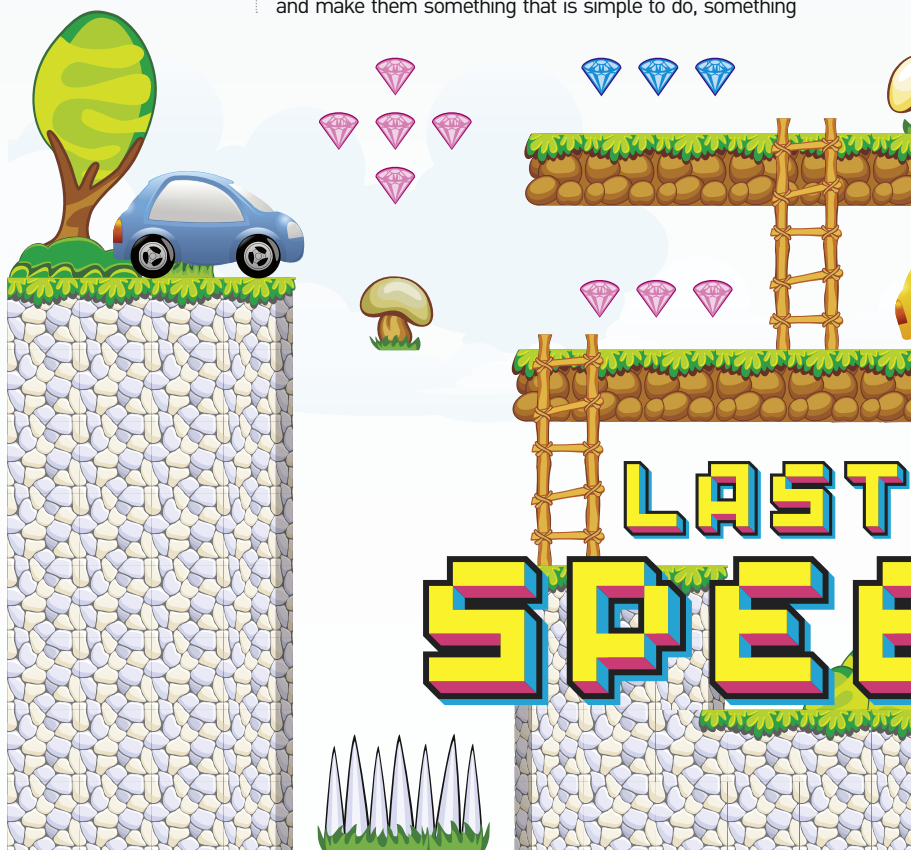
Unlike smartphone games which may involve catapulting Angry Birds into pigs, or joining three brightly-coloured jewels to the sound of jaunty music, most business gamification apps work simply and discreetly to encourage employees to complete tasks.

"Gamification aims to take the drudgery away from tasks and make them something that is simple to do, something



*"Gamification is a means of tapping into the psychology of gaming"*

Gary Browning, Penna





## THE THREE PHASES OF IMPLEMENTING GAMIFICATION

Source: Telogis

**PHASE 1****ESTABLISHING YOUR MISSION**

A business without a mission is like a ship without a rudder. Objectives may include reducing speeding incidents, hours of service violations or harsh braking.

Keep your objectives as specific as possible. No sport would ever become popular if the goal was vague, moved regularly or unclear to the players.

No matter what the objectives are – increasing productivity, decreasing fuel costs, improving driver safety or increasing asset utilisation – the secret to achieving them is keeping them specific, measurable, achievable, realistic and time-bound.

**PHASE 2****ALIGN YOUR MISSION OBJECTIVES**

To make sure you stay on track to achieve your objectives, you need to check your alignment. This means reviewing your objectives to check they align with how you operate as a business.

For example, if your company puts more emphasis on working as fast as possible without respect for safety, then setting an objective to reduce speeding won't align.

Get company influencers (normally managers or supervisors) involved and review your objectives with them.

It's important they are onboard with the new objectives: they will play an important role in influencing others and ultimately help achieve a successful outcome.

**PHASE 3****DEPLOYMENT**

The size of an organisation will determine the scale of your deployment planning. Small companies may only need brief training that includes a quick-start guide to explain how it works and instructions on how to download, install and log in to the app on their mobile device.

Large businesses may benefit from tailored implementation.

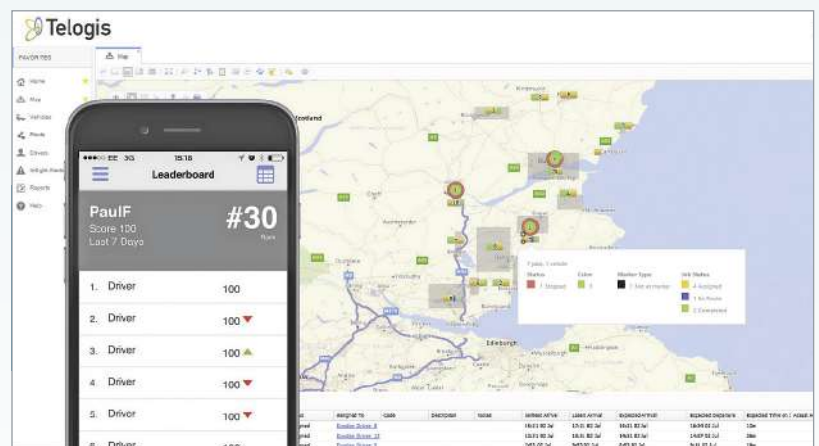
For the game element to be most effective it needs to be 'refereed'. This means monitoring results and rewarding the best performances.

that people want to do and not make it onerous or intrusive," says Foster.

"If you can get people using systems properly and engaging them properly you can then start to drive all sorts of behaviours, which is not only going to help you with your business but is also going to help the target audience as well, so it boils down to all-round productivity and general well-being."

Many organisations look to improve driving behaviour by installing telematics in their vehicles, but Cameron says fleets often struggle to reap its full rewards as drivers may not always be fully engaged and motivated to improve their driving performance, mainly due to a lack of interest or incentive.

To counter this, Cameron has found that many fleets have begun to combine telematics data with gaming techniques to develop driver safety mobile apps.



**ABOVE: Telogis Coach gamifies safe driving**



"A driver safety mobile app typically records any extreme manoeuvres such as harsh acceleration, braking, turns and speed, the data of which is provided directly to the driver and sent back to the back office for analysis," he says.

"Gamification is integrated in the form of a scorecard that employees can use to record their driving performance.

"Although the recordings can be both personal and impartial it is the direct feedback that incentivises drivers to compete against themselves, and each other, for the best scores."

Foster adds: "You don't necessarily have to make it driver against driver. You could make it shift against shift, or depot against depot and this will make it more game-like."

"This takes using telematics further away from the bad old days of 'big brother, we're watching you'. It's far more to do with 'we are all in this together, here's where we see you are, here's where we need you to be'."

He adds: "If you can measure things like how you drive the vehicle and make that into a game, then why can't you also do that in overall terms of productivity? For example, how many deliveries do you complete successfully? How many times a week do you get to your first customer late? That kind of thing can be brought into this as well."

Many smartphone games have limited lifespans as their novelty wears off, but Cameron says fleet apps can reinforce focus over the long term by incorporating tips based on an individual's driving performance.

"For example, if speeding is proving to be a problem, the app will explain that higher speeds will result in longer stopping distances and excess fuel use, therefore negatively impacting on their overall driver safety score," he adds.



# How drivers can help to unlock fleet savings

Seeking and using driver opinions when determining a fleet policy or vehicle specification can have far-reaching effects. *Andrew Ryan* reports

## NEED TO KNOW

- Regular working groups recommended
- Drivers educate managers on day-to-day operations
- Engagement helps with implementing solutions

**W**hen NHS Blood and Transplant wanted to determine a national specification for its vehicles, it put the drivers at the heart of its decision-making process.

The organisation created a vehicle working group, including driver representatives, to determine clear, fit-for-purpose standards.

Fifteen years later, the group's work has proved so successful that little change has had to be made.

"Because we feel we managed that process so well and the involvement with our drivers was so good, we now only have to tweak the specification as we go along," says Larry Bannon, fleet manager at NHS Blood and Transplant.

"We have about 12 different specifications on our fleet and we tend to meet only once every two years or something like that when it's time to look at making changes to a certain specification."

This process also improved the relationship between drivers and the fleet department, as well as making it easier to achieve buy-in for changes.

"Having the working group means we are addressing one of the values of our organisation in that we want to encourage the involvement and inclusivity of everybody in

the decision-making process," says Bannon. "Another benefit is that when we look to implement an element that's different to the usual specification, its implementation goes a lot more smoothly because driver representatives who have been able to feed into that change have also been able to feed back to the workforce.

"We have 300 drivers and a turnover of 10%, so we have 30-odd drivers who join us every year.

"New drivers will come in and ask 'why are we doing that?', and when we tell them it's because that aspect has been developed in collaboration with drivers it becomes easier to sell that to them.

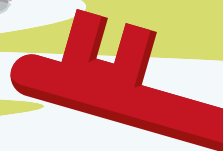
"If we didn't have these groups, and initiatives were just being imposed by the fleet department, then the challenge from the drivers will be 'well, you don't drive these vehicles, you don't know what we do on a daily basis'."

Initiatives like this highlight how important it can be to involve drivers in policy changes that affect them: NHS Blood and Transplant is not alone in using driver feedback in this way.

British Gas, for example, involves its engineers in vehicle selection and specification.

It has vehicle user groups to define each vehicle and racking specification, and actively communicates total cost of ownership so engineers understand the procurement processes.

Catering industry kitchen appliance provider Hobart UK last year sought the opinions of engineers at its annual roadshow and their feedback led to a change in vehicle racking design to make their jobs easier.



Incentives for managing driver behaviour:  
[fleetnews.co.uk/driver-incentives](http://fleetnews.co.uk/driver-incentives)

## CASE STUDY: MILLER'S VANGUARD

Food industry machinery supplier and engineer Miller's Vanguard has implemented a number of changes after seeking driver feedback.

Fleet manager Nick Webb says one example of this came after the company received a new batch of vans.

"When we originally took on our vehicles, they had racking it them," he says.

"They had three shelves, and the historical lighting from manufacturers is a light in the roof which illuminated the top shelf, yet in the dark it doesn't light the bottom two.

"One of our engineers came to me and asked if we could do something about it."

Webb met the engineer and they redesigned the lighting system, with the improved illumination now standard in all of the company's vehicles. "When the side or back door is now opened, the cargo area is

all lit up," says Webb. "I then told all the guys that the reason they've got the new lighting was because of Jason's idea.

"Communication has to be two ways. If the drivers want to, they can contact Jason directly and tell him what a great idea it was and they know that, as a business, we value their opinion."

Webb says the company also supplies all vans with spare light bulb kits following feedback from a driver.



*"If you want drivers to check the tyres, you need to give them the equipment to do it"*

Nick Webb, Miller's Vanguard

"All drivers have to perform daily vehicle checks and one of the guys asked what they do if a bulb is out," he says.

"He made the point that if we expected him to drive to buy a new bulb that we were asking him to drive illegally, so we bought spare bulb kits.

"We sent them out to the drivers at the same time as a tyre tread gauge, because if you want them to check the tyres, you need to give them the equipment to do it."





"Drivers are a fleet manager's eyes and ears on the road," says Geoffrey Bray, chairman of the Fleet Industry Advisory Group.

"Fleet decision-makers that fail to involve drivers in the decision-making process cannot possibly know what the day-to-day operational impact of any decisions may be."

It is the drivers' extensive first-hand experience of vehicles and processes which makes it vital not to underestimate the importance of their feedback.

"In our opinion, the drivers' views are just as important as those of other stakeholders such as HR, finance and senior management," says Peter Eldridge, director of the Institute of Car Fleet Management.

"Consultation should take place before and during the development of a policy and fleet managers should gain user feedback on a regular basis."

John Pryor, chairman of fleet operators' association ACFO, says fleets should seek driver engagement not just when determining the specification of new vehicles, but throughout a car or van's life, including when it requires maintenance.

"If poor service is delivered by a garage it may be that the fleet manager and therefore the business is left in the dark unless driver engagement and communication is encouraged," he says.

"Ensuring top class service, maintenance and repair is received can help improve business efficiency."

Bray adds: "In terms of the way a vehicle performs in life and interaction with frontline suppliers such as fleet management companies and repair garages, drivers' views should be actively obtained and taken

*"Drivers' views are just as important as those of other stakeholders"*

*Peter Eldridge, Institute of Car Fleet Management*

into consideration when reviewing and potential changing policies."

The ICFM feels that having a dedicated stakeholder team with driver representation is critical.

"That team could be two people but it could be 20 people, it depends on the size and complexity of the business, but we believe that is absolutely vital," says Eldridge.

Bray says it may not be possible to engage individually with each driver in a large organisation, but agrees that one way to improve two-way communication would be to form drivers' representative groups.

"All employees should feel that they can at least communicate by telephone or email with the fleet manager and their views will, at the very least, be listened to," he adds.

Bannon has found that embracing driver involvement has helped produce a relationship where employees are comfortable offering suggestions away from the vehicle working group structure.

One recent example was when a driver pointed out that the illuminated button inside a vehicle's cabin which operates the blue lights was too bright.

"It was a distraction, particularly when it was dark outside, so it was a case of looking at what illumination was in there and putting it right," says Bannon.

"Little things like that can irritate so we try to address them. The vehicles are our drivers' offices as they are in there every day: if there was something in my office irritating me, I'd do something about it.

"Our relationship with the drivers has enabled that one-off type feedback instead of having to wait for a meeting."





Toyota &amp; Lexus Fleet

# Toyota & Lexus Fleet become new FN50 headline sponsors

Green fleet manufacturer of the year plans to turn heads by introducing a range of its new models at the prestigious event

**T**oyota & Lexus Fleet have been confirmed as headline sponsors of one of the biggest fleet networking events of the year.

The FN50 dinner, on November 1, will give Toyota and Lexus the opportunity to showcase a range of recently introduced models in front of the UK's leasing industry.

The event, which will be held at the Park Plaza hotel, Westminster Bridge, London, is where the definitive listing of the 50 largest contract hire companies, ranked by fleet size, is revealed each year.

Neil Broad, general manager for Toyota & Lexus Fleet, said: "We have a very long-standing relationship with everyone at *Fleet News* and are absolutely delighted to take over as headline sponsors of this prestigious industry event.

"Both of our brands have been progressively leading a green revolution, with a huge variety of new products

brought to the market with class-leading emissions across the whole spectrum.

"We were, as a team, thrilled to pick up the green fleet manufacturer of the year accolade at the recent Fleet News Awards, and we see the FN50 event as a tremendous opportunity to show the most important people in fleet a small selection of our new vehicles on the night.

"I fully expect a few heads to be turned by some of the stylish and beautifully equipped models that we will have on show and indeed to see that we are back in the LCV market with a bang.

"As ever, I am confident that the FN50 will be an entertaining and enjoyable evening for all concerned and one that we are proud to be so firmly associated with."

New vehicles introduced in 2016 by the brands include the fourth-generation Toyota Prius, the new Toyota Proace panel van and Proace Verso MPV, and Hilux pick-up truck, as well as the Lexus RC coupé and the new larger LF coupé.

Headturners like the Lexus LC500 will be showcased at this year's FN50 event



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**Tuesday, November 1, Park Plaza Westminster Bridge Hotel, London**





## RECOGNISING THE BEST CUSTOMER SERVICE IN FLEET

*Fleet News* recognises the best contract hire and leasing companies and staff at the FN50 dinner with the presentation of the annual customer service awards.

These awards are now in their 12th year with the top 50 companies asked to nominate individuals and teams who exemplify why their business excels in customer service. The three categories, rising star, individual and team, are judged by the *Fleet News* team.

Entries will open in August when the FN50 survey is circulated to the contract hire and leasing sector. The trophies will be presented in front of an expected 950 peers from fleets, leasing companies, manufacturers and suppliers at the Park Plaza Westminster Bridge Hotel in London on November 1.

### Customer service award – individual



This award recognises an individual within a leasing company who has gone above and beyond the call of duty in their levels of service to their fleet customers and drivers.

Winner 2015: Sam Stopher, Arval

### Customer service award – rising star



This award recognises individuals within a leasing company whose performance over the past year marks them out as one to watch.

Winner 2015: Amy Wilson, Lex Autolease

### Customer service award – team



This award recognises the role that teams play in providing customer service excellence. Nominations can relate to service levels provided to multiple clients, teamwork for a single client or exceptional performance on one issue.

Winner 2015: Agility Fleet Key Accounts Team

**Book online now at: [fn50event.co.uk](http://fn50event.co.uk)**

FleetNews



AWARDS  
2016

10.7%

Increase in Hyundai  
registrations in 2015

46,953

Fleet sales in 2015

HYUNDAI MOTOR UK

# 'Our products are as good as anything on the market'

A new marketing team is intent on raising Hyundai's profile in the fleet market after its best ever year for fleet sales

By Andrew Ryan

**H**yundai enjoyed its best ever year in the fleet sector in 2015, with registrations increasing 10.7% to 46,953.

It is a performance which was reflected in this year's *Fleet News* Awards, where the i10 retained its title of best city car and where – after three consecutive years of being highly commended – it finally took the honours in the most improved manufacturer category.

The awards also saw two Hyundai dealerships, Tunbridge Wells Hyundai and Minstergate, shortlisted in the fleet dealer of the year category.

It is this all-round focus on its wider offering which has helped Hyundai continue its sales success, but Martin Wilson, sales director at Hyundai, feels the manufacturer's product range has taken the starring role.

"I firmly believe our products are as good as anything on the market and better than some," he says.

"This has helped us increasingly become a much more acceptable and trusted fleet brand throughout the different sectors.

"The most encouraging areas are the penetration into the end-user and leasing sectors, where our products are being very well received."

Hyundai's fleet department has been through some recent changes. As part of a senior management reshuffle in February, Wilson, who had been fleet director for three years, became the brand's sales director, with former sales director Guy Pigounakis taking over the fleet role. Both report to CEO Tony Whitehorn.

During 2015, the company also developed a number of new fleet roles. These included a rental and Motability manager to enable the business to provide a specific focus on these areas. This allows the national fleet sales manager to concentrate on customer and dealer develop-

ment. An existing role was also developed to create a remarketing manager, providing a dedicated resource in order to protect and further improve residual values.

Wilson adds: "We are now competing against the big manufacturers. They've had that legacy of tens of years of fleet contact, so we needed to catch up with them and we're doing it."

"We are really proud of what we're doing. We just need to keep it up."

**Fleet News: How are you looking to build on the success of last year?**

**Guy Pigounakis:** We have a new marketing team, by and large, which is very focused on raising the profile of Hyundai in the fleet market.

We also have to make sure that we properly engage our dealer partners because, at the end of the day, that can be another 160 voices talking for us in local markets across the country. I think this is an area most OEMs struggle with to a certain extent, but it is one that is absolutely going to be at the centre of our strategy.

Of the percentage of our mix of sales, I would say that our volume in fleet will remain largely static, therefore you won't necessarily see double-digit growth again. If we can achieve double-digit growth this year in the channels we want to, then we will, but it's about getting the right mix of business, which is more important than just trying to drive volume for the sake of volume.

Motability is one of the very few channels in the market which is discrete and represents genuine volume opportunities. Also, it doesn't damage the brand in any way. It is being exploited very effectively by some of our competitors and we want to have a serious look at how we can increase our share of the market.

**Martin Wilson:** We've had a couple of big business wins with real blue chip companies. For example, we've taken orders from Foxtons, the big estate agents, for everything from Genesis to i10s. This means we are getting the kudos that comes with dealing with companies which are being courted by everyone.

**FN: Tucson has become Hyundai's fastest-selling model ever in the UK since its launch in September. Has this had a wider impact than purely volume?**

**MW:** Tucson is seen as a hugely desirable car that end-user customers are actually speaking to leasing companies and saying 'we want to try that car'. I think Tucson is our first ever car that has really sparked that interest to get customers to push towards us rather than for us to

*"I think everybody is familiar with Hyundai but they don't understand the breadth of product and the proposition that we have"*

Guy Pigounakis



New fleet  
director Guy  
Pigounakis





Martin Wilson, sales director, Hyundai Motor UK (left), is presented with the award by Stephen Briers, editor-in-chief, Fleet News

## FACTFILE

Organisation Hyundai  
Sales director Martin Wilson  
Fleet director Guy Pigounakis  
Fleet sales (2015) 46,953  
Overall registrations (2015) 88,117

pull customers in. We have been slightly constrained by supply which has shown us that there is strong initial demand, plus it means residual values have been protected. That's had a huge benefit for us because it means we have leasing companies that are desperate to engage and have more Hyundai product on their fleet.

**GP:** Tucson has had a massive impact in Motability and there's no reason we shouldn't be able to build on that.

**FN:** After its launch in September, Ioniq will become the first model to be available in a hybrid, fully-electric and plug-in hybrid versions (plug-in versions will be available next year). How important will this model be to Hyundai in the fleet sector?

**GP:** Between fuel cell, in which we are the sector leaders, and with our hybrids and EVs, we will have a full range of quite startling vehicles that will perhaps appeal to certain fleets that haven't hitherto considered us.

**MW:** Ioniq opens up huge opportunities in every sector. First and foremost it is the public sector that wants to talk to us, but there is a huge array of other business sectors that will also be keen to talk to us, and it gives us something new to talk to prospects about. It's really powerful stuff.

**FN:** Does Hyundai still have work to do to improve perception of its brand?

**GP:** We are increasingly well known, but I'm not sure we are wholly understood. Cars like Ioniq which is due later in the year will have a huge benefit for us.

We all know the volume of hybrids and electric vehicles

isn't massive, but Hyundai is really making a statement with this technology. I think everybody is familiar with Hyundai, but they don't really understand the breadth of product and the proposition that we have, and this is a good opportunity for us to build on that.

**MW:** When customers speak to us about our brand, they can't believe how much we have developed in the past four or five years.

The i10, i20 and Tucson were all launched with class-leading residuals and that one statistic speaks volumes as to how we've come on as a brand – five years ago you would have said that this would never have happened. However, my firm belief is that we still have a lot to do to make sure people understand our brand.

**H**yundai operates a fleet aftersales charter which offers guaranteed levels of service to its business customers, and Wilson says this will continue to be an important part of its offering.

"We have to keep working with our dealer network and it has to keep coming with us," he adds.

"Every manufacturer will have a certain amount of leakage for servicing outside their networks, with some people going to independents instead, but we've got to drive that down.

"To do that we have to demonstrate why it is beneficial for them to come and work with Hyundai, and that is why we have a very clear fleet aftersales charter that all our dealers have bought into.

"It lets customers know exactly what to expect and that's what we've got to do more of."

## Judges' comments

“Hyundai's recognition is the culmination of four years of constant improvement, and one which saw the company awarded 'highly commended' in this category for the past three years. Now it takes the win after identifying and realising new ways to improve its service, as well as its product range. From fleets to leasing companies to the pricing guides, Hyundai has engaged them all, resulting in consistent year-on-year increases in its true fleet registrations.”

2.0D AWD R-SPORT AUTO

# JAGUAR F-PACE

Game-changer joining the SUV set could become a Jaguar best-seller



## NEED TO KNOW

- Jaguar's first SUV takes on Audi Q5 and Porsche Macan
- Rear-wheel drive diesel offers CO<sub>2</sub> of 129g/km
- High level of standard safety technology

By Simon Harris

**A**lmost every car manufacturer has an SUV these days, even those famous for sports cars and luxury saloons.

Porsche launched the Cayenne more than 10 years ago and its SUV sales soon outnumbered those of the 911 and Boxster. Porsche has since added another SUV model to its range, while Maserati and Bentley will launch 4x4 models in 2016. Aston Martin and Rolls-Royce are also developing versions for their ranges.

## 57.7mpg

Official combined fuel consumption for the rear-wheel drive version



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

Jaguar's F-Pace will be more accessible, and is perhaps one of the most eagerly anticipated. With its sister brand, Land Rover, only producing SUVs, it's important that the F-Pace has a clearly defined purpose that won't hurt sales of the UK's most popular 4x4s.

So the F-Pace is being marketed as a 'practical sports car' as well as an SUV and has less all-terrain ability than similar-sized Land Rovers.

But it should at least be the equal of its main rivals, which include the Audi Q5, BMW X3, Mercedes-Benz GLC-Class and Porsche Macan.

It's also slightly larger than those cars and probably the most practical choice in this class, with Jaguar pointing out that it has more usable boot volume (but not more in outright litres) than the BMW X5.

The F-Pace is available with three engines in the UK, and the entry-level rear-wheel drive manual is expected to offer significant corporate sector appeal with CO<sub>2</sub> emissions of 129g/km. It's powered by a 180hp version of Jaguar Land Rover's 2.0-litre four-cylinder engine that made its debut in the XE in 2015. All other versions of the F-Pace in the UK have an all-wheel drive layout, with the 2.0-litre offered as a six-speed manual in standard form, or with an optional eight-speed auto.

Equipment grades reflect those of the XF saloon, with the mid-grade Prestige the starting point to the range, offering customers the option of upgrading to the more aggressively styled R-Sport, or more luxurious Portfolio.

The range-topping S is offered either in a supercharged 380hp 3.0-litre V6 petrol engine, or a 300hp Ford-PSA-sourced 3.0-litre V6 diesel.

The Prestige comes with leather seats (heated front ones), 18-inch alloys, torque vectoring for improved traction when cornering, autonomous emergency braking, traffic light recognition with intelligent speed limiter (when cruise control is activated), lane departure warning,



The F-Pace is slightly larger than its rivals





The 2.0 AWD R-Sport auto is expected to be the most popular in the range

*"It's important that the F-Pace has a clearly defined purpose that won't hurt sales of its sister brand's 4x4s"*

sat-nav, Bluetooth and DAB. All-wheel drive versions come with 'all-surface progress control', which is a toned-down version of Land Rover's 'terrain response', adapting the car's responses for driving conditions.

R-Sport versions have xenon headlamps with an LED daytime running light signature, and interior and exterior styling enhancements, including 19-inch alloy wheels.

Portfolio models come without the R-Sport's styling kit, but have upgraded leather seats, power-folding auto-dimming exterior mirrors, rear-view camera and Meridian audio system.

S models are based on the R-Sport, with further styling upgrades, including 20-inch wheels, higher-performance brakes, plus rear-view camera and Meridian audio system.

An initial high-specification First Edition has also been offered on the V6 diesel variant, with features that would usually be optional as standard, and a near £14,000 premium.

Jaguar expects the most popular derivative to be the 2.0 AWD R-Sport auto.

The V6 diesel is probably the optimum combination of performance and efficiency in the F-Pace, although the 2.0-litre diesel is no slouch when it comes to acceleration, and it also feels more agile in corners thanks to its lower weight. The F-Pace is built with a high proportion of aluminium, so it's relatively light, and aerodynamic performance is pretty close to what you would expect for a conventional estate car at 0.34 Cd. This all helps fuel efficiency, with official combined fuel consumption of 57.7 for the rear-wheel drive version, and 53.3 for the all-wheel drive auto we drove.

The F-Pace is a game-changer for Jaguar, though perhaps not quite that for the SUV market. But it will undoubtedly be popular, and globally could become the best-selling Jaguar to date.

## COSTS

<b>P11D price</b>	£40,165
<b>BIK tax band (2016/17)</b>	27%
<b>Annual BIK tax (40%)</b>	£4,338
<b>Class 1A NIC</b>	£1,497
<b>Annual VED</b>	£130
<b>RV (4yr/80k)</b>	£17,125/43%
<b>Fuel cost (ppm)</b>	8.53
<b>AFR (ppm)</b>	10
<b>Running cost (4yr/80k)</b>	43.68ppm

## SPEC

<b>Power (hp/torque (lb-ft))</b>	180/318
<b>CO<sub>2</sub> emissions (g/km)</b>	139g/km
<b>Top speed (mph)</b>	129
<b>0-62mph (sec)</b>	8.7
<b>Fuel efficiency (mpg)</b>	53.3

## KEY RIVAL

<b>Audi Q5 2.0 TDI quattro 190 S Line Plus</b>	
<b>P11D price:</b>	£39,355
<b>BIK tax band (2016/17)</b>	31%
<b>Annual BIK tax (40%)</b>	£4,880
<b>Class 1A NIC</b>	£1,684
<b>Annual VED</b>	£180
<b>RV (4yr/80k)</b>	£14,050/36%
<b>Fuel cost (ppm)</b>	9.9
<b>AFR (ppm)</b>	10
<b>Running cost (4yr/80k)</b>	49.56ppm

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

# THINKING CAP



By Martin Ward, manufacturer relationships manager

## cap hpi



**Monday** A day trip to Holland and to the Tesla European assembly plant in Tilburg. This modern building receives part-built cars from America, then assembles them on a small, virtually

fully-automated production line, with just a few humans helping every now and again. I was amazed just how big the battery was – the full width of the car and stretching from behind the front wheels right back to the rear ones.

The Model X will also be assembled for Europe here and we had a quick look at an imported car from California. This car has seven seats, falcon-wing doors for rear passengers, a range on a full charge of around 300km and a 0-62mph figure of 3.4 seconds, depending on the power output.

But the highlight of the day – if the factory visit was not enough – was driving back to

*"Autopilot is very scary and weird to begin with as the car really does drive itself"*

the airport in a Model S fitted with 'Autopilot'. This system is very scary and weird to begin with, as the car really does drive itself.

You set a maximum top speed and distance to the vehicle ahead, then simply follow the car in front. If you want, you can do this without touching the pedals or steering wheel. Every few minutes the car beeps so you have to touch the steering wheel to let it know you are still awake.

To be able to do this in complete safety on a public road was a really special experience.

The system is available now on the Tesla, and there are other similar ones on other brands. No doubt it won't be long before it becomes a standard feature on many more, like air-con, heated rear windows, ABS etc were not that long ago.



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# VAUXHALL ASTRA SPORTS TOURER

Sizeable price cut increases fleet demand for top trim levels on 'sleeker' estate



Front camera-based safety system, offering speed sign recognition, as standard

## NEED TO KNOW

- £2,000 average reduction in price
- Improved fuel economy
- OnStar included as standard on this variant

By Maurice Glover

**L**ower pricing and improved running costs are driving a surge in demand from fleets and company car drivers for higher trim versions of the latest Vauxhall Astra Sports Tourer.

Orders for SRI and Elite models are up by 60% in the wake of cuts of around £2,000 in list prices, which means lower costs for fleets and drivers, claims fleet marketing manager Paul Adler.

"We're absolutely committed to helping drivers pay the minimum amount of benefit tax and we have achieved this by reverse engineering our pricing from where we would like to be in three years' time based on wholelife costs leadership," he said.

"Our policy to make every new model range as competitive as possible has put the Astra at the top of its class for wholelife costs and benefit-in-kind (BIK) liability, but the work we've done to optimise the car for company drivers is also paying dividends in the volume of orders we're receiving for upper trim versions. The Sports Tourer is currently the second best seller in its category; a lift of more than 30% in true fleet volume will take it to the top seller position."

Compared with its predecessor, the SRI version has a richer mix of equipment to give the popular medium-size workhorse model even broader appeal, particularly in the user-chooser sector. Standard features include a front camera-based safety system offering speed sign recognition, lane departure warning and forward collision alert that provides braking assistance at low speeds.

Judged as the best lower medium car in this year's *Fleet News Awards*, the model also features OnStar, Vauxhall's

## COSTS

<b>P11D price</b>	£22,715
<b>BIK tax band (2016/17)</b>	20%
<b>Annual BIK tax (20%)</b>	£908
<b>Class 1A NIC</b>	£627
<b>Annual VED</b>	£0 then £20
<b>RV (4yr/80k)</b>	£5,550/25%
<b>Fuel cost (ppm)</b>	6.35
<b>AFR (ppm)</b>	8
<b>Running cost (4yr/80k)</b>	30.94

## SPEC

<b>Power (hp)/torque (lb-ft)</b>	134/236
<b>CO<sub>2</sub> emissions (g/km)</b>	104
<b>Top speed (mph)</b>	127
<b>0-62mph (sec)</b>	9.5
<b>Fuel efficiency (mpg)</b>	72.4

## KEY RIVAL

<b>Ford Focus Estate 1.5</b>	
<b>TDCi ZetecS Nav</b>	
<b>P11D price:</b>	£22,390
<b>BIK tax band (2016/17)</b>	19%
<b>Annual BIK tax (20%)</b>	£850
<b>Class 1A NIC</b>	£587
<b>Annual VED</b>	£0
<b>RV (4yr/80k)</b>	£5,850/26%
<b>Fuel cost (ppm)</b>	6.19
<b>AFR (ppm)</b>	8
<b>Running cost (4yr/80k)</b>	31.20ppm

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



Bigger inside, with more head and legroom

directory service that can provide drivers and managers with a monthly report detailing fuel consumption, tyre pressure and overall condition, plus the ability to get live condition statements on demand. Meanwhile, 4G hotspot wi-fi underlines its potential for use as a mobile office.

Despite being similar to the outgoing model in proportions, the Sports Tourer is bigger inside, giving greater head and legroom, along with a total load volume of 1,630 litres. In addition, the new bodywork is sleeker and lighter.

With a sliding centre armrest to complement its height and rake-adjust steering, the Astra provides a relaxed driving position. Fully-adjustable sports-style front seating ensures long-distance comfort – although tyres that are sensitive to road surface changes can make progress noisy at times.

Thanks to piano black finishing and bright metal detailing, the SRI has an inviting interior with a dashboard styled to be a model of clarity and which avoids unnecessary switchgear. In standard mode, engine power is ample and handling is nimble, but go-faster drivers will appreciate the 'sport' button for sharper response to the accelerator and a more sporty steering feel.

## Volvo V60 D2 Geartronic SE Nav



Downsizing has taken on fresh meaning thanks to the new technology being used in the latest generation of high-output, low-capacity three-cylinder engines. But do the little power units that are achieving some impressive results in official test cycles keep up their fuel-sipping prowess in the real-world environment of the hard-worked company car?

Experience is showing that larger-capacity motors tend to fare better in overall economy returns when put into extended use on motorways and the cut-and-thrust of dual-carriage-ways – the roads where tiny engines need to be worked a lot harder to keep pace with higher cruising speeds.

So bigger can often mean better for the operators who need their vehicles to spend a high proportion of their working life in long-distance use, particularly when high loads are involved.

That rationale is being underlined by the engine in our test car. The starter version of Volvo's two-litre motors is tuned to develop a relatively modest 120bhp – well below the output of several new-generation 1.6-litre units – but it is providing good economy for a vehicle of its size and a tank-to-tank figure of 52mpg after one busy 500-mile day (half of it with a full load) is a return that should put smiles on the faces of most user-choosers and company accountants.

The same day in the car highlighted comfort as another key strength of the V60. With deeply upholstered front seats of ample proportions, this upmarket estate treats its occupants to a first-class ride and a full complement of steering wheel and seat adjustments make a big contribution to easing the strain of long journeys.

Comfort also scores top marks for those who have to ride in the rear, where the squabs are shaped for two rather than three, although even though the car's width means the rear seat can easily accommodate a third person, the relatively high tunnel running through the cabin impedes legroom for the middle passenger.

**Maurice Glover**

*"52mpg is a return that should put a smile on the faces of user-choosers and company accountants"*

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

## 1.5D SE-L NAV

## MAZDA CX-3

Will our award-winner live up to its reputation?

Our Mazda CX-3 was specced in Meteor Grey paint (£540)



## COSTS\*

P11D price	£20,940
BIK tax band	21%
Annual BIK tax (20%)	£879
Class 1A NIC	£607
Annual VED	£0
RV (4yr/80k)	£6,200
Fuel cost (ppm)	6.51
AFR (ppm)	8
Running cost (4yr/80k)	28.58ppm

## SPEC

Engine (cc)	1,499
Power (hp)	105
Torque (lb-ft)	0
CO <sub>2</sub> emissions (g/km)	105
Fuel efficiency (mpg)	105
Max speed (mph)	110
0-62mph (sec)	10.10
Test mpg	54.1
Current mileage	1,582

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

By Christopher Smith

Just six days after winning best compact SUV at the Fleet News Awards, this Mazda CX-3 joined our long-term test fleet.

Judges said the car "is a solid all-rounder. It's stylish and fun to drive, and combines those attributes with strong residuals and competitive running costs."

Over the next 12 months with the team, we'll aim to get to know the car a little better, and find out what it's really like to live with.

Our particular model is a 1.5-litre diesel variant, in mid-range SE-L Nav trim level. The only option specified on our vehicle is the Meteor Grey paint, at a cost of £540 – but the car is otherwise well specified – in fact, there are no other options available on this trim.

With a P11D value of £20,940, the spec includes MZD Connect touchscreen, DAB and sat-nav (with the funky control wheel of which I'm a fan), keyless start, climate control, front and rear electric windows, 16inch alloys, automatic headlights and wipers, heated front seats and city braking.

You don't get much more with the top-spec Sport Nav – it adds leatherette/cloth interior, head-up display, 18inch alloys, LED lights and a reversing camera. That upgrade comes at a £2,400 premium, but our SE-L model doesn't feel like you're missing out.

When it comes to powertrains, this car features a 1.5-litre 105hp diesel. Relatively new to the Mazda range, this smaller engine (up until this year the Mazda3 only featured a 2.2-litre diesel) emits 105g/km CO<sub>2</sub>.

Overall, the brand says the 2.0-litre 120hp petrol is the best seller – we drove it briefly before taking delivery of this diesel model. It's peppy and relatively economical (achieving 40mpg on our runs), but emissions of 137g/km will make it a no-go for the majority of fleet buyers. If a lower-rate company car driver was to opt for the petrol, they would end up paying £53 a year more benefit-in-kind tax.

*"The petrol model is peppy and relatively economical but emissions of 137g/km will make it a no-go for the majority of fleet buyers"*



## SEAT LEON

Business edition adds technology pack



Business trim offers extras that appeal to company drivers

## COSTS\*

P11D price	£20,595
BIK tax band	21%
Annual BIK tax (20%)	£865
Class 1A NIC	£597
Annual VED	£0 then £20
RV (4yr/80k)	£5,375/26%
Fuel cost (ppm)	6.67
AFR (ppm)	8
Running cost (4yr/80k)	28.44ppm

## SPEC

Engine (cc)	1,598
Power (hp)	110
Torque (lb-ft)	184
CO2 emissions	105g/km
Fuel efficiency (mpg)	68.9mpg
Max speed (mph)	121
0-62mph (sec)	10.9
Test mpg	52
Current mileage	1,706

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

By Sarah Tooze

Seat launched the ST estate version of its popular Leon back in 2013 and last year we had one on long-term test in Ecomotive guise.

Since then, the manufacturer has brought out the SE Technology Business edition. Business editions are becoming increasingly popular with manufacturers as a way to offer equipment that appeals to company car drivers (typically, sat-nav, Bluetooth, cruise control and parking sensors) at a lower P11D price than if the driver had to specify them as optional extras.

Seat's stablemates Skoda and Volkswagen already offer business models while other manufacturers have chosen not to label them as 'business'. Mercedes-Benz's fleet-friendly trim is Executive SE while Vauxhall's is Tech Line.

Hyundai and Kia are among those yet to offer a business trim, with the latter cautioning that it has to be positioned carefully with the pricing guides (*Fleet News*, January 7).

Seat's SE Technology Business edition comes with a technology pack (which includes integrated satellite navigation, DAB audio system and LED headlights, adaptive cruise control and rear parking sensors) and a convenience pack (which consists of automatic headlights, rain sensor and auto dimming rear view mirror).

Two diesel engines are available with the ST estate (a 1.6-litre 110hp or a 2-litre 150hp). We've opted for the former, which has CO2 emissions of 105g/km and a combined fuel economy figure of 68.9mpg (revised from 102g/km and 72.4mpg, respectively).

I've yet to put the Leon to the test on a long run but during my daily 26-mile commute it has achieved 62mpg, with a long-term average of 52mpg.

Boot space is not class-leading but is more than adequate at 587 litres with the seats up and 1,470 with them folded. There is an optional front-folding passenger seat, while a double boot floor is standard.

## Honda CR-V 1.6 i-DTEC SR 2WD Manual



Like all new Honda models, our CR-V comes with City Brake Active as a standard fitment. City Brake Active is Honda's version of Autonomous Emergency Braking (AEB) and it proved its worth on a recent trip following a moment's inattention.

In a queue of traffic waiting to enter a roundabout, I was distracted for a split second, not noticing that the vehicle in front had come to a standstill.

Normally, it would have resulted in a rear-end shunt and a costly repair bill, but Honda's system intervened and stopped the vehicle before any damage was done.

The most obvious lesson learned was to pay complete attention at all times, but what was also clear was how valuable such a safety system is to both fleets and company car drivers.

City-Brake Active is specifically designed to help avoid or mitigate low speed accidents. It uses laser radar technology to scan the road ahead, automatically applying the brakes if an imminent risk of collision is detected. The system is designed to operate at speeds below 32km/h (20mph).

If the system identifies a risk of collision then pre-braking as well as audible and visual warning will occur, eventually followed by full autonomous braking.

There are growing calls for all manufacturers to make AEB a standard fitment but, thankfully for me, Honda has already done that with the CR-V.

The safety credentials of the CR-V can be further enhanced by choosing the Driver Assistance Safety Pack. It is available on SE models and above for £800, though cannot be selected with Honda's standard CR-V model, the S.

The Driver Assistance Safety Pack offers company car drivers choosing the SE, SR and EX models a host of additional features, including, blind spot information, lane departure warning and traffic sign recognition.

Gareth Roberts

*"Honda's safety system intervened and stopped the vehicle before any damage was done"*

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

*"Business editions offer equipment that appeals to company car drivers at a lower P11D price than if they were specified as optional extras"*

## STEVE WHITMARSH

MANAGING DIRECTOR, RUN YOUR FLEET

He once rolled a Renault 16 into his parents' dining room wall, and cut his teeth at Rover Group. Steve Whitmarsh believes mistakes are OK, as long as people can learn from them.

The pivotal moment in my life was losing my mum when she was only 53. I was 24 and thought I was immortal right up until that moment. It was at that point I realised life was very short and you don't have long in order to realise your ambitions.

The three cars I'd like in my garage are a McLaren F1 because it broke the mould on supercar design, an Aston Martin Vanquish because it was the last of the Newport Pagnell Astons and a Volvo XC90 as it is a great family car.

I don't normally read biographies, but Clive Woodward's is a particularly good narrative of how he restored pride and turned an ailing England team into World Cup winners.

Away from the office, I enjoy spending time with my family, being an active member of my local round table, and sailing with my daughters at a local sailing club.

My pet hate is people that do not learn from their mistakes.

My favourite film is *Shooting Fish*. There are probably far better, more meaningful films, but this feel good Brit flick about two orphans living in a disused gas holder caught my imagination when it was released in the 90s.

If I was Prime Minister for the day I would abolish inheritance tax. The very wealthy don't pay it because they tend to have advice on how to avoid it, so it is really a tax on hardworking middle class families.

One of my earliest memories associated with a car was letting the handbrake off my Dad's first ever company car. It was a Renault 16 and I rolled it into the dining room wall. I wasn't very popular.

I would tell my 18-year-old self that anything was possible, to work hard and to listen to positive advice.

I'd like to be remembered as a great father and a good person.



**First fleet role** My first fleet role was northern area leasing & rental manager for Rover Group. Having been a production manager at Land Rover, it was quite a change. I have met some amazing people since working in fleet, and this is what makes me want to stay in it.

**Career goals at Run Your Fleet** To build Run Your Fleet to be the best fleet management business in the UK. That doesn't mean we have to be the biggest – just the best. Our customers will be the judge of that.

**Biggest achievement in business** Having the vision to start Run Your Fleet and to build it from a blank piece of paper to 20,000 vehicles and 15 staff in five years by sticking with the concept and vision through some very tough times.

**Biggest career influence** I have met so many people and learned so much from them. If pushed, I will have to say the person who promoted me to become the youngest ever production manager in Rover Group at the age of 21. That promotion taught me that anything was possible.

**Biggest mistake in business** Trying to grow too quickly and 'recruiting before the revenue'. We did this in our early stages and it nearly finished the business. I learned a valuable, hard lesson in not running before you can walk.

**Leadership style** Empowering and trusting. Basically, I like the whole team to push boundaries and try new things. I know they will make mistakes, and that is fine – as long as we all learn from them.

**If I wasn't in fleet** I would probably go back to my engineering and manufacturing roots.

**Childhood ambition** To join the Royal Navy. I was lucky enough to spend time on a number of naval bases in my childhood and fell in love with the lifestyle and the idea of seeing the world.

**Next issue:** Peter Ormsby, operations director, Chevin Fleet Solutions





# Excellent RV figures for all-new Ford Edge

**T**he all-new Ford Edge is a very strong financial proposition for fleets, forecast to retain an average 54.7% after three years/30,000 miles, according to independent figures.

The all-new Edge Zetec 180PS model registers the lowest depreciation, with a residual value forecast at 56.6%, according to CAP Gold Book December.

CAP Gold Book also predicts an average RV across the Edge range of 47.1% after three years/60,000 miles.

Both available engines – with 180PS and 201PS power outputs – have Auto Start Stop and will deliver up to 48.7mpg fuel efficiency with 149g/km CO<sub>2</sub> emissions.

Available in Zetec, Titanium and Sport series – and with a choice of 180PS 2.0-litre TDCi diesel engine with six-speed manual transmission, or 210PS bi-turbo 2.0-litre TDCi diesel with six-speed PowerShift – the all-new Edge is well equipped as standard, offering Ford intelligent all-wheel drive, Active Noise Control, Pedestrian Detection, Ford DAB Audio with SYNC 2 connectivity system, privacy glass and 19in alloy wheels.

Other cutting-edge features available include Adaptive Steering, which automatically optimises the steering response, making it easier to manoeuvre at low speeds, while remaining precise and intuitive at higher speeds; and Front



Wide View Camera, which makes restricted visibility junctions or parking spaces easier to negotiate.

The premium Ford Edge Vignale, with features including standard SYNC 3 communication and entertainment system, will be on sale later.

## CUT NO<sub>x</sub> WITHOUT ADBLUE ON THE EURO6 FORD TRANSIT CONNECT

The Ford Transit Connect now offers something few competitor vans can – a Euro 6 engine that does not need AdBlue to lower NO<sub>x</sub> exhaust emissions.

The Transit Connect is available with 1.5-litre 75PS, 100PS and 120PS TDCi engines, with Powershift automatic transmission and standard Auto Start Stop available for the 100PS version and Auto Start Stop standard on both

the manual and Powershift versions of the 120PS engine. The 1.0-litre EcoBoost engine was already Euro 6-compliant and remains available.

Changes to the Ford Transit Connect range include satellite navigation optional on Base series models, and acceleration control, a single passenger seat with side airbags, and full steel bulkhead now available on Trend series vans.



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# TRAVEL LIGHT.



## **LIGHTER THAN ALUMINIUM, STRONGER THAN STEEL.**

The Carbon Core allows for an incredible power to weight ratio, giving the BMW 730d impressive figures of 60.1 mpg (combined). And launching in June, the BMW 740e plug-in hybrid has CO<sub>2</sub> emissions from just 49 g/km. Optional four-wheel drive xDrive gives optimum grip in all conditions.



## **INNOVATION IS SEEING FURTHER THAN EVER BEFORE.**

BMW Laserlight technology extends the headlights' high-beam range to up to 600 metres, doubling the already impressive illumination range of the latest LED. With intuitive anti-glare technology, it's brilliant yet never blinding.

## **THE NEW BMW 7 SERIES. DRIVING LUXURY.**

The new  
BMW 7 Series

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The Ultimate  
Driving Machine



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The Ultimate  
Driving Machine



## THE NEW BMW 7 SERIES. DRIVING LUXURY.

Official fuel economy figures for the new BMW 7 Series Saloon range: Urban 24.8 – 51.4 mpg (11.4 – 5.5l/100 km), Extra Urban 45.6 – 67.3 mpg (6.2 – 4.2l/100 km), Combined 34.9 – 60.1 mpg (8.1 – 4.7l/100 km), CO<sub>2</sub> emissions 189 – 124 g/km. Figures may vary depending on driving style and conditions.