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Official fuel consumption figures for the Audi A6 SE ultra 2.0 TDI S tronic in mpg (l/100km): Urban 57.6 (4.9) – 60.1 (4.7), Extra Urban reflect real driving results. Optional wheels may affect emissions and fuel consumption figures. For more information please visit audi.co.uk/a6. Fuel consumption and CO₂ figures are obtained achieved in 'real world' driving conditions. Optional wheels may affect emissions and fuel consumption figures. More information is available on the Audi website at audi.co.uk and at dft.gov.uk/vca

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Urban: 35.3 (8.0)-74.3 (3.8), Extra-urban: 55.4 (5.1)-91.1 (3.1), Combined: 45.6 (6.2)-83.1 (3.4). CO₂ emissions: 142-89g/km.

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 (May 2016). † = Whole Life Cost leadership compares the following vehicles: New Astra SRI Sports Tourer 1.6CDTi 110PS ecoFLEX 92g/km. Focus Zetec S estate 15 TDCi 120PS 99g/km. Golf SE estate 1.6TDI 110PS 102g/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, CO₂ from 92g/km and fuel consumption up to 80.7mpg.

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MPs accuse DfT of complacency over VW emissions scandal

Transport Minister defends alleged delays over legal proceedings decision

By Tom Seymour

The Department for Transport (DfT) and Vehicle Certification Agency's (VCA) failure to push for legal proceedings against Volkswagen Group following the emissions scandal has been called "frighteningly complacent" by MPs.

Members of the Transport Committee accused transport minister Robert Goodwill of being "more concerned with protecting the reputation of Volkswagen than punishing a business that has poisoned the people of this country".

Goodwill was giving evidence at the hearing held at the House of Commons and staunchly defended the actions of both the DfT and VCA.

He said: "I will not accept criticism that we have been complacent. We are the first EU member state to publish detailed testing results from our programme. We have ensured that this problem VW have been found guilty of is not widespread across the industry."

"We have acted quickly. Other member states have not embarked on this level of detailed testing."

Asked by the Transport Committee if the VW Group had done anything illegal, Goodwill said: "A defeat device is not in the framework of the type approval legislation. A court would have to determine whether VW's actions have been illegal."

He admitted that the DfT has not had discussions or provided data to the UK's Serious Fraud Office to aid discussions on whether a case against VW should go to court.

However, the DfT is looking at whether the VW Group could be fined for the use of the defeat device being in breach of VCA's processes. Ian Yarnold, head of the international vehicle standards division at the DfT, also confirmed that technical information has been submitted to the Competition and Markets Authority to look into legal proceedings.

AFFECTED CARS IN NUMBERS

508,276 Volkswagens
393,450 Audis
131,569 Škodas
76,773 Seats
37 models tested in UK



Fleets switch to hybrids,
 following emissions
 scandal: [fleetnews.co.uk/
 hybrid-switch](http://fleetnews.co.uk/hybrid-switch)

Goodwill said: "The way to stop something like this happening again is to make sure we have a robust testing system in real-world conditions which won't then allow the manufacturers to 'revise for the exam'."

The European Commission is bringing in a new real driving emissions (RDE) test for new models from September 1 next year and for all new vehicles by September 2019.

The discrepancy between lab tests and RDE results must be brought within a "conformity factor" of a maximum of 2.1, the current lab limit for new models by September 2017 (and for new vehicles by September 2019). This would then be reduced further to a factor of 1.5 by January 2020 for all new models (and by January 2021 for all new cars).

A margin for discrepancy is allowed on the new RDE test due to it being accepted that there will always be a difference

EMISSIONS FIX MAY TAKE LONGER THAN A YEAR

Fleet operators and company car drivers may have to wait beyond the end of this year to get cars fixed that were affected by the VW Group emissions scandal. Six months ago, Volkswagen Group UK managing director Paul Willis said the manufacturer wanted the 508,276 affected Volkswagens, 393,450 Audis, 131,569 Škodas and 76,773 Seats in this country recalled and fixed by the end of 2016.

However, fixes to the Volkswagen Passat due to begin last month have been delayed because Volkswagen has yet to gain approval from Germany's Federal Motor Transport Authority (KBA) for its proposed technical fix.

German newspaper *Die Welt* said changes to the Passat's fuel efficiency may delay the recall until June.

One UK Volkswagen dealer, who asked not to be named, said: "For a delay to the schedule to happen so early

on is a concern. We have worked on a handful of Amaroks as part of a normal service booking and that has been fine, a two-minute fix, but we don't know much about the next wave of fixes."

However, the VW Group announced in the past fortnight that the KBA had granted approval for the software solution for affected Golf 2.0-litre TDI Blue Motion Technology cars.

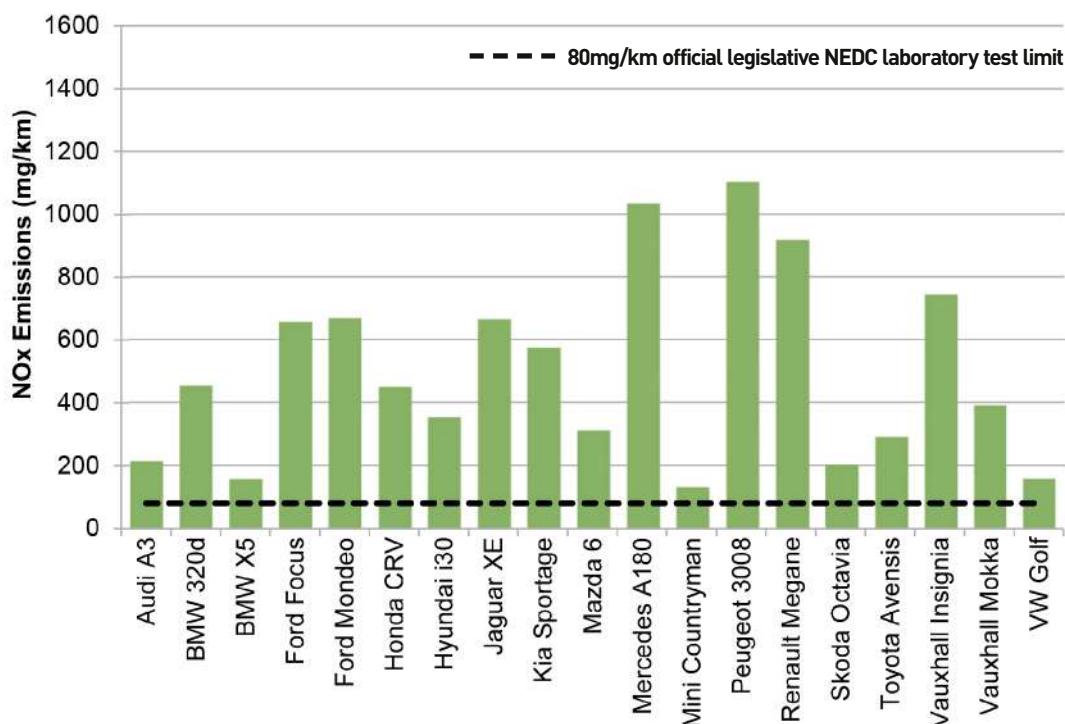
Volkswagen says it expects its 2.0-litre diesel engines to require a software tweak, while 1.6-litre diesels will require the fitting of 'flow transformer' devices, meaning 400,000 UK vehicles will require mechanical changes. Volkswagen said the software update for the Audi A4, A5, Q5 and Seat Exeo with the 2.0-litre EA 189 engine had been approved but that for the Passat with the 2.0-litre EA 189 engine needed to be reworked in order to achieve target requirements.

Paul Willis's target for fixes by the end of this year may not be achieved



REAL DRIVING NOx EMISSIONS - EURO 6 VEHICLES

Source: DfT



On average, measured road test NOx emissions from Euro 6 vehicles were 500mg/km – more than six times higher than the 80mg/km official legislative NEDC laboratory test limit. However, this average is less than half the figure for the Euro 5 vehicles tested.

between a lab testing environment and a car being driven on the road.

Goodwill said: "I think the fact we have found emissions up to 13 times higher when tested on the road compared to the lab tests shows that this conformity factor is still a tough target to meet."

The DfT has published results from its £1 million six-month programme with 37 models tested in the UK by the VCA (see graph). Defeat devices were not found on any vehicles outside of the VW Group, which includes Volkswagen, Seat, Audi and Škoda vehicles.

The tests used a portable emissions measurement system to compare laboratory results with those from a test track and typical road use. Emissions level results varied significantly between different makes and models, not just with VW Group models.

Goodwill said this may be due to the way manufacturers can use engine management systems within the framework of the current testing regime.

The DfT confirmed that detailed tabular information its real-world emissions investigation will be made public "in due course" with a view to publishing before the end of May.

Goodwill said: "We always knew that performance in terms of CO₂ and therefore fuel consumption was not as good on the road as it was in the lab. I expected the same would be true for NO_x.

"We found the difference was far greater than we imagined, up to as much as 13 times as much NO_x being produced in real-world conditions."

The DfT will continue its research with a vehicle surveillance programme which will look at vehicles and their components that are already on the market but also for new models before they go on sale.

The total cost of the research is expected to reach £2m and the Transport Committee asked the DfT to pursue VW Group to cover the costs.

The committee also questioned the VCA's current



"The way to stop something like this happening again is to make sure we have a robust testing system"

Robert Goodwill, DfT

methods in the vehicle type approval process, suggesting that the relationship between the agency and manufacturers is "too close". The VCA's testing of vehicles is funded by vehicle manufacturers.

Goodwill said: "The criticism against the VCA in terms of them being too close to the vehicle industry is barking up the wrong tree. I think it's absolutely right that we expect the industry to pay for the testing of their vehicles. You wouldn't question that an MOT tester would pass your vehicle regardless just because you have paid them."

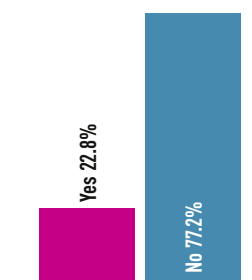
Paul Higgs, VCA interim chief executive, said manufacturers were charged whether a vehicle passed the type approval process or not, and the organisation was a not-for-profit organisation.

Asked if the VCA monitored whether ex-testers leave to join manufacturers to aid them with the testing procedure, Higgs said there was no policy in place to monitor that issue but that most ex-members of staff did end up in the automotive industry because that is where their experience lies.

FLEET FACTS AND FIGURES

OPINION POLL

With connectivity increasing in cars, would you be prepared to share your data?



FleetNews view:

Consent will be crucial to accessing information from connected vehicles but, with more than three-quarters of respondents to our poll reluctant to share their data, gaining their permission may prove to be an uphill battle. If the benefits to drivers are clearly explained, however, Fleet News believes that drivers will be persuaded in the same way they currently agree to data sharing when uploading an app to their smartphone.

This week's poll: Would a diesel scrappage scheme persuade you to ditch diesel in favour of another fuel?

fleetnews.co.uk/polls

MOST COMMENTED ONLINE

Increase diesel surcharge 'to clean up air pollution'

fleetnews.co.uk/news



Diesel (ppl) 107.57 ↑
Unleaded (ppl) 107.65 ↑

fleetnews.co.uk/costs/fuel-cost-calculator

EC considers HGV-like regulation for light commercial vehicles

Growth in vans, plus MOT and overloading issues, could force legislators to act

By Gareth Roberts

Van operators have been warned that they are living a "charmed life" as the European Commission evaluates introducing HGV-like regulation for the sector.

There are a record four million vans on the UK's roads, with industry predictions suggesting the total could reach six million by 2040, driven in part by strong growth in the construction and home delivery markets.

However, Mark Cartwright, head of vans and LCVs at the Freight Transport Association, said there were "challenges" with van replacement cycles extending and the average life of a model now being 8.5 years.

He calculated that there could be as many as 1.65m unroadworthy vans in operation. Figures from the Driver and Vehicle Standards Agency (DVSA) reveal a 49.7% first-time MOT failure rate and that 88.5% of almost 11,000 vans stopped at the roadside annually were overloaded, with 63% having serious mechanical defects. Such figures were "a red flag to legislators", said Cartwright.

He told delegates at fleet representative body ACFO's spring seminar A Van for all Reasons: "Vans have had a charmed life, from an enforcement viewpoint."

The warning came after the European Commission hosted a road transport conference in Brussels last month, where HGV-like regulation of the van sector was discussed.

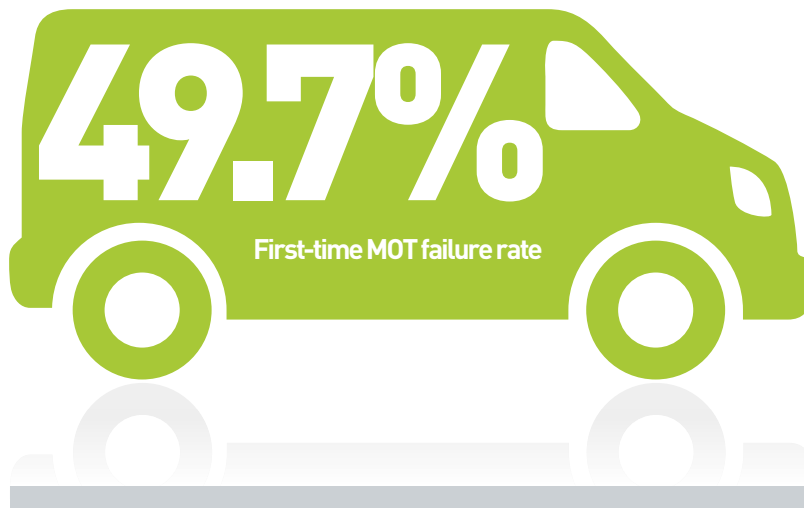
Henrik Hololei, director general of the Directorate-General for Mobility and Transport at the European Commission, said that many of those attending the conference "supported [the idea] that EU rules should be extended to these vehicles".

However, he added: "The Commission has taken due note of the main concern of participants on possible administrative burdens of such an extension of EU rules.

"This challenge is also at the heart of the better regulation and important for a level playing field."

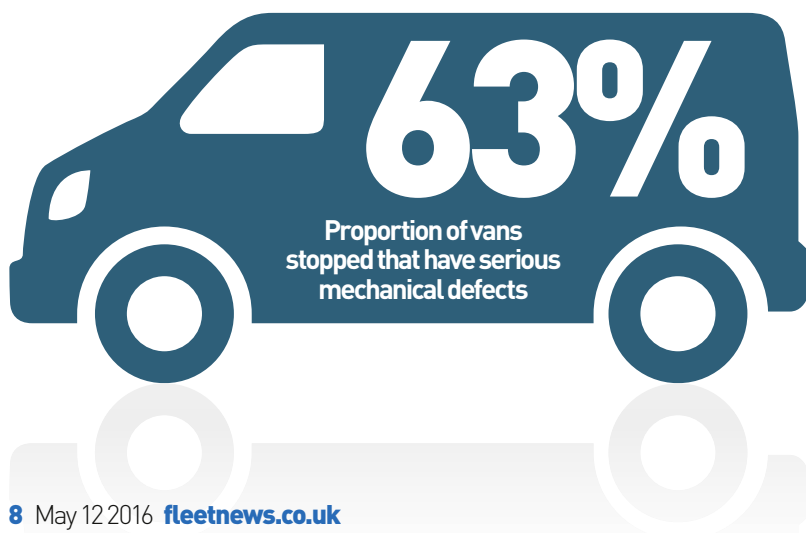
The European Commission plans to evaluate whether and how current, relevant HGV legislation could be applied to LCVs, according to Nigel Base, commercial vehicle manager at the Society of Motor Manufacturers and Traders (SMMT).

He said: "There are varied reasons for the increased use of vans, one of which is their viability as an alternative to trucks. To what extent they are a direct substitute is open to question, but



"If fleet operators don't regulate themselves they will have it imposed on them"

Mark Cartwright, FTA, speaking at ACFO seminar



there is no doubt that a lighter regulatory regime plays a role."

Cartwright added: "Fleets must lead, adopt and maintain good operational procedures.

"Vans power the UK economy and with great power comes great responsibility.

"If fleet operators don't do it properly they will have legislation imposed on them."

However, he added: "I think greater regulation of the van sector is unlikely; but the police and DVSA will become more active in enforcing existing legislation."

The SMMT and others have been concerned for some time that high MOT failure and overloading rates for LCVs are not being adequately addressed by operators.

"The potential for some form of Operator Licensing regime for LCVs has been much discussed in recent times," said Base. "To avoid this, the sector's safety record must improve."

Graham Short, fleet manager at Zip Water UK and chairman of ACFO's East Anglia Region, believes business procurement will be at the centre of driving up operating best practice across the van sector.

Short, who operates 126 vehicles, of which 66 are vans, said tenders were increasingly asking for evidence as to how potential suppliers were meeting LCV best practice.

He said: "It is a risk to business if a van is driven badly or is in poor condition. A company's image and reputation is at stake. Vans can be your best advert or your worst."

Short issued advice to fleet operators: "Plan your van; assess the risks; ensure appropriate policies are in place with regards to driver licence and vehicle defect checks; work with suppliers and partners to support the van operation; give drivers a sense of pride; and future-proof van choices by being aware of the advance of technology."



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Government must create national framework for clean air zones

Five more cities will be allowed to charge vehicles to enter pollution hot-spots

By Gareth Roberts

MPs have called on the Government to give more councils the power to charge certain vehicles to enter pollution hot-spots.

Currently, 38 out of 43 geographical zones in the UK are failing EU air quality standards due to high levels of NO_x – the gas that is emitted by burning fuels, especially diesel.

However, the Department for Environment, Food and Rural Affairs (DEFRA) says just five cities outside of London – Birmingham, Leeds, Southampton, Derby and Nottingham – will be given charging powers to tackle pollution (*Fleet News: October 15, 2015*).

Local authorities will scope out the details of schemes, including geographical extent, for local community consultation, and DEFRA will set national standards on vehicle emissions, with legislation defining the types of vehicle to which controls will apply.

There will be four categories of zone: category 'A' will include buses, taxis and coaches; category 'B' includes buses, taxis, coaches and heavy goods vehicles (proposed for Southampton, Derby and Nottingham); category 'C' targets buses, taxis, coaches, heavy goods and light goods vehicles (proposed for Birmingham and Leeds); and category 'D' includes buses, taxis, coaches, heavy goods and light goods vehicles, and cars.

London is due to introduce an Ultra Low Emission Zone (ULEZ) from September 2020. Vehicles travelling in the congestion charge zone will need to meet new emission standards 24 hours a day, seven days a week.

The restrictions will apply to large vans and minibuses registered from September 1, 2016 (with non-compliant vehicles required to pay a daily charge of £12.50); and HGVs, buses and coaches registered from 2014 (of which, non-compliant vehicles will pay a daily charge of £100).

If the daily charge is not paid, a penalty charge of £1,000 (reduced to £500 if paid within 14 days) will be issued.

However, Neil Parish, chairman of the Environment, Food and Rural Affairs Committee, has called on the Government to give local authorities in other areas the same powers.

He said: "Councils in the other English cities currently exceeding EU pollution limits must also be given the option of using such powers if their communities support action."

Most English cities will achieve compliance with EU limits by 2020, but the five cities DEFRA has chosen to introduce clean air zones will not be compliant until 2025 if additional measures are not introduced. London, thanks to the introduction of the ULEZ, will meet the target by 2025.

The committee also criticised DEFRA's plans to impose a 'one-size-fits-all' approach to clean air zones.



Calls for consistency over low-emission zone charges in the UK

38

Number of zones in the UK currently failing EU air quality standards

5

Number of cities to be given charging powers to tackle pollution

"The zones need to deliver local solutions to local problems," continued Parish. "DEFRA's proposed one-size-fits-all clean air zones will set rigid rules on cities as diverse as Southampton and Leeds."

"Communities must be given legal powers to set controls that meet their own circumstances – for example, some might want to charge polluting vehicles to access zones at certain times of day or to target specific bus routes."

The British Vehicle Rental and Leasing Association (BVRLA) said giving councils greater freedom to set up clean air zones could end up creating a lack of consistency across the country which would be problematic for fleets.

Gerry Keaney, chief executive of the BVRLA, said: "The Government needs to step up and deliver a framework for a nationwide network of low-emission zones."

The BVRLA is also concerned that fleets are not punished with retrospective measures for decisions that they have already made.

"Fleets operate vehicles on three, four and five-year contracts and need time to prepare for any significant change," said Keaney. "Fleets need consistency, but a blanket ban of all diesel vehicles in city centres would be damaging to businesses."

The committee has called on Defra to consult interested parties, including local authorities, and publish revised proposals by July 21. In addition, it says the Government must publish proposals to make it easier for local authorities to use powers over traffic movement and new development to tackle air pollution as and when the need arises.



"A blanket ban of all diesel vehicles in city centres would be damaging to businesses"

Gerry Keaney, BVRLA



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Ruling says G4S parking fines not allowable as 'business expense'

Tribunal's decision sets a 'clear precedent' for rejecting any similar claims

By Gareth Roberts

G4S has failed in an attempt to avoid more than half a million pounds in tax by claiming parking fines were a business expense.

The security firm's Cash Solutions subsidiary wanted to offset 'unavoidable' penalty charge notices (PCNs) against corporation tax.

However, a tax tribunal has ruled in favour of HM Revenue and Customs (HMRC), meaning G4S will have to pay an additional £580,000 in tax from 2007 to 2011 and, with assessments still outstanding for 2005 and 2006 as well as the past five years, the company's final bill could well be in excess of £1m.

Jim Harra, director general of business tax at HMRC, said: "We've always said fines incurred for breaking the law are not tax deductible. The tribunal has now established a clear precedent for rejecting any future such claims."

G4S argued that it could not carry out its trade safely without contravening parking rules. The tribunal heard that the industry suffered about 1,000 attacks a year, while delivering or picking up cash, with some 65% involving G4S employees. There were also a further 2,600 aborted or suspicious incidents each year.

A G4S spokesman told *Fleet News*: "Transporting cash is inherently dangerous and our teams are regularly subject to criminal attacks. By parking closer to pick up destinations, we better protect our staff, customers and the public, but in so doing we regularly incur parking infringements."

The tax tribunal heard that G4S incurred about 10,000 PCNs a year from 2008 to 2011. Contraventions included: stopping where prohibited on red route or clearway; stopping on a restricted bus lane; and parking with one or more wheels on or over a footpath or any part of a road. No details were given on how many tickets were successfully appealed.

While the company had negotiated dispensations with some local authorities, it did not have such arrangements with the 10 London boroughs and Transport for London (TfL), which accounted for 90% of the PCNs issued.

G4S argued that, despite its best efforts, it was effectively left with no other option but to park illegally.

Alastair Kendrick, director at MHA MacIntyre Hudson, said: "For an expense to be tax allowable it must be 'wholly, exclusively and necessarily incurred'. It is the view of HMRC, and the tribunal, that this is not a 'necessary' expense."



"For an expense to be tax allowable it must be 'wholly, exclusively and necessarily incurred'"

Alastair Kendrick,
MHA MacIntyre Hudson



G4S will have to pay an additional
£580,000 in tax from 2007 to 2011

£580k

Amount G4S was
attempting to offset

£1m

Potential additional cost to
G4S after losing its appeal



Find out more about how
G4S reduced fines at:
fleetnews.co.uk/g4s-profile

An excess charge, for example, could have been tax deductible, according to David Rawlings, director of BCF Wessex. But he said: "It's not an excess parking charge, it's a punishment."

The tax tribunal's decision had been swayed, in part, by G4S's success in cutting the number of parking fines it was receiving in half. When PCNs reached a high of 16,700 in 2012, and spending on fines was predicted to hit £1.5m the following year, it formed a project team to tackle the problem.

It tracked which customers were being delivered to when PCNs were received and identified 200 penalty charge hotspot locations, where surveys were carried out to find alternative parking options. Driver training material was also updated to ensure that drivers understood how to comply with on-street restrictions.

In six months, it saved some £750,000. However, Judge Anne Scott said: "The fact that a 50% reduction was achieved within six months of the project makes it clear that PCNs had been incurred unnecessarily in previous years."

She continued: "No doubt [negotiating dispensations] was viewed as being proportionate in the appellant's strategic thinking, but it does not mean that for the lack of so doing the public, through their taxes, should share the burden of the cost of the PCNs."

Scott also agreed with HMRC that there was a commercial motivation, rather than driver safety, for a number of fines being incurred, suggesting G4S was choosing to breach parking restrictions in order to "maximise profit", a suggestion described by G4S as "outrageous".

Fleet team sources 200 vans in 10 weeks for £50m-a-year deal

Europe's biggest housing maintenance contract included rental and telematics

By John Charles

A 10-week programme that involved the sourcing, equipping and branding of a new fleet of more than 200 vans to meet Europe's largest social housing maintenance contract has been completed. Wates Group went live with the £50 million-per-annum contract, which could last up to eight years, with Birmingham City Council on April 1.

Ted Sakyi, who joined Wates Group in January, having previously been in charge of the Transport for London fleet, was responsible alongside a newly created centralised fleet department for overseeing the creation of the all-new fleet.

In less than three months, the fleet team had to source 129 Renault Kangoo, Trafic and Master panel vans and 25 Vauxhall Movano dropside vehicles via Arval on a four-year/80,000-mile, fully-maintained contract.

It also appointed West Wallasey Fleet Hire Services as vehicle rental partner, with an immediate requirement for 32 Fiat, Ford and Renault vans, sourced on long-term rental agreements. A further 46 vehicles, mostly Vauxhall Vivaro models, were sourced by Dodd Group, the gas installation partner on the contract, branded with Wates Group livery.

In addition, Bott was appointed to undertake van racking and signage on the new vehicles and Matrix Telematics equipped all the vans with telematics.

Sakyi said of the fleet deal, valued at around £2.5 million over four years, including racking, livery and telematics: "All vehicles needed to be ready and allocated to employees for mobilisation when the contract went live so there was little room for manoeuvre.

"It was the most challenging fleet solution that I've had to manage, working to both a tight budget and timeline to get the vans mobile and with a multitude of supplying partners.

"There were sleepless nights and lessons were learned, but constant communication with all partners was key."

Exact timelines were essential for vehicles to be transported – including the Renaults being shipped from France to Southampton – to Bott for racking and livery work to be undertaken, prior to onward transportation to Birmingham and handover to operatives.

With more than 350 employees being transferred from Birmingham City Council's previous maintenance provider to Wates, vehicles were equipped with telemetry units prior to being allocated.

While all suppliers played a significant role in the provision of the fleet, Sakyi particularly praised Arval for its commitment, involving a team of people led by national sales manager Liam James.

"It was the most challenging fleet solution that I've had to manage, working to both a tight budget and timeline"

Ted Sakyi, Wates Group

Sleepless nights for Ted Sakyi's newly created fleet department at Wates Group



£2.5m
Value of fleet deal

1,100
Number of vans

291
Number of company cars



To read more about Ted Sakyi's award wins, visit:
fleetnews.co.uk/sakyi-tfl

Andy Fuller, Arval corporate sales director, said: "To identify, specify, kit out and deliver 154 bespoke commercial vehicles within a three-month period was a challenging timeframe to work within.

"Liam and his team did a fantastic job, working closely with the customer to deliver an effective solution."

Sakyi continues his task of reviewing the entire Wates Group transport travel operation. Now numbering around 1,100 light commercial vehicles, there are also 291 company cars, 1,300 employees taking a cash allowance in lieu of a company car and a number of employees driving their own cars on company business.

Until Sakyi's appointment, group vehicles were managed at a local level by fleet administrators, who have subsequently been reassigned to other roles following the creation of the centralised fleet department, which also includes fleet manager Neil Pomeroy and three fleet administrators.

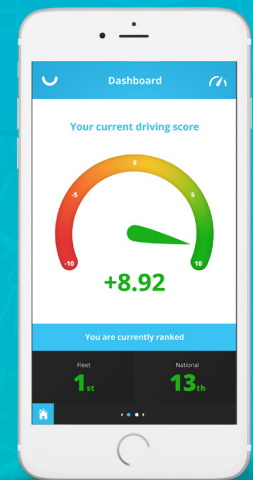
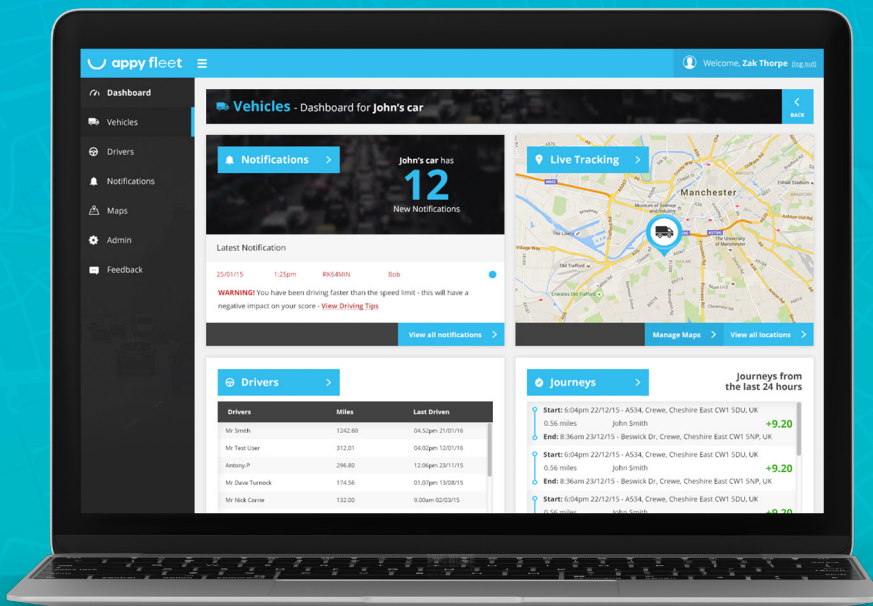
Sakyi and the fleet team are undertaking a root-and-branch review of the entire operation that will see standardisation in terms of vehicle funding methods, vehicle manufacturers and leasing partners.

Vehicles will typically be sourced from three manufacturers – Fiat, Renault and Vauxhall – and via three instead of eight leasing suppliers on a total-cost-of-ownership basis. Cars and vans will be sourced a year in advance, with bulk orders placed to obtain best value.

Sakyi said: "We are reviewing the entire fleet operation over the next 12 months with a focus on delivering best practice, best-value consistency across the group and further occupational road risk management solutions, including looking at the fitment of in-cab cameras to vans."



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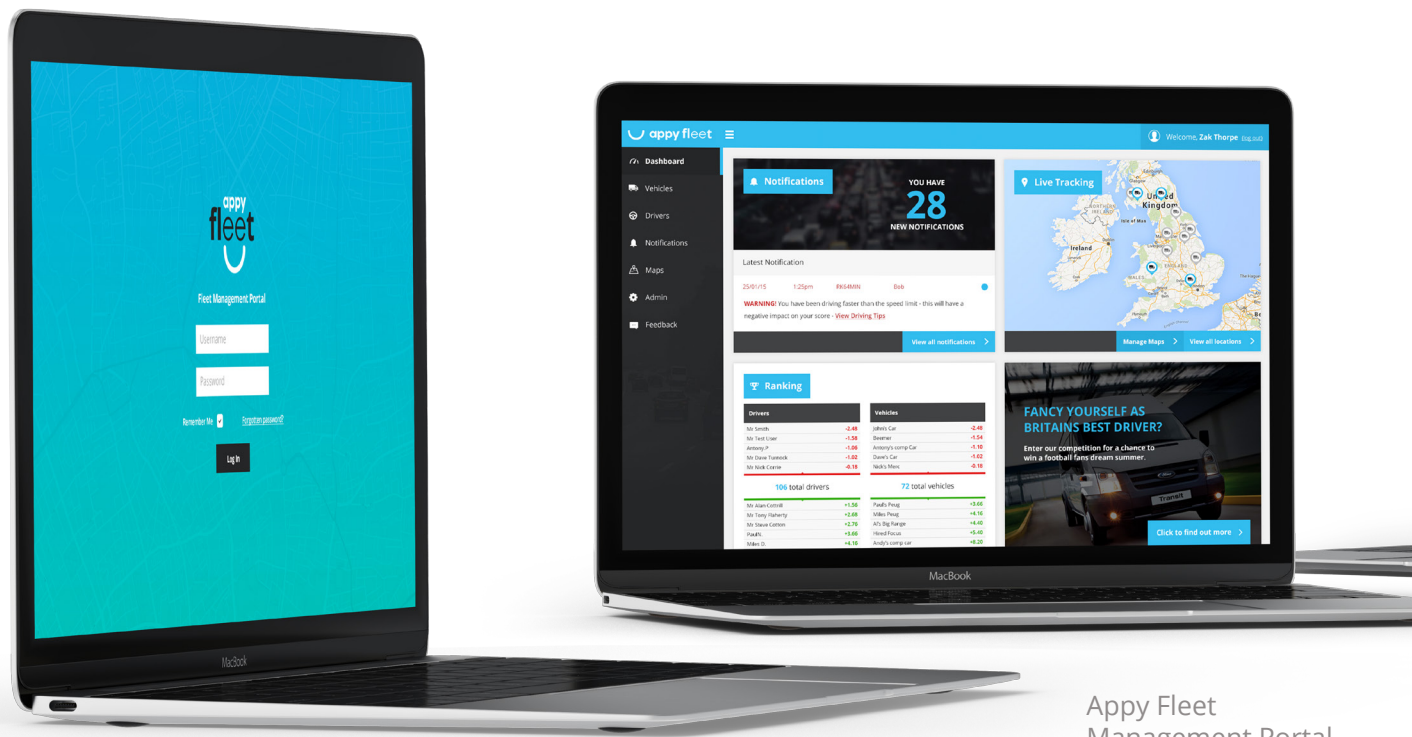
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Drivers still unconvinced about autonomous vehicle safety

33% of motorists think they are a bad idea while 12% brand them irresponsible

By Gareth Roberts

Drivers remain divided over the future of self-driving cars, with just a fifth (22%) saying that they can see the technology becoming the norm on UK roads.

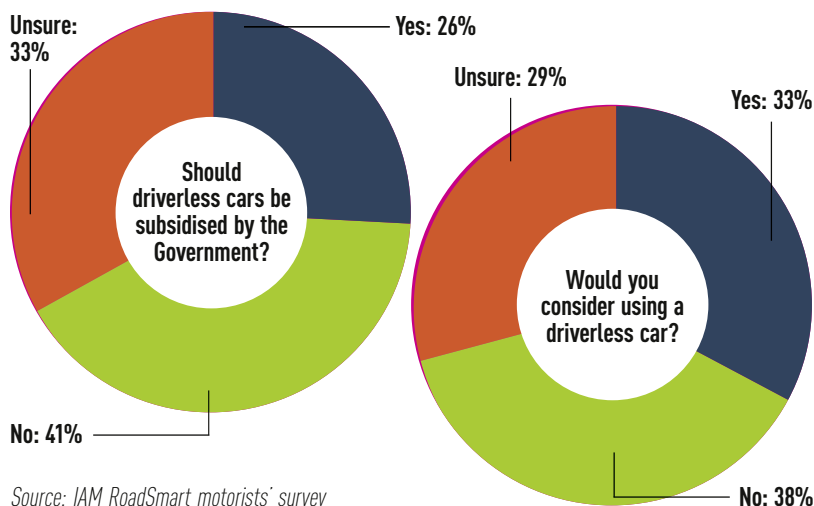
That compares with more than half (52%) of motorists who said they do not expect autonomous cars to become commonplace, while a third (34%) thought they were a bad idea.

IAM RoadSmart – formerly the Institute of Advanced Motorists (IAM) – conducted two pieces of research surveying 1,000 drivers and its 92,000 members.

It found that almost two-thirds (65%) of motorists believe that a human should always be in control of the vehicle and half (53%) think that we should be concentrating on making drivers safer – not just cars.

A third (35%), on the other hand, think that driverless cars are a good initiative for the future and a fifth (20%) think they will help assist everyone to travel and work. However, more than a tenth (12%) brand the idea as irresponsible.

Sarah Sillars, chief executive of IAM RoadSmart, said: "Technological advances that make driving and riding safer



Source: IAM RoadSmart motorists' survey



"Intelligent cars will deliver a step change in road safety"

Sarah Sillars, IAM RoadSmart

52%
of motorists polled do not expect autonomous cars to become commonplace

65%
believe a human should always be in control of a vehicle



Driverless tech could reduce accidents by 95%:
fleetnews.co.uk/driverless-accident-reduction

for all road users have to be embraced wholeheartedly – but British motorists and our members want the right to drive."

A third (33%) of motorists surveyed said they would consider using a driverless car, but slightly more (38%) said they would not.

When asked if the Government should subsidise driverless cars like electric cars, only a quarter (26%) said they should.

Sillars said: "Intelligent cars will deliver a step change in road safety by targeting the human errors we make from time-to-time.

"At IAM RoadSmart we believe a well-trained driver and an ever-vigilant car is a win-win scenario for the future.

"This technology will prove to be a major boost for business and keep UK Plc at the very edge of technological advance."

Motorists were also asked what aspects of autonomous technology they liked and the ability to thwart tailgaters was most appreciated.

An overwhelming 90% liked the idea it could prevent drivers from being able to follow them too closely, and 82% were similarly supportive about technology stopping them from being able to drive too close to the vehicle in front.

The next most popular development, with 81% support, was the idea that overtaking would only be allowed when it is safe, and parallel and reverse parking would be done automatically and accurately for you.

The research comes as the driver training charity, and its commercial subsidiaries IAM Drive and Survive, Professional Driver Services and Driver Retraining Academy, are all rebranded under IAM RoadSmart.

A new logo and website have been developed, and a number of new training products including eco driving, motorway driving, risk management, driving in unfamiliar places and built-in vehicle technology, will be launched.

Sillars said: "Driving can be made so much more enjoyable with just a bit more awareness. This is where IAM RoadSmart comes in."

See page 16 for how autonomous cars will impact the insurance industry.

Insurers will rewrite rules when driverless vehicles take to roads

Manufacturers must take blame for accidents involving autonomous vehicles

By Jonathan Manning

Fleet operators will have a key role to play in paving the way for the introduction of autonomous cars, according to experts.

The pace of development in 'driverless' systems requires a new technical, legal and regulatory framework to allow trials to take place on open roads. It also needs vehicle manufacturers and insurers to establish fresh rules about liability in the event of an accident involving a car in driverless mode.

The Centre for Connected and Autonomous Vehicles (CCAV), a joint venture between the Department for Transport (DfT) and the Department for Business, Innovation and Skills, is tasked with plotting a path to the successful introduction of autonomous vehicles.

"This summer we will consult on changes to the regulatory framework to adapt to the first wave of technology," said Ian Forbes, head of the CCAV. "We will be working with the insurance industry and manufacturers, and we will see what we as a Government have to do."

Delegates at a seminar on insuring self-driving vehicles last week heard experts predict that autonomous driving systems could cut accident rates by 80% within a decade, but to achieve such results requires "changes to the Road Traffic Act and European law to allow us to test these autonomous vehicles", said Peter Shaw, chief executive of Thatcham Research. The law as it stands requires the driver always to be in control of the vehicle.

Autonomous driving also requires a completely fresh approach to vehicle insurance.

"The current system is a negligence-based system and it will have to evolve," said Tim Marlow, head of autonomous and connected vehicle research at the insurer Ageas.

"When an autonomous vehicle is involved in an accident we will need to understand the extent to which any blame may be assigned to the vehicle or the driver. Once you get to the stage where the vehicle is in control completely for the whole of segments of a journey, then the manufacturer is liable and should take responsibility for the incident."

Volvo Cars has already committed to accepting liability for accidents due to a malfunction in its autonomous technology.

"When the car is driven in autonomous mode it's our responsibility. A malfunction should not happen and if it does it's our problem," said Hakan Samuelsson, president and CEO of Volvo Car Group, which is to launch a trial of 100 autonomous cars in London next year.

How these developments impact on fleet underwriting remains to be seen.

"At the moment fleet policies typically have a fixed premium

80%
Cut in accident rates
forecast within a decade

100
Number of autonomous
cars to be trialled in
London next year by
Volvo Car Group



To look at Volvo's
autonomous test centre,
visit: fleetnews.co.uk/astazero

from the chairman's Rolls Royce to the salesman's Fiesta," said Marlow. "Will autonomous and non-autonomous cars pay the same premium? It's very difficult to predict. But the more autonomous systems we see in vehicles, the better the claims experience should be.

"A lot of fleets now are only purchasing or leasing vehicles that have a five-star Euro NCAP rating, and you cannot get a five-star rating without autonomous emergency braking."

The transition to autonomous vehicles also faces the uncertainty of road space shared by conventional and driverless vehicles.

James Dalton, director, general insurance policy at the Association of British Insurers, asked how other road users will react to the concept of cars without a driver in control.

Will the situation arise where the driver of a conventional car has to buy third party liability insurance, but the driver of an autonomous vehicle does not because the manufacturer carries the risk, he said.

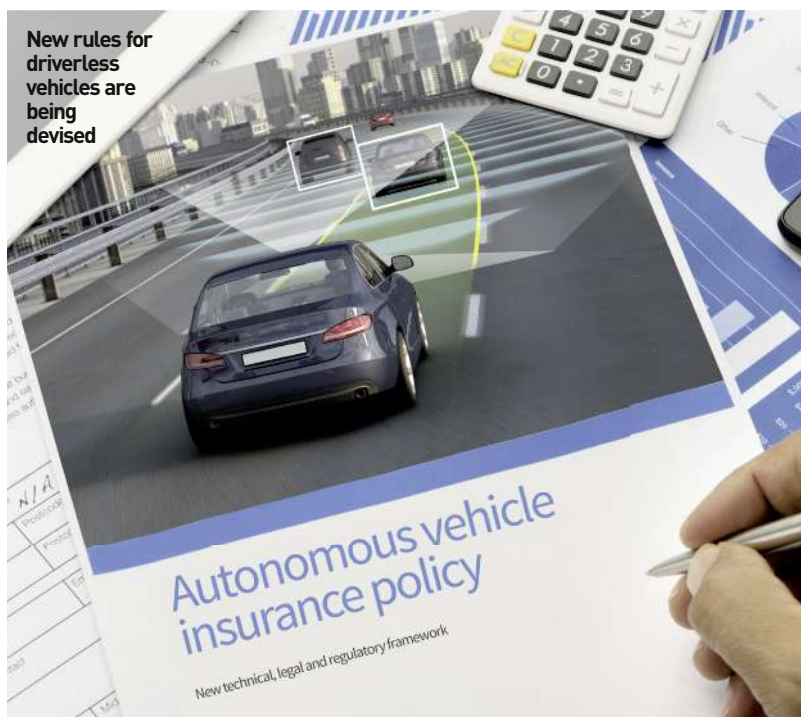
At present there is no consensus between manufacturers on who is responsible for a vehicle when it is motoring under its own control, with some insisting the driver must still supervise progress as a pilot surveys the instruments when a plane flies on autopilot.

"There cannot be different treatments or different rules for each brand," said Dalton.

ACFO chairman John Pryor said fleets would welcome new technology that would save them cost and mitigate their risks, but he added that it was premature to formulate a response to the consultation document before publication.

He also raised the issue of data ownership and protection, which will need to be resolved if vehicles are to be fitted with black box recorders to identify when they are being driven and when they are in driverless mode.

New rules for
driverless
vehicles are
being
devised



"This summer we will consult on changes to the regulatory framework"

Ian Forbes, CCAV



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THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



Peugeot Citroën is to be applauded for its recent decision to release 'real-life' fuel consumption figures alongside the official combined cycle numbers.

This does give fleets a bit of a dilemma: when making model-by-model running cost comparisons for their choice lists they would have to use the official figures for a like-for-like evaluation.

However, for accurate costings they would then need to feed Peugeot's real-life figure back into their calculations, which would obviously show a big increase in costs over the operating cycle.

"We have the first example of Peugeot's 'real-life' tests. It shows a 27% shortfall"

How does this get explained to the procurement or finance director?

We have the first example of Peugeot's real-life comparison in the 2008 test drive on page 50. It shows a 27% shortfall over the official figure on the fleet-popular 1.6-litre HDi (55.4mpg instead of 76.3). We wonder whether more manufacturers will follow suit before the new emissions testing regime is introduced next year.

However, any issues raised by Peugeot's honesty pale against the confusion that will arise if local authorities are given carte blanche to set their own air quality rules on emissions levels. That's what MPs are pressing the Government for (see page 10).

It raises the prospect of fleets needing to take into consideration different requirements for different cities, making it difficult to maintain compliance or to choose the right vehicles.

Fleets don't want a patchwork of local regulations; they need a national standard.

So far, DEFRA appears sympathetic and is resisting calls for further autonomy. However, it remains to be seen whether new city mayors will seek to plough a similar furrow to Boris Johnson in London.

YOUR LETTERS

LANE ENFORCEMENT

Tough decisions on smart motorways and X-lanes

EDITOR'S PICK



N Baxendale wrote:

Having read 'Safety concerns over use of all-lane motorways' (*Fleet News*, April 28), as a traffic officer for Highways England, I believe that all-lane running adds a significant benefit for the public. That said, I believe that without more education drivers will not pay attention to Red X signs or lane diversions.

Legislation has to catch up as well. If a Red X is active and vehicles continue through, then it must result in automatic points, or a fine plus retraining, or even passing another test for the driver.

We see the effects of poor driving standards every day. We have to educate and enforce. Police motorway patrols have been vastly reduced and traffic officers currently have limited powers. We are out there 24/7/365, and the technology is there. We just need the political will to enable it – and quickly.

The above is my own personal viewpoint and in no way represents the thinking of Highways England, but I wish it did, as the traffic officer service has more than 10 years' experience of all motorway conditions. And we can do much more.

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

Peter Rust wrote:

Motorway X-lane signage has to be effectively controlled and switched off when cleared. Too many events without a reason will cause motorists to not trust the 'move lane' indication and become blasé. Speed restriction signage also needs to be updated every 10 minutes, as most motorists don't adhere to these requests after many, many incidents of unnecessary reductions in motorway speed and claims of hold-ups ahead, which mostly turn out to be unfounded.

Roger Hill added:

Hard shoulder running is dangerous, and the breakdown services are right not to rescue breakdowns there

(although I was unaware of that), as they have a duty of care not to place their employees in a place of danger. The same surely would apply to other services, such as Highways Agency staff who have to turn up and close that section of road.

The whole point of a hard shoulder is to allow a breakdown to move into a place of relative safety while awaiting rescue. Even while waiting on the hard shoulder, cars get hit. I don't use hard shoulder running as I think it's unsafe.

There's enough information that we have to take on board subliminally without adding to it and wondering whether the big sign info is current or been left there overnight. From a safety point of view, I'm not convinced.



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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). CO₂ emissions 156 – 94 g/km.

¹Subject 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.

YOUR LETTERS

ACCIDENT MANAGEMENT

Arval safety restructure is good move for firm

Robberg wrote:

Having read 'Arval restructures its accident management product' (fleetnews.co.uk, April 28), I am glad to hear this. Accident management is almost always outsourced, and I've yet to find one provider that delivers what it promises.



VEHICLE OVERLOADING

Make weighing-up easier for drivers

IanM wrote:

Having read 'Widespread van overloading is undermining tech advances, says SMMT' (fleetnews.co.uk, April 27), I think this problem is caused by a lack of awareness of how much weight is actually on board. Vans can be retro-fitted with onboard scales. The driver would then be fully aware of his weight and distribution and reduce the chances of prosecution which, long term, will save money on fines and penalty points. Maybe manufacturers should start offering this kind of device as an option?

Edward Handley added:

A remarkably high proportion of van drivers have no idea what the carrying capacity of their van is and, if



they have seen the vehicle plate, they often think the maximum authorised mass is the van's carrying capacity and the train weight is the gross weight. As a result, they just load it till it is full. The more aware will notice it's a "bit down at the back" and will stop.

Manufacturers do not help, because they do not make the unladen or kerb weight easy to find. It is not marked anywhere on the vehicle and, if the driver does look in the handbook, it will be tucked away and will list several different weights because the handbook covers a range of vehicle types.

DPF ISSUES

Don't filter out driver responsibility

Patriot wrote:

Having read 'DPF Clean Team calls for greater enforcement of DPF removal laws' (fleetnews.co.uk, April 27), I think a lot of diesel particulate filter problems can be traced back to the driver.

Diesel engine cars are unsuitable for town and short journey driving. Using supermarket diesel fuel is a no-no, and driving in a lower gear to make sure the engine warms quicker should be avoided. Most DPFs need engines to rev between 2-3k over a distance of more than 2-3 miles to regenerate. A clogged exhaust gas recirculation valve can cause similar symptoms to a blocked DPF. There is enough information out there to help drivers with DPF problems before they are held hostage by a dealer or DPF specialist.

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If you or someone you know is aged between 16 and 24 and is interested in work experience opportunities at Bauer Media go to: gothinkbig.com

Question:
What word or phrase do you most overuse?

Editorial

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'Is there anything I can do to make you more comfortable/happy?'

(To the other half)

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Sorry

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Thanks

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Head of publishing

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Do I need to sit you on the naughty step?

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Finbarr O'Reilly 01733 468267

What could possibly go wrong?

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Erika Small 01733 468312

What would you like for breakfast/dinner? (To my boyfriend)

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(maternity cover)

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FLEET OPINION

EMPLOYEE WELFARE

Telematics can help duty of care policy

By Nick Walker

“Cost efficiency is undoubtedly the number one benefit most commonly associated by fleet managers with using technology such as telematics. This is closely followed by the duty of care such technology offers businesses that have an obligation to look after their employees' work environment and their vehicles.

If you're running a large business, with team members up and down the country on the road, this can be a fairly arduous task.

Telematics enables you to have a clear picture on the performance of cars (mileage, fuel efficiency) as well as the driving behaviour of individuals (speeding and safety). This means fleet managers are now much more in control and can actually monitor this information and rectify the problem if needed.

In addition, certain firms like estate agents rely on employees working in the field alone. GPS tracking technology included in telematics systems has played a significant role in ensuring employees are safe, as it provides potentially crucial information on the whereabouts of a particular vehicle.

For example, if a car was parked in the same place for an extended period of time, that could be a potential trigger to question whether something was wrong.

Keeping a check on the health of all vehicles in your fleet can be a time-consuming and often difficult task to manage. However, with telematics software constantly providing up-to-date information on each individual vehicle, you will be constantly alerted as to when an MOT is required or a new tyre needs to be fitted. This ensures all employees are driving vehicles efficiently and safely and therefore keeping themselves and other drivers safe.

Telematics has many benefits, but its ability to support fleet managers with duty of care definitely shouldn't be overlooked.

The safety of your employees will be your number one concern and therefore any help you can get should be embraced. It would be wise to explore all the benefits that telematics technology can bring.”



Nick Walker
managing director,
RAC Telematics



Gareth Hession
director of Asset
Risk, CLM



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“Checking the health of vehicles in your fleet can be time-consuming and often difficult”

PERFORMANCE FIGURES

Make wholelife costs 'real-world'

By Gareth Hession

“There is clear and compelling evidence that many manufacturers' fuel consumption figures are high-on impossible to achieve in real world driving.

In fact, it is formally recognised that current laboratory test programmes understate fuel consumption and emissions.

A study by the Transport & Environment campaign group found that the average gap between test results and real-world performance had increased from 8% in 2001 to 40% in 2014, and suggested that it was continuing to grow.

For some time now, we at CLM have been considering likely real-world performance when providing wholelife cost (WLC) calculations.

Fuel makes up a significant percentage of any WLC calculation. So it stands to reason that if the figures used are too generous, then the WLC figure itself is understated and not a true reflection of the real cost of running the vehicle.

We typically employ a percentage of the official manufacturer's figure – 70-85% of the combined cycle depending on the typical client journey profile – to achieve what we feel is a more accurate picture.

The picture is further complicated when looking at plug-in hybrids. Given they can start the test cycles with a full electric charge, which is not commonly the case at the beginning of each real world journey, the result is further distorted.

Again, dependent upon a client typical journey profile, and charging facilities, we may only take 50-60% of the claimed fuel consumption figures through to our WLC.

The new testing regime that comes in next year, based on the world light test procedure (WLTP) testing cycle, will reflect everyday driving conditions more accurately and should bring some welcome transparency to the situation.

However, there is no need to wait until 2017 before taking some sort of definitive action.

By employing our methodology on a consistent basis, we find it is still possible to achieve reasonably accurate WLC figures, such that our clients' car selection decisions are optimised based on robust and transparent data.”

“With our methodology, it is possible to achieve reasonably accurate wholelife cost figures”

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comparative purposes and may not reflect real driving results. Jeep® is a registered trademark of FCA US LLC.

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.

DRIVER DISQUALIFICATION

Q "If an employee has been disqualified from driving in the past but is now eligible to drive again, should we put them through training before they resume driving for work? In theory, they have been through the necessary checks in order to be granted a new licence, but is that enough? From a duty-of-care perspective, what should we be doing? And is it necessary to have a formal policy or can it be managed on a case-by-case basis, as it is a rare occurrence?"

A This is, of course, a sensitive issue, and one which will not usually lend itself to being addressed in detail through a formal policy. However, your driver policy should always contain some provisions around appropriate action that might be taken in the area of driver safety. For example, common wording in best-in-class policies will normally say that the employer will undertake specific actions for new drivers, e.g. licence checks, risk assessments and potentially training, but may also require existing drivers to undertake a range of activities up to and including formal driver training. If your existing policy contains these sorts of statements, it should be adequate for any action you choose to take.

As far as this specific set of circumstances is concerned, it certainly is a rare occurrence in most fleets and in my own experience. I can recall perhaps two cases while I was a fleet manager and, in both cases, the driver had been disqualified as a result of drink-driving – which was particularly sensitive as our business was pubs and beer. In these cases, I took the time to talk to the driver's line manager about the specific circumstances and to ensure that they would provide appropriate support and encouragement for the driver in order to ensure that there was no recurrence. The line manager was best placed to know the driver and the likelihood of this happening. In both cases, neither the line manager nor I felt that any form of driver training would be either helpful or appropriate.

It is here that I believe the answer to your question lies. Cases such as this will be exceptions and should always be treated as such and any actions should suit the circumstances. If the driver had been disqualified for a series of speeding offences, for example, it would be appropriate to put them through some formal in-car training. Most driver training providers can deliver something appropriate that will build on the typical

"If the driver had been disqualified for a series of speeding offences, it would be appropriate to put them through some formal in-car training"

speed awareness course. Similarly, other moving vehicle offences might necessitate appropriate training.

It is quite possible that the driver will object to undertaking training – they have their licence back after all. Here is where you can point to the policy and state that this is a requirement in this set of circumstances. You are acting as a responsible employer, seeking to ensure their safety and that of others.

In all cases, however, I believe that appropriate training is only part of the solution. The line manager is key in ensuring that the driver gets the appropriate support and that offences such as speeding are not a direct result of the driver being expected to meet unrealistic targets for customer visits, etc. I have come across a few cases where speeding has been a direct result of poor planning or business pressures.

■ The next Ask Nigel will be in the June 9 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 or email fleetnews@bauermedia.co.uk



'Driving is most dangerous thing staff do every day'

Fleet decision-makers discuss ways to improve driver behaviour and reduce risk

By Sarah Tooze

Fleet managers have been grappling with the best way to identify high-risk drivers and subsequently tackle that risk.

There was agreement from *Fleet News* Awards finalists who attended a recent roundtable, sponsored by Škoda, that driving is one of the most dangerous things an employee does and that the fleet manager has an important part to play in improving driver safety.

Several larger fleets have decided to go beyond an online risk assessment and on-road training by developing a range of sophisticated tools to identify and profile drivers.

How do you identify driver risk?

Ted Sakyi: In my previous role at Transport for London (TfL) we did licence checks and online risk assessments. But what does the online risk assessment actually tell you? It gives us some kind of indicator, but is it everything? No. So I employed an ex-police officer. We worked closely with our telematics company and came up with a radio frequency card which was personalised to the individual. As soon as they sat in the driver's seat, that vehicle would register them and without that registration it wouldn't start. The reason we did that was to understand how people were driving when we couldn't see them. It was almost impossible to tell who was driving a vehicle, so the radio frequency card allowed us to understand who the key offenders were. But we were not using it to beat people up, we were using it to identify people's behaviours and the risk they had to themselves, the general public and, ultimately, the company.

450

Number of engineers that have completed the British Gas Young Driver Academy programme

Ravi Jain: We're going through that process with RFID tags with our company vans. You will have a group of five people that work out of a vehicle so in any given day it could be any one of those five people who is driving the vehicle. Through normal use of telematics you can tell what the vehicle is doing but you don't necessarily know what the driver is doing.

Doing it at the driver level, rather than the vehicle level, has made a massive difference for us. The typical conversation we're having with our drivers is "how can we make you safer?". Especially if you've got five people in a vehicle. If you're driving a vehicle you only think about yourself but if you're a driver in a vehicle with four other people that's five people you're responsible for.

Driving is dangerous. We're in a building material industry; we use live explosives – and we say that, after our quarries, the road network is our most dangerous working environment.

John Gorton: We've got police officers who are firearms trained, we've got riot officers, the whole spectrum, and we

"Through normal use of telematics you can tell what the vehicle is doing but you don't necessarily know what the driver is doing"

Ravi Jain, Tarmac



DELEGATES



Mike Vickers
fleet manager,
Portsmouth City
Council



Sam McIndoe
fleet manager,
Radian Group



William Smith
senior reward &
performance
manager, Britvic



Justin Wand
head of fleet &
logistics, South East
Coast Ambulance
Service



John Gorton
head of transport,
Kent and Essex Police



Ann-Marie Dunbar
fleet manager,
Vodafone



Steve Thompson
head of transport,
West Yorkshire
Police



Ravi Jain
category manager:
fleet & logistics,
Tarmac



Jon York
road safety manager,
British Gas



Carl Hanson
fleet director,
Balfour Beatty



Chris Stone
head of finance, SGN



Ted Sakyi
group fleet manager,
Wates Group



Martin Gay
contract hire and
leasing manager north,
Skoda

all agree that driving is the most dangerous thing a police officer does on a day-to-day basis.

Who are your high-risk drivers?

Jon York: We have a large number of engineers under 25 years old. I looked at some statistics in 2013 and a significant number of them had experienced a crash in that year. That was really powerful information to get the board and the trade union signed on to doing something different for the young drivers. We now have a Young Driver Academy. There is an induction and then there are six two-hour visits over a 12-month period. They are with a trainer in the vehicle. Currently, there are about 450 engineers that have completed the programme or are going through the 12 months. Every visit they have there is a form that is filled out that covers all the elements we are looking at and they are set a target.

There are comments from the instructor, from the candidate and me. We get bodies looking at the portfolio, it has to be evidenced that the candidates are getting some benefit. I am delighted with the feedback we're getting. One comment was: "I'm learning skills I never knew before." It's a lot of work, but it's worthwhile.

Sam McIndoe: We don't have a Young Driver Academy, but I always put the young drivers we get through training. I use the Blue Lamp Trust for an in-van session. Most of its trainers are ex-police officers and the training is top quality.

What training do you give drivers over 25?

Jon York: When they join they have to go through a full day induction, so we assess their driving on drive one. We then give them coaching and guidance, classroom workshops, and take them out for a second drive. They have to pass the whole induction before they get any keys. In addition to that, we have a driver risk management system which we have developed so anything to do with that vehicle gets uploaded into that and we have a red, amber, green system. Any reds go to a safety review and they get additional driver training.

Carl Hanson: We do something very similar to British Gas, we give employees 'a licence to drive', we call it a 'permit to drive'. From a consequence perspective, we could take it away from them, although I don't think we've ever had to. It helps us from a classification point of view. It's about teaching people how to drive in the environment they are going to drive. We've found it helps from a cost saving and maintenance

point of view, too. If someone is not used to towing a trailer, taking off on an incline with a manual gearbox is going to wreck a gearbox.

How do you overcome any driver resistance to training?

John Gorton: It's interesting how hesitant people are to take additional training. It's actually a skill for life. It keeps yourself, your family and other people safe. People don't like doing it because they don't like to be tested. One of the things we say is "this is something you can take advantage of in your home life as well".

Justin Wand: Working with Cranfield University, we've developed a national ambulance driver risk indexing tool. That has helped us go back to some of our drivers and look at the benefit of remedial training. There is not a lot of evidence that says just sending them back to driving school does them any good. People know how to drive; there are other reasons [for poor driving]. So are they distracted? Are they fatigued? Are they natural thrill seekers? Are they time-pressured?

Ted Sakyi: Implementing this radio frequency card, from an HR point of view, [we] can monitor people's hours of work and their line managers have access to that information so HR can question why he is doing 60 hours. If we haven't got the staffing levels we need to look at that.

Ravi Jain: We're saying to our drivers if they feel they're under pressure, if they're being asked to drive three or four hours to get to an 8 o'clock meeting, that prime time when they're most likely to have an accident in a given day, they should use this information to say: "Well, actually I don't think that's responsible. I can make it for the meeting by 10 o'clock if it's an all day meeting or I should be stopping overnight." It's enabling our drivers. This shouldn't all be line management coming down, it should be drivers going back up.

*"New drivers
have to pass
the whole
induction
before they
get any keys"*

Jon York, British Gas



Focus on positives for
driving: [fleetnews.co.uk/
positive-driver-behaviour](http://fleetnews.co.uk/positive-driver-behaviour)

FLEETS INFORMED

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Instant needs of 'Amazon generation'

Suppliers discuss changing fleet sector demands, customer service and the rise of technology



Suppliers were divided on whether fleets were bundling or unbundling services

DELEGATES



Phil Homer
Nationwide Windscreens



Kieran Taylor
Vision Track



Simon Marsh
Vision Track



Simon Cuenca
ALD



Steve Greenaway
Nationwide Windscreens



Richard Evans
Jaama



Mike Routledge
AA DriveTech



Ian Hughes
Zenith



Ellie Whiten
Jaama



Tony Greenidge
Fleet Operations



David Richards
AA DriveTech



For an extended version of this visit: fleetnews.co.uk/fi-debate

By Stephen Briers

Transparency, customer service and data management were three themes emerging from a recent Fleets Informed supplier roundtable hosted by *Fleet News*.

The seven suppliers in attendance – AA DriveTech, ALD, Fleet Operations, Jaama, Nationwide Windscreens, Vision Track and Zenith – discussed key trends and their impact on the fleet sector and on the services they are providing. Views were mixed over fleets' desire to bundle or unbundle services, but all agreed that they needed to do more to meet the complex needs of their customers.

Fleet News: How are the demands from fleets changing?

David Richards: Buyers are more sophisticated. They understand what suppliers are offering so there is the challenge of price versus value. We have to be more innovative and go to the heart of customers' businesses.

Ian Hughes: We are accountable for any failure in the customers' eyes. So the quality of the supply chain is essential for underlying business performance. There is a demand for leasing companies to diversify their products and services. Total mobility, bundled services, new products like salary sacrifice, PCPs, affinity schemes, policy management, telematics – fleets are looking for a one-stop shop, especially the larger corporates.

Tony Greenidge: There is a desire for greater transparency on pricing. In leasing, it is difficult to differentiate their offerings. We are seeing more unbundling as technology improves, with the potential to do direct deals to get transparency on price and value. Often now in leasing it comes down to price. The RFP (request for proposal) is a leap of faith that the price will stay the same during the contract term. Also, customers are focusing on short-term benefits – taking the saving now.



“Procurement, HR and fleet are all looking at customer service through their own retail experiences”

Ian Hughes, Zenith

time. Their challenge is how they make sense of it. We have to help them interpret that data, to focus on the exceptions not the day-to-day stuff.

Tony Greenidge: We create data, analyse it and make recommendations, but the business doesn't have the expertise to do something with it, or that person doesn't have responsibility to do something with it.

Simon Cuenca: The traditional model of account management is still required, but there is a need for an overlay for the things that really optimise a fleet business, such as interpretation and enactment. As an industry, we are not particularly good at this but we have to be the strategic thinker for the fleet.

Simon Marsh: We are seeing more uptake and acceptance of technology by fleets and drivers. The cost has come down and they see it as protection, not big brother. With video they can see quickly if there is an issue, especially eyesight and health, as a reason for incidents. But fleets don't look at it properly until there's a problem – and by then it's too late.

Fleet News: How admissible is video in the event of a disputed incident?

Simon Marsh: Disputes get knocked out straight away. They don't go to court; the claims are settled immediately because it shows all the evidence, especially for whiplash claims.

Fleet News: What is the impact of finance, procurement and HR's involvement in fleet?

Simon Cuenca: Procurement sees cars as a commodity, especially essential user cars. They are bought as cheap as possible. But where HR is becoming more significant with perk, salary sacrifice and affinity schemes, cars are bought on a different basis. Price is important, but it's more about the experience because it has a different role to play, including recruitment, retention and attracting employees.

Fleet News: So what is the role for the modern fleet decision-maker?

David Richards: There is either a strategic or tactical way of looking at fleet. 'Strategic' measures and monitors and is looking for value; 'tactical' is looking for the lowest price.

Tony Greenidge: Companies aren't recruiting people that have the skills set to effect change within the business, even for larger fleets with significant spend. It's a real change for the business, and for us as suppliers, because we struggle to work with them and drive through change.

Simon Cuenca: The starting point is: what's your policy and how will you get people to sign up to and adhere to it?

David Richards: It's about employee engagement. Policies tell you what, but not why; fleets can do more. You need someone to look at vehicles and drivers in a holistic way.

Ian Hughes: You have to look at the fleet through a different lens to see if there are some real 'eureka' moments. It's the smart stuff that drives value.

Tony Greenidge: Fleets should think about the economic factors that might come their way. They have to get into the culture of the business and what they are trying to achieve.

Simon Cuenca: It depends on the market. There is a move for top 10 leasing companies to win the big deals for the bundled services. But the reality is that more aren't in that sector and there is a disconnect arising whereby the big leasing companies are not serving the smaller fleets. The market will start to perceive that we are all the same because the way we present ourselves on the market is the same. It's generic, so we have become very price-point led.

Richard Evans: From a technology perspective, there's been a call for suppliers of data to be more open to integration and packaging together. It's not so much about the actual data; it's the strategic decisions that can be made.

Phil Homer: In our sector, price has been pushed hard but it has affected lead times which can be two or three weeks. Our model is a branch network, which reduces lead times.

Fleet News: Are fleets expecting more when it comes to customer service?

Ian Hughes: The nub is how we execute customer service. Procurement, HR and fleet are all looking at that through their own retail experiences. It is about conditioning our clients as to what 'good' looks like – it's a major shift. The Amazon generation wants things instantly and they are not tolerant of the complexities of business. But things can go wrong. There is more focus on resolving issues. We are empowering operators at the front line to resolve rather than waiting for management sign-off.

Mike Routledge: Procurement is more involved. The issue is the way that category management views everything as a commodity. But alongside that they want the Rolls-Royce of service. It's a fiscal-add, not a value-add.

Fleet News: How is the emergence of data changing the way fleets operate?

David Richards: It's about how fleets use the data in real-

“Policies tell you what, but not why; fleets can do more”

David Richards,
AA DriveTech



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The highly anticipated All-New Renault Mégane is here. With its bold, striking design and innovative technology, it takes driving pleasure to a whole new level, making it a truly unique offering in the sector and a compelling proposition for fleet managers.



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DESIGN

The All-New Mégane looks set to take the fleet sector into new territory with a blend of seductive design and assertive style, showcasing the best of Renault, inside and out. With a low stance and wide shoulders, the exterior is a true mark of the Mégane's sporting flair. A new distinctive **C-shaped lighting signature** and prominent wide front grille also contribute to its unique on-road personality to make it a stand-out model in the segment.



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DRIVER ENGAGEMENT CUTS INCIDENT RATE BY 33%



Technology and training help, but Michal Duda's best asset in managing 577 ambulances is his experience as a driver, he tells *Stephen Briers*

W

ho better to understand the business needs and whims of drivers than a former driver?

Michal Duda started his career on the road for a medical services operation, which gave him the ideal background to engage drivers when he eventually moved into a fleet role.

His first taste of fleet came a decade ago when Duda moved into the fleet office at Lewis Day to oversee servicing schedules

and workshop maintenance for the company's 1,000-plus vehicles.

When the organisation was broken up and sold in 2009, he remained with the medical business – now called Medical Services – taking responsibility for one of its stations, with a fleet of 100 vehicles. Four years later, he was appointed fleet manager for Medical Services' 450 ambulances and nine sites, six of which have workshops.

"My experience as a driver has helped a lot when making judgements between the manager's world and the driver's world," says Duda.

"I take every driver seriously and whatever

problem they might have with the vehicle, I don't ignore it."

This level of involvement can see him respond to 30-40 vehicle-related matters every day, ranging from minor issues to breakdowns and accidents.

"We don't look to find blame with the driver; we find the genuine fault or the causes of any issue. I can understand the driver statements, the road conditions and the vehicle conditions because of my experiences on the road," says Duda.

"By making sure their concerns are heard, the crews feel valued and engaged. This helps to maintain the fleet and they tend to



Medical Services fleet manager Michal Duda: 'I take every driver seriously'

look after the company resources and equipment as if they are their own.

"This culture of engagement is very important to help prevent breakdowns and incidents."

It appears to be working. Following the introduction in 2014 of a new training and induction regime, the company's incident rate has fallen by a third, with the majority of accidents now low-speed manoeuvring scrapes.

During their application process, every potential new recruit undergoes a 20- to 30-minute road risk assessment with one of Medical Services' instructors, based on

bluelight standards. They also sit a theory test based on the Highway Code.

If successful, they receive further training on manual handling and driving as part of a two-week induction, before being employed on a six-month probation. Additional training can be arranged if Duda identifies any issues.

"Candidates get the job only if they are a good driver," he explains.

Since being appointed fleet manager in 2013, Duda's fleet has grown to 577 ambulances. He has nine types of vehicle including emergency/front-line ambulances, high-dependency, passenger transport, wheelchair access and some cars.

More than 300 are based in London, with other concentrations in Bedfordshire/Hertfordshire, Manchester and Shropshire. He also has some vehicles covering Wales and Birmingham.

Following a recent change of ownership – Danish company Falck is now the majority shareholder – Medical Services will expand further into the provision of emergency services vehicles. It already supports the likes of South Central Ambulance Service, Yorkshire Ambulance Service and South East Coast Ambulance Service after introducing a first response service two





FACTFILE

Fleet manager Michal Duda
Fleet size 577 vehicles
Funding method Outright purchase
Operating cycle Typically six years/150,000 miles
No of workshops Six
Brands on fleet Renault, Peugeot, Ford, Fiat
Fleet team Kevin Davis, workshop manager; Miryam Rafique, fleet admin



years ago. As a consequence, Duda anticipates his fleet will grow to about 600 over the next 12 months.

Medical Services currently buys almost all vehicles outright, primarily in batches, with the decision to change based on age (typically six years), equipment compatibility or wear and tear. However, Duda is considering switching to a contract hire model and the company's finance team is currently looking at the cost-benefit analysis.

He expects the new funding method to be introduced later this year, but Medical Services will keep its maintenance provision in-house.

"We need mechanics that know our vehicles and how to treat them with all the conversions and electrical elements," says Duda.

"They aren't vans anymore; they are different products. Our mechanics maintain our fleet to our expected level due to their

knowledge and expertise. They can fix problems in hours when it would take a dealer days."

The majority of the fleet is Renault Master for large vehicles and Peugeot Expert and Partner for smaller vehicles. It also has some older Ford Connect and Fiat Doblo vans.

"We recently introduced some Peugeot Boxers. I am looking at their utilisation and reliability to give us a second model option when we expand," says Duda.

They need to cope with exacting conversion requirements, which, in addition to coping with the medical needs of patients, must also minimise the risks to crew and patients during transit.

Feedback from crews is always considered when specifying a vehicle. Following such input, Medical Services fitted front-line vehicles with power-load stretchers, which require minimal manual handling by paramedics. Other vehicles have manual ramps rather than electrical, which helps to reduce downtime due to maintenance.

"We want to make our fleet driver-friendly and patient-friendly," says Duda. "We have hands-free communications systems on every vehicle, comfortable seats, and backrests for wheelchair users to protect their heads in case of an incident."

"We have also gone from rails on the floor to pinpoints because they were gathering dust and were a contamination risk."

Utilisation is a daily priority for Duda. His first task when appointed was to look at fuel procurement and refuelling frequencies, which he did by introducing a basic tracking system. He then introduced new workshop



Michal Duda, right, with his fleet team: workshop manager Kevin Davis and fleet administrator Miryam Rafique

"We never take vehicles off the road just to do a service; they are all done as part of routine maintenance"

Michal Duda, Medical Services

TELEMATICS HELPS TO DEVELOP DRIVERS AND PROTECT PATIENTS

Medical Services has begun introducing a new telematics system since Falck assumed majority ownership.

Traffilog has been installed in 230 vehicles, with the expectation that all new vehicles will also contain the system. Falck has been closely involved in developing the telematics system for its own needs over the past couple of years.

"We will be using it to monitor driver behaviour, as a logging device, as a traffic light system on the dash, and for the

G-sensors that are hard-wired into the vehicle," says Michael Duda.

"We will know the real mileage, fuel levels, engine temperatures and the driver [most Masters are two-man crews]. We will use the behaviour information for their development programmes – we want to promote the best drivers and coach the ones that are at risk."

Medical Services will also use the data to defend its drivers in the event of an incident or if they receive a complaint

from a patient about the quality of the journey.

From about 3,000 journeys a month, Medical Services typically receives two complaints. In about two-thirds of those cases, it finds no fault with the driver.

"We give the feedback to the patient with the proof," says Duda. "This is seen by the crews as a positive tool."

He is also considering introducing a rewards programme for the drivers achieving the best behavioural scores.



maintenance schedules, which require at least 20 services to be carried out each week.

"This gives a flow of servicing, so we never get into a backlog situation," he says. "We never take vehicles off the road just to do a service; they are all done as part of routine maintenance."

Duda assesses every vehicle based on the revenue it brings to the company versus its costs. Any vehicle that falls short of his productivity expectations is scrutinised to find out if it is actually required by the unit or could be deployed elsewhere.

"We also look at downtime, the number of hours a vehicle stays on the road and how many shifts it does," he says. "It helps us to squeeze as much life as we can out of each vehicle."

With many vehicles operating a day shift and a night shift – full driver checks and cleaning take place between each – the workshop team has a policy of taking every vehicle off the road for at least one day per week for a full check.

Such pre-emptive action reduces the likelihood of faults occurring and can, says Duda, "give a vehicle at least another year of operation".

When allied to the daily visual driver inspection, it also enables the maintenance team to plan ahead so they do not disrupt the operational needs of the fleet; likewise it ensures the operations cannot disrupt the maintenance needs.

Duda cares deeply about his fleet and his ambulances, including what happens to

them after de-fleeting. He has agreements with a number of agents, who search for buyers, and many of his ambulances end up as school minibuses. However, quite a few also go to places such as Africa, Turkey and even Jamaica to begin a second life of providing medical support services.

"We work with charities as well, where we provide them with our ambulances at the end of their life with us," Duda says. "But it's not their end of life. They still have a role to play in saving other lives."



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HOW ENTERPRISE EVOLVED FROM RENTAL TO 'HOLISTIC MOBILITY'

Khaled Shahbo and Adrian Bewley believe Enterprise Rent-a-Car's integrated solutions give it the edge over its corporate mobility rivals, writes [Andrew Ryan](#)

Corporate mobility is worth £800 billion a year, according to the Global Business Travel Association, so it is little surprise the UK market is becoming increasingly competitive.

Alphabet, for example, no longer describes itself as a leasing company, but as a 'business mobility provider'; LeasePlan, another leasing company, launched its Swapcar car-sharing service late last year.

Vehicle manufacturers are also getting in on the act – BMW has teamed up with rental company Sixt to offer its DriveNow car-sharing service – while some rental companies have been quick to spot the opportunities offered by car clubs, Avis Budget buying Zipcar, for example.

Enterprise Rent-a-Car, however, believes it has a major advantage over its mobility provider rivals as it continues to evolve away from its core offering of daily car hire.

"A lot of people have created a web of outsourced products and services," says Adrian Bewley, head of business rental for Enterprise. "We own and operate everything that we offer into the market. That's a substantial difference."

Khaled Shahbo, managing director of Enterprise Holdings for the UK and Ireland, adds: "Each of our services is suitable in its own right as a standalone product, but we are talking about holistic mobility and an integrated, coordinated solution for all our customers' mobility needs."

"Whether they want a Mini, a Micra, a Maserati, a minibus or, on the commercial vehicle side, a Kangoo, a Transit, a tipper or a 17.5-tonne articulated lorry with two refrigerator units with four refrigerated spaces, you can come to one company with one account and access all of those, and that's whether you want to run it for an hour, a day, a week, a year or a multi-year agreement."



"A lot of people have created a web of outsourced products and services. We own and operate everything that we offer into the market"

Adrian Bewley

FACTFILE

Organisation Enterprise Rent-a-Car
Managing director of UK and Ireland Khaled Shahbo
Head of business rental

Adrian Bewley

Number of Enterprise branches
420

Enterprise Car Club coverage
19 cities, 1,200 bays

Number of Flex-E-Rent depots
19

"That's what I call holistic mobility and I'm not sure anyone offers that as comprehensively as we do today."

Enterprise's desire to become the principal mobility provider for businesses and private motorists wanting to access any type of vehicle for any period of time led it to acquire City Car Club in April last year, which relaunched last month as Enterprise Car Club.

The company also acquired commercial vehicle (CV) provider Burnt Tree in 2014 and combined this with its own CV offering to form Enterprise Flex-E-Rent, which has a fleet of more than 25,000 vehicles.

"A lot has changed in the past few years," says Shahbo. "The business has fundamentally transformed itself. When you look at the acquisitions we've made and the developments we've made, starting with buying the second-largest truck and van supplier in the country (Burnt Tree) and the second-largest retail car club in the country (City Car Club), as well as opening up our first exotics division, each

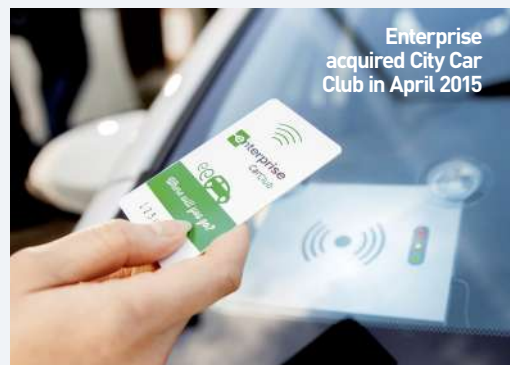
ENTERPRISE 'IS ALWAYS LOOKING FOR OPPORTUNITIES'

Some of Enterprise's recent progress has been through acquiring Burnt Tree and City Car Club, and Khaled Shahbo did not rule out making more acquisitions in the future.

"We are always open [to making more acquisitions] and we are always engaged in some sort of assessment of opportunities in the marketplace," he says.

"Where we think they'll add extra strategic value to our integrated offering, we'll certainly take a look, but our customers will have to tell us there's a need we're not fulfilling and then we'll go and try and fill that in the most effective way possible."

"We're always looking for opportunities that better complete our integrated offering, but we've got a lot of products in development and will make a couple of announcements in late spring/early summer of new offerings."





Enterprise has 420 branches and its car club has 1,200 bays in 19 cities

of those developments has come at the behest of our customers.

"They identified a need, we listened to them, we engaged with them, we realised we may not have a best-in class service in that area, so we filled that gap.

"We build the majority of what we provide to our customers. We've bought a few of those elements and we are developing other elements, but they all come back to one point – since we were formed 64 years ago, we've listened to customers.

"You can look at our history and it's peppered with that same repetitive thing – every innovation we've had has come around from listening to customers."

Enterprise prides itself on its customer service and Bewley says this is evident through its investment in technology and the new tools the company is developing, including online systems and smartphone apps.

"It's key to make it easy to access products," he says. "Three, four or five years ago, it was very difficult to access lots of different products as you had to go into different places or different systems.

"Improving that access gives power to a business to build a travel programme that suits its exact requirements."

Enterprise can help do this by making sure services are not treated as standalone products, but as part of a suite of offerings, says Bewley.

"When we speak to a B2B customer, we can talk to them about how they gain access to Enterprise rather than just telling them we have a rental car service and a car club service," he adds.

"Essentially it is about convenience and accessibility."

Enterprise is working on a journey assessment tool to help customers choose the most appropriate form of travel depending on their requirements and company policy.

"They tell us the parameters they would like to operate their fleet policy within and we build those into journey assessments," says Shahbo.



"What we are offering to the market is an integrated, coordinated solution"

*Khaled Shahbo,
Enterprise*



"They can tell us that if the journey is more than 17 miles, they want to use a car, less than 17 miles, they want them to use a taxi.

"Our tool will help the transportation manager use their own data in a manner that's functional and practical.

"We can be aligned with their end goal. If it's cost savings, then we focus on that, if it's time efficiency, that's what we focus on. If it's CO2 emissions, then we can build the algorithm for that.

"Once the data is input, it'll spit out a series of potential outcomes. One may be taxi plus train, or it could be hourly rental, daily, weekly or more. Whatever the outcome, that is the preferred mechanism that we recommend."

Bewley says recommending services not provided by Enterprise builds strong relationships with customers.

"We've been giving advice to customers for many years around all our product lines and we like to give good, impartial advice that's sustainable," he says.

"We've had an awful lot of customers for many years because of that neutrality."

Although Enterprise has changed drastically in recent years, Shahbo says the transformation it will go through in the next 36 months will be far greater than that.

"There will be a convergence of technology, services and information management systems the likes of which we've not seen before," he says.

"In three years' time, we are going to be offering much of the services that we've been discussing, but how people access them will be faster, more consistent.

"It'll become more automated and convenient, but the nice thing is that at the point of transaction we will never lose sight, no matter how automated or digital the access to us is, of the men and women who provide the service at the front line.

"We are still a people business, whether you text us, connect with us though an app or computer: our culture has always been about service and that won't change."

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Free to attend Debates

Tuesday:

The ACFO (Association of Car Fleet Operators) Debate – Another Fine Mess

Fines for parking and motoring offences are an administrative nightmare for fleet decision-makers. They are issued on an 'industrial scale' and there is widespread concern around processing and administration handling.

Caroline Sheppard, chief adjudicator of the Traffic Penalty Tribunal, chairs the debate, which will include panelists from:

- Highways England
- Independent Parking Committee
- Parking Eye
- A Daily Rental Company
- An ACFO Fleet Manager



Wednesday:

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, a business philosophy over risk and control or from a previous bad experience.

This debate will look at the options, ask which is best for you and consider some of the pitfalls to avoid.

The panel includes:

- Jo Hammonds, group fleet manager, Mears Group
- Mike Vickers, fleet manager, Portsmouth City Council
- Stuart Donnelly, international sales director, Fleet Logistics
- Caroline Sandall, deputy chairman, ACFO
- The leasing view



Volvo S90

An exclusive first drive, the S90 comes with LED headlights, Volvo's Sensus infotainment system with a nine-inch touchscreen, sat-nav (including lifetime annual map updates), voice-control system and internet access as standard. Volvo Pilot Assist keeps the S90 at a set speed or distance from the vehicle in front, braking and accelerating with the flow of traffic, and gives steering inputs to keep the car within lane markings at speeds up to 80 mph.



Mercedes-Benz E-Class

The new Mercedes-Benz E-Class has standard automatic parking system, advanced collision avoidance systems, LED headlamps and heated front seats. Optional features include lane-keeping with blindspot warning, and an additional pack that will allow the car to follow and stop with the vehicle in front in traffic jams. The E220d offers CO2 emissions from 102g/km and comes with a nine-speed automatic transmission.



Renault Mégane

The new Mégane raises the bar for quality, and new technology brings added driver appeal, including a four-wheel steering system that helps improve agility at low speed and stability at high speed. The GT Line grade, which has styling cues from the top GT model, is expected to be popular with user choosers.



Volkswagen Tiguan

The second-generation is bolder than before, with more road presence and a chunkier SUV look. This early driving opportunity for fleets will demonstrate the car's step up in quality, as well as adopting new technology and safety features. The Tiguan will be available 150hp diesel power with two-wheel drive and four-wheel drive variants, as well as a four-wheel drive 2.0 TSI petrol variants.



Hyundai Ioniq

Hyundai's new model offers a choice of hybrid, plug-in hybrid or full electric in the same vehicle. The petrol engine in the hybrid variants comes with a dual-clutch gearbox for a more dynamic driving experience. The Ioniq plug-in offers up to 31 miles on a single charge, while the fully electric version will travel up to 155 miles. Hyundai is targeting CO2 emissions of 79g/km for the hybrid, and 32g/km for the plug-in.



Jaguar F-Pace

The F-Pace is Jaguar's first SUV and comes with three engine choices, offering CO2 emissions from 129g/km. With rear-wheel drive as standard on the entry 2.0-litre diesel, or all-wheel drive as an option, the F-Pace has surprising multi-terrain ability, which fleets will be able to sample on the off-road course, as well as the road circuits.



Vauxhall Astra Sports Tourer

The British-built Vauxhall Astra Sports Tourer takes the high-quality package of the Vauxhall Astra five-door hatchback and offers it as a practical estate car. Ideal for drivers who need to carry work-related equipment, the Astra Sports Tourer will be available to drive in fuel efficient



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KEEPING YOUR FLEET FIGHTING FIT

Effectively managing uptime is crucial for any fleet operator, but perhaps nowhere more so than for breakdown companies and emergency services, whose vehicles are vital to public safety. *Emma Cooper* talks to four national fleet managers about how they keep their fleets operational

Having vehicles off-road directly impacts on service levels and bottom lines, not to mention brand and customer relations, especially if those vehicles are 'mission critical' to the nature of your business.

This is particularly the case when it comes to emergency service vehicles, paramount in saving lives and combating crime, and which also host myriad specialist features your local daily rental firm would struggle to cater for.

In the words of John Gorton, head of transport at Kent and

Essex Police: "You can't just go and spot-hire a police car, and you certainly can't do that with our armed vehicles, which have weapons storage, or our police dog vehicles with dog containment sections."

So how do emergency services and breakdown service providers, which also need to keep their vehicles on the road, predict and reduce downtime?

We spoke to The AA, RAC, South Central Ambulance Services and Kent and Essex Police about the strategies they employ to mitigate and manage downtime.



Trevor Thompson, head of fleet, South Central Fleet Services (subsidiary company of South Central Ambulance Service NHS Trust)

Fleet size (cars/vans): Circa 530
Fleet make-up/average vehicle type: 200 ambulances, 80 rapid response cars, 250 patient transport vehicles

Brand include: Ford, Iveco Mercedes-Benz, Peugeot, Volvo
Annual fleet mileage: 40,000 per vehicle on average
Maintenance: In-house



John Gorton, head of transport, Kent and Essex Police

Fleet size: 1,800 automotive vehicles across Kent and Essex (plus boats and bicycles)
Make up: 1,300 cars, 320 vans, 180 LGVs and bikes
Brands: Various
Average mileage: 13 million miles across the fleet. Mileage significantly varies depending on vehicle – traffic/response vehicle can run up to 60,000-70,000 miles per year, compared to a CID car at 15,000-20,000 miles per year
Maintenance: In-house



Tim Hartles, national fleet manager, The RAC

Fleet size: 1,751 vehicles
Fleet make-up/average vehicle type: 233 cars, 1,463 LCVs and 55 HGVs, including patrol vans, Volkswagen Transporter, Ford custom vans, Mercedes-Benz Vito
Annual fleet mileage: Cars averaging 20,000 miles, LCVs averaging 25,000 miles, HGVs averaging 100,000 miles per year
Maintenance: Outsourced



Chris Wiltshire, AA fleet engineer, The AA

Fleet size: Circa 3,000
Fleet make-up/average vehicle type: Medium-sized panel van (Ford Custom and Volkswagen Transporter)
Annual fleet mileage: 25,000 per vehicle
Maintenance: Outsourced



Tell us about the demands on your fleet, and why minimising downtime is so vital

Chris Wiltshire: The AA fleet consists of predominately medium-sized panel vans, supported by a small fleet of 12-tonne trucks. The fleet is designed, built and utilised to ensure we can maximise the repair or recovery opportunity for our customers in need of rescue.

Any unplanned vehicle off-road time has the potential to extend the customer waiting time or ultimately force us to subcontract that repair or recovery to an approved garage.

The commitment to the customer of our brand attending is lost and so the brand value is at risk of being diluted.

Trevor Thompson: The demands on the fleet are extremely high. Around 200 vehicles are accident and emergency vehicles, delivering advanced patient care in emergency and often life-threatening situations 24/7, 365 days a year. This number of vehicles has to provide a timely service across the four counties of Buckinghamshire, Berkshire, Oxfordshire and Hampshire, an area of more than 3,500 square miles.

Minimising vehicle downtime is a priority, as when a vehicle is not available to operations it is not available to deliver urgent patient care.

In addition, there are circa 80 rapid response cars manned by paramedics who are usually first on the scene to treat and assess a patient's needs. South Central Ambulance Service (SCAS) also provides a patient transport service to and from health premises across this same geographical area, ensuring those patients who require day care and essential appointments arrive safely and on time.

John Gorton: It's quite a mixed fleet. 50% are marked operational vehicles, a quarter of which are response vehicles that regularly exceed normal speed laws, meaning the level of maintenance needs to be really high. Unmarked vehicles are covert but still require heavy maintenance as they'll be running blues and twos often.

We're responding to everything, from a shop theft to an armed person or even a terrorist incident, so it really is 'life and limb' for our drivers, and, with regards to our traffic officers, they can be the first on the scene at a major incident. It's essential our fleet can get the right teams of officers to the right place as soon as possible.

Tim Hartles: With a 1,500 strong patrol force attending around 2.3 million breakdowns in a single year, our fleet is extremely busy. Our members rely on us to keep them moving and ensure they are safe on the roads.

Reducing downtime is key for us because, just as with any large fleet operation, a vehicle that is off the road is not doing its job, which means effectively it is losing us business. But more importantly, it means we can't use that vehicle to serve our members' needs. Of course, we have contingencies in place to avoid any loss of service, but we have huge demands on our fleet especially at peak times such as mid-winter and summer holidays. Fortunately, the nature of

the RAC fleet means our patrols can maintain their own vehicles, which helps to minimise any disruption that might be caused through downtime.

How do you manage scheduled maintenance efficiently?

John Gorton: We schedule vehicles in for maintenance every six months or 12,000 miles – whichever comes first – but for some it's not enough. Ultimately, safety is our first priority and these vehicles wear faster: our response vehicles are under much more stress than a public vehicle.

Telematics is helping with scheduling – our maintenance team know where vehicles are and how hard they are being driven. We can see which vehicles are being driven more often and ensure they are scheduled in as early as needed. The Civa Tranman system we use helps us load the five Kent and Essex workshops in order of priority and workshop staff then call vehicles in for routine downtime.

Chris Wiltshire: Our fleet maintenance has been outsourced to, and managed by, BT Fleet for 12 years, and by working closely together over this time our fleet has become part of their experienced workshops. Vans are booked by individual drivers to be serviced during the patrol's rostered rest or leave periods, with service completion dates agreed within contract to limit vehicle unavailability.

The trucks are on a fixed-service pattern that is booked a year in advance, with any new truck taking the service pattern of the truck it replaces, keeping rebooking and rescheduling to a minimum. Service types are agreed contractually with set times, with an remedial maintenance allowance and all pre-booked repairs to be complete within that service window.

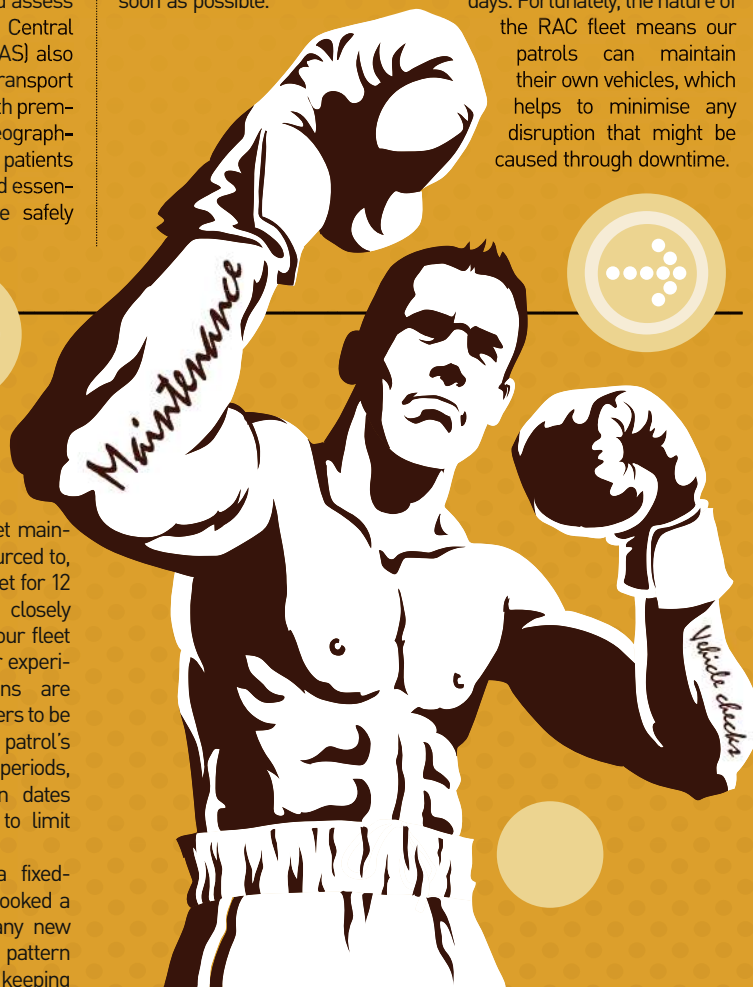
Where available, servicing is pushed into evening or overnight servicing so that trucks are available for the start of the next shift.

Trevor Thompson: SCFS has four workshops, spread from Oxfordshire to Hampshire. Scheduled maintenance is managed by a planned weekly programme.

Working with the SCAS operations team, vehicles required for maintenance are requested to be delivered to the facility, with the vehicles backfilled by spares.

Tim Hartles: Scheduled maintenance is managed in partnership with our leasing provider, Lex Autolease. We use a compliance calendar, which is an online tool that maps our vehicle maintenance requirements.

This ensures service and inspections are regularly scheduled and adhered to on time.



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Volvo	XC60	£11,150	115	Gasoline	5	£11,150	115	Gasoline	5
Volvo	XC60	£11,150	115	Gasoline	5	£11,150	115	Gasoline	5

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How do you manage unscheduled maintenance efficiently?

John Gorton: Police drivers are responsible for picking up issues and they are very attuned to their cars. If they have a vehicle that's not responding as it should, they get that vehicle in for maintenance as quickly as possible.

Our workshops have part of every day dedicated to unscheduled work.

However, scheduled work takes priority as we want as many of the vehicles back out on the roads as quickly as possible.

Chris Wiltshire: Where a roadside repair is not feasible then, working with BT Fleet, the unscheduled downtime is covered by workshops with extended hours and truck manufacturer warranty and support.

BT maintenance is contractually held to account on repair times which has led to a greater partnership between the manufacturers, BT and The AA to ensure all technical assistance is available. Regular review meetings that involve the manufacturer technical support team with BT and The AA build these relationships, so foster better B2B opportunities.

Vehicle availability and compliance teams within the AA work with BT to ensure all routes to repair are explored, so that the best, most cost effective – not necessarily the cheapest – method is employed.

This is driven by the fact that our vehicles are not easily replaced in the short-term by hire vehicles due to the specific role type.

Tim Hartles: There are always scenarios that you can't prepare for with any fleet, the RAC's included. All of our vehicles are mission critical, so engagement with the driver and the repair network is paramount to ensure we reach a solution quickly.

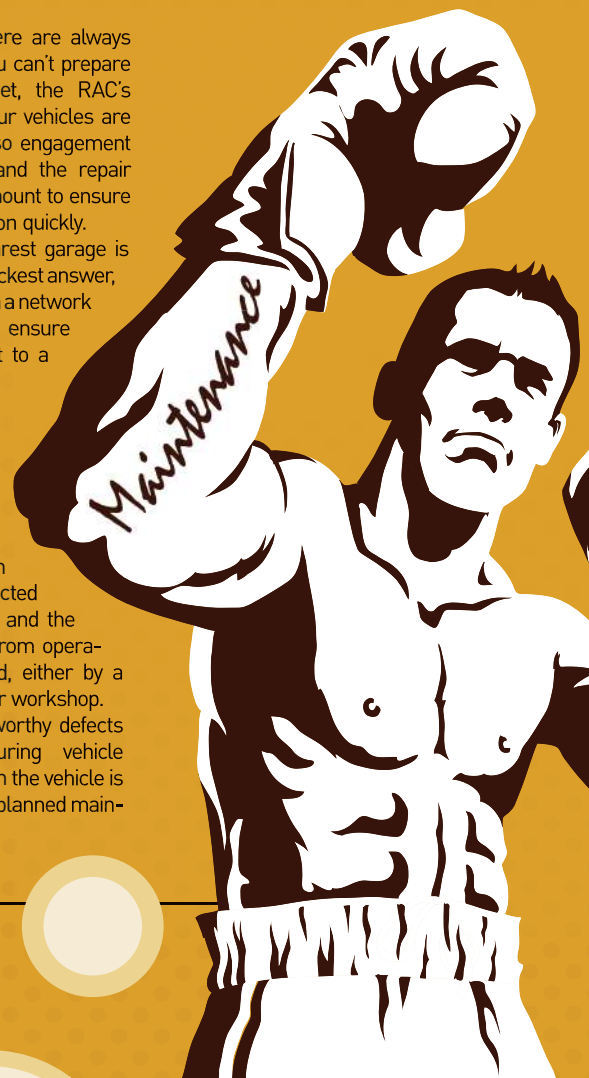
Finding the nearest garage is not always the quickest answer, so we engage with a network of repairers to ensure downtime is kept to a minimum.

Trevor

Thompson:

Unscheduled maintenance is managed via a triage system with major defects acted upon immediately and the vehicle removed from operations and repaired, either by a mobile engineer or workshop.

Minor but roadworthy defects are repaired during vehicle downtime, or when the vehicle is delivered in for its planned maintenance.



What effect have your initiatives had on vehicle off-road time?

Chris Wiltshire: Working closely with all parties from equipment and vehicle suppliers and with the maintenance provider, we are seeing a better availability of vehicles. Even those vehicles that reach the end of their planned life but continue to be part of the frontline fleet have a better than forecast maintenance cost.

Tim Hartles: Having a skilled workforce helps us deliver 99% availability of our fleet at all times. Because we employ a 'one man, one van' approach, our drivers have ownership and take pride in their vehicle. They are also qualified to do their own maintenance work successfully and efficiently to keep our vehicles moving at all times.

Trevor Thompson: A review of in-house versus external maintenance providers demonstrated the clear benefit of in-house maintenance for the emergency fleet, due to the complexity of equipment on the vehicles requiring maintenance, with the variance in off-road time in some cases improving by 50%.

The benefits of this model have also been proved with SCAS setting up the fleet department, headed by myself, as a wholly owned subsidiary company in November 2015.

The adoption of a biannual full service programme for the emergency vehicles has ensured all equipment, e.g. tail-lifts, stretchers, are maintained while the vehicles are off-road, reducing the need for vehicles to be off-road at various intervals.

John Gorton: The vast majority of our vehicles are out working on the roads, and uptime has been steadily increasing, from 96.9% in 2014 and 97.9% in 2015 to 98.1% so far for the start of 2016.

What is your policy on vehicle checks?

John Gorton: Officers are required to check their vehicles over at least two-to-three times a day. On occasion, these vehicles are travelling up to 140mph – it is essential our officers are routinely undertaking their own checks, looking over tyres, etc. If they find anything that's a problem they are able to phone one of the workshops for a quick fix and repair. On occasion, staff also get training to do the basics themselves, such as windscreen wipers and lights.

The cars also have a more thorough checkover once a week to check the oil and get a good look at things under the bonnet.

Chris Wiltshire: All truck drivers have a legal responsibility to carry out daily checks, with enhanced weekly checks carried out during hours of lower demand, e.g. Sunday mornings.

All van drivers are required to complete daily checks, and also have specific weekly and pre-use checks that must be carried out and recorded. Records from all drivers are in duplicate at the minimum, with copies sent to the compliance teams to ensure completeness with closed loop reporting.

Tim Hartles: All of our drivers have to complete a daily walk-around check of their vehicle, and these daily checks are then recorded electronically.

Trevor Thompson: All vehicles are checked by the operator before every shift in addition to the planned maintenance checks.

Do you use telematics or driver apps to help reduce downtime?

Trevor Thompson: SCFS uses a system called Terrafox, which is a specialist emergency response tracking system that enables crews and operators to pinpoint vehicle locations.

It also combines radio communications so ambulance crews conduct radio communications.

All journeys are tracked, and vehicles utilised, by location and vehicle type.

John Gorton: We have recently trialled an off-the-shelf solution from Mix Telematics in 500 of our cars. We don't host the data or kit, we just want the data – which is extremely cost effective. We can convert it across to frontline operations. It's not just a fleet management tool, as now command and control are using the data to manage operational placement and meet demand, so they can see where our assets are, who the cars are being driven by and who's closest to an incident. That extra operational efficiency is also having a good impact on keeping down mileage.

The Mix system also comes with an Android/iOS compatible app, giving drivers a traffic-light style score system and dashboard, so they can compare their driving with colleagues. Allowing drivers to see their behaviour in real-time has also been interesting, as they are self-assessing and altering behaviour. It's been such a success. We are now looking to roll out telematics in all of our vehicles by July 2016.

Tim Hartles: We fitted out our entire fleet with RAC telematics units three years ago. We have the capability within our own telematics units to provide a fully connected vehicle service. However, with 1,400 trained mechanics driving our vehicles, often many of the issues are resolved by our own drivers.

What telematics technology does provide is that added duty of care element, ensuring that we know where every one of our vehicles is at any given time. Telematics also influences driver behaviour and therefore helps keep accidents or wear-and-tear of vehicles to an absolute minimum, in turn increasing productivity and helping to keep our fleet on the roads.

Chris Wiltshire: All vehicles are fitted with Trakm8 telematics units and a driver dashboard is being tested currently to monitor vehicle ECU faults reporting so that maintenance and component and fault failure can be accurately predicted, enabling us to fix before fail.

BT Fleet is in the process of rolling out a complete real-time service portal so that actual service tasks, times and activities are transparent and hopefully enabling a server link into The AA's truck availability system, giving a measurable improvement.



More tips on how a robust SMR regime can keep vehicles on the road at: fleetnews.co.uk/smr



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FleetNews

AWARDS
2016

MAZDA CX-3

'Fleet expectations have increased and this is our focus'

Sales will be helped by Mazda's youngest ever model line-up while Steve Tomlinson wants to improve customer service

By Stephen Briers

Mazda has grown its fleet sales consistently by double digits for the past three years. In 2012, it registered just 6,447 after two years of significant decline; last year that had risen to around 12,800.

Now, with its youngest ever model line-up, and one of the youngest in the motor industry, the company has set a more modest target, forecasting fleet growth of 5-6%.

Head of fleet Steve Tomlinson says this is in line with the broader business aspirations and is partly down to stock availability. "We could probably do more with the CX products but we can't get any more," he says.

Last year saw facelifts to the CX-5 and Mazda 6, and new launches for the Mazda 2, CX-3 and MX-5. All will play their part in securing more fleet business as Mazda aims for 13,600 registrations this year.

Fleet will still account for a below-market-average proportion of 28% (the industry average is 54%) with total sales slated to hit 49,000.

The *Fleet News* Award-winning CX-3 is starting to make an impact, with fleets registering more than 700 last year – exactly the total that Mazda forecast to *Fleet News* at the car's media launch a year ago.

This year, Mazda is planning to sell 5,324 units, described by Tomlinson as "modest" due to high global demand for cars, of which 23% (1,225) is planned for fleet.

"Whilst we would love to be able to sell more, it isn't bad

news as we anticipate residual values (RVs) to remain strong compared to some of the competition; and the car will no doubt be in high demand as a used car as a result," he says.

Fleet News: Your fleet sales were up in 2015, but a lot of this was down to rental, which was up 337%/2,130 units at 2,761. Why was this, and what are your plans for 2016?

Steve Tomlinson: In 2014, all of our rental was at the back end of the year; we did nothing in the first nine months. That was the point at which we re-engaged with rental and 2015 was at a similar level [throughout the year] with the fourth quarter of 2014. We had an opportunity to take additional production – rental is good for when cars break down; we want to put someone in a Mazda. Most of the volume goes through one partner for car hire.

We will see a similar level [of rental volume] in 2016 as 2015. We are careful not to affect our overall business mix or position in the market.

We have to be focused on where and how we sell. Around 55% of our fleet volume is contract hire and leasing, and in Motability we only sell 2, 3 and 6 – no CX. We have devised our volume plan and then we go to market to deliver it – no more, no less. As a consequence, we can react to market changes.

Our mantra is 'sustainable and repeatable business'. It's an approach which supports RVs and ensures we have long-term relationships with our partners.

28%

Proportion of sales made up by fleet

12,800

Fleet sales last year

Mazda staff celebrate their win



FN: The majority of your fleet business is with user-chooser and perk fleets. Do you plan to do more with job-need?

ST: This year we are looking for new business wins and organic growth with existing customers. Our 1.5-litre 99g/km Mazda 3 will open doors to fleets that want engines below two litres. We can look after any size of fleet but we do better with user-choosers. We have very few job-need fleets and that is often because we don't have a

"This year we are looking for new business wins and organic growth with existing customers"

Steve Tomlinson, Mazda



Steve Tomlinson, head of fleet, Mazda Motors UK (right), is presented with the award by Stephen Briers, editor-in-chief, Fleet News

wide trim level for base models. We only have three trims so we don't tend to end up at the lower end of the market on price. But the benefit-in-kind (BIK) message is important. Our teams have to be aware of the specification and trim levels of our competitors when comparing on lease rates. Our entry model could be much better equipped than rivals which might appear cheaper on paper.

FN: Mazda has not ventured down the electric vehicle route so far; what is the company's view on the future for engine technology?

ST: We took the decision some time ago to pursue improvements to the internal combustion engine (ICE), rather than go electric or hybrid. We have made up to 30% in improvements in the efficiency and emissions of the ICE and believe there is at least that level of improvement to come.

Once we have these efficient engines then we can look at hybrid systems, but with a lower level of electrification to ensure we retain the fun-to-drive elements of ICE. We do have a hybrid in Japan in the Mazda 3; this is on sale but we have no plans to export outside Japan. We also have an electric programme, but we will not introduce a fully electric car in the near future.

FN: What role does your dealer network play in fulfilling fleet and company car driver needs, and what are you doing to improve this service?

ST: As a brand, we are keen to support the profitability of our dealer network as much as possible and as such ensure that every fleet car that we sell is supplied by the network. As things stand we have six fleet specialist dealers, out of a network of 136, and the end user and contract hire volume is split approximately 50:50 between these two groups.

In terms of local businesses, we provide the network with a strong programme to enable them to offer Mazda products via contract hire at a competitive price and also the tools to sell to local businesses which opt to outright purchase their vehicles.

FN: How are the expectations of fleets changing in the way they interact with you?

ST: Their expectations have increased and this is our focus for this year – we want to improve our customer service position in the UK. We will launch our aftersales fleet charter which will set out exactly what a leasing company, fleet manager or company car driver can expect from a servicing and repair perspective and this will be promoted via our website and by the fleet team once live. It won't necessarily change what we offer, but it will formalise it and give them recourse if they don't get it, like a guarantee of service levels. All the network will sign up to it.

FN: What do you see as the biggest challenge facing fleets today – and how can Mazda help them overcome it?

ST: As there will always be a focus on the costs of running a fleet, ensuring that they are up to speed with vehicle taxation legislation and how that impacts on their vehicle choice is something that should be reviewed regularly, not only from the perspective of cost to the business but also from the perspective of the driver, in terms of BIK. Mazda is well aware of this fact. Ensuring that our cars are not only well specified but also offer drivers a competitive BIK cost has always been a top priority.

Mazda is continuing to invest in its fleet operations, appointing an additional contract hire manager last year.

It is also putting great emphasis on the new 1.5-litre engine which, in addition to the Mazda 3, will also go into the Mazda 2 and CX-3. Tomlinson is confident that the quoted figures are achievable and says there has been extensive real-life testing.

He adds: "We let our technology do the job on emissions more than reducing the engine size."

So far this year, Mazda is well on track to achieve its growth aspirations, with true fleet sales up 14.5% in the first three months while rental has fallen by just over 12%.

FACTFILE

Company Mazda
Headquarters Dartford
Head of fleet Steve Tomlinson
Fleet sales 2015 12,800
CX-3 fleet sales 2015 700

Judges' comments

“The CX-3 is a solid all-rounder. It's stylish and fun to drive, and combines those attributes with strong residuals and competitive running costs. As a cost-effective car, it is the most appealing in this category.”

FORD EDGE

Competitively-priced high-end SUV will challenge premium contenders



NEED TO KNOW

- Active noise control technology
- Power tailgate, rear-view camera and keyless start
- Pedestrian detection and traffic sign recognition

By Maurice Glover

A new flagship model should soon allow Ford to take a tilt at front-runners in the booming high-end SUV sector.

With upmarket features, advanced technology and a high grade interior, the Edge is set to make its mark, despite costing significantly less than rivals wearing premium badges, believes Ford of Britain fleet director Nick Themistocleous.

"We've driven our car back-to-back with the heavy-weight premium competitors and really believe it will

53%

Predicted RV at three years/30,000 miles



For full running costs, visit fleetnews.co.uk/running-costs

punch above its weight in the sector – we are convinced we have a real contender," he said.

"The higher end of the SUV arena is becoming very competitive in the core fleet business and Ford needs to move into the part of the market where premium brands are playing a significant role with user-choosers. Competition is also keen in the SME sector, which has expanded greatly in the past five years.

"As well as being fully competitive in performance, features and quality, our car is also boasting the strongest residual values ever achieved by Ford, with the exception of the Focus RS. Forecasts of around 53% at three years/30,000 miles will allow it to attract low monthly payments."

Based on the S-Max platform and launched in Europe after considerable success across the US, the Edge gives Ford its third SUV after the Kuga and EcoSport and, with a sub-£30,000 price, the all-drive lead-in car is fiercely competitive with popular German models, despite a comprehensive features list that includes active noise cancellation, colour touchscreen and keyless start.

For all that, more expensive versions are expected to account for the bulk of the 5,000 annual sales that Themistocleous is aiming to achieve.

"B2B and SME customers have flexibility of choice and typically opt for higher grade versions," he said, as the Edge was being previewed in Germany. "That also applies across the larger corporate sector and, while that level of sales might seem a modest number against my objective of 240,000 registrations for car and commercial vehicles over the year, I'm always looking for additional business – and an extra 5,000 volume represents an important contribution. I think the Titanium will be our core version."

Standing on 19-inch alloy wheels, the chunky model delivers comfortable travel with secure road holding and a smooth ride.



'Neatly detailed' dashboard with touchscreen navigation



Generous space, with
1,847-litre maximum
capacity bootspace
(seats folded)

*“Standing on 19-inch alloys,
the chunky model delivers
comfortable and secure road
holding and a smooth ride”*

And it backs its substantial appearance with an upscale interior using minimal switchgear on an attractive, neatly detailed dashboard that has touchscreen navigation. Significantly, the car provides generous stretching room for five adults and has a load capacity that expands the 602-litre boot space to a maximum 1,847 litres volume with the rear seats folded.

A high stance allows a commanding driving position and standard equipment on the Titanium vies with premium rivals by including a power tailgate, keyless start, illuminated scuff plates, a rear view camera, automatic wipers and lights, active city stop with pedestrian detection and traffic sign recognition.

In what is thought to be a first for a volume brand, the Edge also comes with gadgetry that harnesses noise to counteract noise as standard across the range and the feature is particularly effective with the lowest-output engine on the Titanium, which is generally subdued during main road cruising in a tall sixth gear but can be vocal when worked hard in lower ratios for maximum acceleration and overtaking manoeuvres.

Involving a laminated screen, acoustic side glass and improved bulkhead soundproofing, Ford's active noise control technology uses three microphones in the headlining to monitor sound, then cleverly muffles it by sending inaudible waves through the audio system to deliver an interior environment more associated with premium travel.

“We're not chasing volume and will sell less than 200 cars to the rental companies, but we are aiming to win conquest business with a vehicle that's larger than the Volkswagen Touran and almost as big as the Range Rover Sport, which is double the price,” said Themistocleous. “This is a compelling package for customers looking for a full-up, five-seat SUV and I don't think you'll get much more car for the money than this.”

COSTS

P11D price	£32,045
BIK tax band (2016/17)	29%
Annual BIK tax (40%)	£3,717
Class 1A NIC	£1,282
Annual VED	£145
RV (4yr/80K)	£11,675/36%
Fuel cost (ppm)	10.08
AFR (ppm)	12
Running cost (4yr/80K)	40.34ppm

SPEC

Power (hp)/torque (lb-ft)	177/295
CO₂ emissions (g/km)	149g/km
Top speed (mph)	124
0-62mph (sec)	9.9
Fuel efficiency (mpg)	48.7

KEY RIVAL

Land Rover Discovery Sport 2.0 TD4 (180) SE	
P11D price:	£32,610
BIK tax band (2016/17)	27%
Annual BIK tax (20%)	£1,761
Class 1A NIC	£1,215
Annual VED	£130
RV (4yr/80k)	£11,661/36%
Fuel cost (ppm)	9.21
AFR (ppm)	11
Running cost (4yr/80k)	40.33ppm

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

THINKING CAP



By Martin Ward, manufacturer
relationships manager

cap hpi

Monday / Tuesday Flew into Madrid to test a couple of new cars at the INTA Test Facility. INTA is the Institute National Technical Aerospace, or the Spanish space agency. Founded in 1942 it, amongst other things, controls the rocket launch site in southern Spain.

But in the massive area it owns, it has built an enormous test facility, a speed bowl with different surfaces and a huge off-road test track. All very impressive, and close to Madrid airport.

Wednesday A family member lost a car key to a fairly new car, and didn't have a spare set at home. We can all misplace keys, but often they do turn up. I once left one in a security tray at an airport, but quickly realised and got it back.

*“What is your company
policy on lost vehicle keys?
And do you have one?”*

The car was locked in a car park and, with no spare keys up north, The AA had to recover the car back home, after releasing the rear brakes so it could be towed.

The spare keys were posted and arrived a couple of days later, so the car was out of action for that period of time. A spare key was ordered, and was put on factory order. It arrived 10 days later.

Then the car had to be taken to the local dealer for coding, after reconnecting the rear brakes. All-in-all, the new key cost a whopping £265.96 – ouch!

This nightmare doesn't happen often to many of us. But if it does, what is your company policy? Do you have one? Who pays for a replacement key – the driver, the company, the leasing company? Where are spare keys kept? Who pays for recovery? If a rental car is needed to keep the driver working, who pays for that? All these considerations, just because a key is lost, or misplaced.

I have a 1968 Mini, and if I lose the key for that a screwdriver or nail file will get it going – modern technology, eh?

PEUGEOT 2008

Revised SUV offers reduced CO₂ emissions and 'real world' mpg figures



Redesigned grille and 'chunkier' wheel arches

NEED TO KNOW

- Revised 2008 has stronger SUV look
- Engine updates bring down CO₂ emissions
- First of a number of new SUVs from Peugeot

Simon Harris

No mainstream car manufacturer can afford to ignore the growth of the SUV sector in Europe. Five years ago, French SUVs were few and far between, and relied on partnerships with other manufacturers. Since then, there has been a proliferation of cars described as 'crossover' or 'SUV', across the industry, including the French brands.

The Peugeot 2008 is one of the most compact. Launched in 2013, the 2008 uses engine technology and components that featured in the 208 hatchback, but with raised suspension and an estate car body.

Although no four-wheel drive version was available, top versions came with 'grip control' – a sophisticated traction control system to help the car get out of all but the most difficult off-road situations – and all-season tyres.

More than 40,000 Peugeot 2008s found homes in the UK by the end of 2015 – and almost 19,000 were registered here last year. The most popular model has been the 100hp diesel, although three-cylinder petrol variants also sell quite well.

Changes for the mid-life facelift seem to leave well alone the things the car does well, but attempt to broaden its appeal. The car has more of an SUV stance, with upright elements in the radiator grille instead of horizontal, and chunkier wheel arches on top models, as well as two new metallic colour options.

There is a new GT Line equipment grade, which adds black detailing to the exterior, including the roof rails, as well as a red 'Peugeot' inscription on the front and red accents and stitching inside.

COSTS

P11D price	£19,910
BIK tax band (2016/17)	19%
Annual BIK tax (20%)	£757
Class 1A NIC	£522
Annual VED	£0
RV (4yr/80k)	£5,150/26%
Fuel cost (ppm)	6.34
AFR (ppm)	8
Running cost (4yr/80k)	29.06ppm

SPEC

Power (hp)/torque (lb-ft)	100/187
CO ₂ emissions (g/km)	97
Top speed (mph)	112
0-62mph (sec)	11.3
Fuel efficiency (mpg)	76.3

KEY RIVAL

Renault Captur 1.5 dCi 90 Signature Nav
P11D price: £20,320
BIK tax band (2016/17) 19%
Annual BIK tax (20%) £772
Class 1A NIC £533
Annual VED £0
RV (4yr/80k) £5,700/28%
Fuel cost (ppm) 6.43
AFR (ppm) 8
Running cost (4yr/80k) 28.69ppm

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



i-Cockpit's distinctive compact steering wheel

Peugeot's unique i-Cockpit, with its compact steering wheel and raised instruments continues and, although it feels like a compact car, it wouldn't be cramped with four adults inside.

All petrol versions offer CO₂ emissions below 115g/km, while all diesels are below 100g/km. As well as official fuel economy figures, which Peugeot is required to publish by law, Peugeot also revealed 'real-world' mpg figures from its own more arduous internal tests to offer customers greater transparency. The 100hp 1.6-litre BlueHdi achieved 55.4mpg compared with 76.3 on the combined cycle. This could be seen as a positive move for managing customer expectations, but giving fleet users a dilemma when it comes to trusting running cost figures.

The 2008 is a pleasant car to drive, with relatively flat cornering for its height, responsive steering and great refinement. We tried 110hp and 130hp petrol and 100hp and 120hp diesel versions and, while the 100hp diesel has been more popular, we preferred the six-speed manual gearbox on the 120hp engine.

The revised 2008 is the first of a number of new SUVs from Peugeot. It's a positive indicator of what's to come.

RANGE ROVER

Luxurious off-road icon has everything you need as standard



Long wheelbase now available for hybrid variant

NEED TO KNOW

- More spacious Range Rover with extra leg-room
- Hybrid powertrain reduces fuel consumption
- No plug-in option available

By Simon Harris

Land Rover might have created one of the earliest luxury four-wheel drives with the original Range Rover in 1971, but for decades it was seen as a part-time workhorse.

The evolution of the model into a desirable luxury car alternative began late in the first model's life with the launch of a long-wheelbase version.

Land Rover showed its awareness of a niche among its customers who wanted more space in the rear, or perhaps employed drivers so they could travel in the rear.

The introduction of the Autobiography grade in the second-generation Range Rover – high specification with a range of features to further personalise the car – also gave notice that some customers were treating the car as more than an upmarket 4x4.



'Distinctive and tasteful' luxury interior

The long-wheelbase has made a return to the Range Rover line-up and it is also available with the company's slightly more frugal diesel-electric hybrid powertrain.

In this form, it presents a unique proposition as a luxury car with the go-anywhere ability of a Land Rover as well as offering modest CO₂ emissions from 164g/km – not that far adrift from six-cylinder diesel luxury saloons. And factor in the hybrid powertrain, which makes sure it avoids the 3% diesel supplement on benefit-in-kind (BIK) tax, and it's a little more compelling.

It will waft along at low speeds for short distances in silence, but with both powertrains combined (354hp) it has enough pulling power to rival the diesel V8 version of the Range Rover.

That's just as well, as the hybrid has been pitched as a high-end version, priced on a par with the supercharged petrol Range Rover as Land Rover believes this is where the audience lies and not at the entry-level V6 diesel price point.

This is a little disappointing, as it's at the lower end of the range where it has the potential to make the biggest difference to drivers and businesses. In fact, the price premium of the hybrid over the entry-level diesel already creates virtual parity of tax liability. If a Vogue hybrid were available for around £80,000 it would surely have some appeal.

Also, with the onward march of technology, it's perhaps a little surprising that this Range Rover, one of the first diesel hybrids, isn't available as a plug-in version. Volvo, Porsche, Audi, BMW and Mercedes-Benz now offer plug-in hybrid variants, with CO₂ emissions below 100g/km, and, in the case of Volvo and Audi, below 50g/km.

But people tend not to choose the Range Rover because they care about CO₂ emissions. It's still an icon of Land Rover's off-road ability combined with a distinctive and tasteful luxury interior, and in Autobiography trim most things you would want are standard.

For a company director or business owner, it would send out a greener message than running a conventional powertrain in this type of car. But you're hardly going to save the planet.

THE RIVALS

- Audi A8 LWB 4.2 TDI Quattro SE Exec
- BMW 740d L xDrive M Sport
- Mercedes-Benz S 350d L AMG Line Exec

P11D PRICE

Audi	£76,905
BMW	£79,475
Mercedes-Benz	£75,775
Range Rover	£110,825

BIK TAX AND CO₂

BMW	142g/km/28%
Mercedes-Benz	148g/km/29%
Range Rover	164g/km/29%
Audi	190g/km/37%

FUEL COSTS

Mercedes-Benz	8.98ppm/£7,184
BMW	9.36ppm/£7,488
Range Rover	10.08ppm/£8,064
Audi	12.07ppm/£9,656

DEPRECIATION

Audi	75.69ppm/£60,552
Mercedes-Benz	68.44ppm/£54,752
BMW	73.56ppm/£58,848
Range Rover	97.66ppm/£78,128

SMR

Audi	7.22ppm/£5,776
BMW	8.14ppm/£6,512
Mercedes-Benz	8.32ppm/£6,656
Range Rover	8.68ppm/£6,944

RUNNING COSTS

Audi	78.39ppm/£62,712
Mercedes-Benz	94.98ppm/£75,934
BMW	91.06ppm/£72,848
Range Rover	116.42ppm/£96,136

VERDICT

The Range Rover isn't competitive on costs, but it is a unique proposition as an SUV limousine. From a cost perspective, any of the rivals would be better. But image might sway the decision for some.

Winner: BMW 740Ld xDrive M Sport

Running cost: KeeResources (4yr/80k)

Mazda CX-3 1.5D SE-L NAV



Normally, my sense of direction is pretty good – but our long-term Mazda CX-3 seems a little more geographically challenged.

Not long after taking delivery of the vehicle, it lost all its GPS signal just a few miles from the Fleet News office.

Thankfully, I knew where I was and was able to return home. But when normal service had not been resumed the next morning, I started to get worried.

A quick call to our local Mazda dealer gave us an appointment, and three days later they collected the car, performed a software reset, and returned the car washed, cleaned and with a working sat-nav by the end of the day.

A couple of weeks later, and the tyre pressure warning light appeared when my colleague Andrew Ryan was driving the car. Less than 24 hours after pumping the tyre back up, the light reappeared and it was clear the vehicle had a slow puncture.

“The sat-nav told me the nearest repair centre was 24 miles away (it was really more like three)”

A quick call to our parent company Bauer Media's leasing company Zenith, which provides breakdown and tyre cover to our test vehicles, and the friendly staff member pointed me to the nearest Kwik Fit, and gave me the option of a mobile appointment the next day.

The staff member did a better job of directing me than the car did – the sat-nav told me the nearest centre was 24 miles away (it was really more like three).

The puncture was repaired within 20 minutes of arrival at the centre, and the work was authorised by the leasing company by the time I left.

Although it would have been better if the two issues hadn't arisen in the first place, all three companies I dealt with made the inconvenience as painless and friendly as you could hope for.

Christopher Smith

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

2.0 TDCI 180 TITANIUM

FORD MONDEO

High level of comfort, but parcel shelf niggles



COSTS*

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

SPEC

Engine (cc)	1,998
Power (hp)	180
Torque (lb-ft)	295
CO ₂ emissions (g/km)	115
Fuel efficiency (mpg)	64.2
Max speed (mph)	140
0-62mph (sec)	8.3
Test mpg	45
Current mileage	13,600

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

By Luke Neal

It's time to bid a fond farewell to our Mondeo, after 12 months. Over 13,000 trouble-free miles, the only attention the car has needed has been a new set of tyres, having covered just over 12,000 miles at the time.

The build quality and levels of comfort are exceptional, further brought home for me after stepping out of the Mondeo into the Kadjar (see opposite). It's not that the Renault build quality is poor – in fact far from it – it's just that the Mondeo is better. The fully electric adjustable and heated seats have been super comfortable and supportive and the heated screen and steering wheel were an absolute pleasure on cold frosty mornings.

The inflatable rear seat belts can be a pain though. Some passengers found them uncomfortable. Children find them difficult to fasten, as the buckle is so big, and they are particularly problematic when trying to fasten a conventional child seat, as both ends of the belt have inertia reels so you can't pull the belt tight around the seat.

As a parting shot, the parcel shelf, which I complained about in my review in July last year, finally gave up, taking the plastic trim around the rear screen with it (see pic). The



parcel shelf is flimsy and inadequately secured, which means it dislocates from its mounting points and gets shut in the tailgate.

Unfortunately, the Mondeo failed to deliver when it came to the all-important fuel economy figures. With a real-world performance of 45mpg, fleets may think twice before considering a car whose efficiency is 30% below the official test results.

“The electric heated seats were comfortable and the heated screen and steering wheel were a pleasure on cold frosty mornings”

RENAULT KADJAR

Competitive fuel economy means a good start



Flame red paintwork is an additional £625

COSTS*

P11D price	£24,140
BIK tax band	20%
Annual BIK tax (20%)	£966
Class 1A NIC	£666
Annual VED	£0 then £20
RV (4yr/80k)	£7,000/29%
Fuel cost (ppm)	6.78
AFR (ppm)	10
Running cost (4yr/80k)	32.76ppm

SPEC

Engine (cc)	1461
Power (hp)	110
Torque (lb-ft)	184.4
CO ₂ emissions (g/km)	99
Fuel efficiency (mpg)	74.3
Max speed (mph)	112
0-62mph (sec)	11.7
Test mpg	60
Current mileage	934

By Luke Neal

The Kadjar is the bigger brother to the Captur and expands Renault's line-up in the crossover segment. It was first unveiled at the 2015 Geneva motorshow, with deliveries commencing in September that year.

There are four trim levels available: Expression+, Dynamique Nav, Dynamique S Nav and Signature Nav. There are three engines: 1.2-litre turbocharged 130hp petrol unit, 1.5-litre 110hp diesel and 1.6-litre 130hp diesel. Intelligent four-wheel drive is only offered with the 1.6-litre 130hp diesel in the three upper trim levels.

Our test vehicle is the 110hp Dynamique S Nav with automatic gearbox. The main features include Bluetooth, USB socket and digital radio, extra-tinted rear and tailgate windows, hands-free keycard, dual-zone climate control, automatic lights and wipers, the Visio system (lane departure warning, traffic sign recognition and automatic headlight beam adjustment), front and rear parking sensors, leather and cloth upholstery, heated door mirrors, multi-position boot floor and the R-Link 2 multimedia system including navigation and European mapping. Our car also has a 17-inch wheel option (rather than 19-inch), to reduce CO₂ to 99g/km. All versions are protected against defects for four years or 100,000 miles. There is also a three-year paint warranty and 12 years' cover against corrosion.

Standard safety features include ABS with electronic brake-force distribution, electronic stability control with traction and understeer control, cruise control, speed limiter, hill start assist and six airbags.

Early signs are good, the flame red paintwork (an additional £625) is a great choice, although popular with other Renault owners. I have covered 634 miles, at an average of 60mpg, although I am expecting the mpg to increase over the coming months. So far, the Kadjar has had a big thumbs up from all passengers for looks, quality and comfort.

Vauxhall Astra 1.6 CDTi 136 SRI



Our long-term Astra last week passed the 7,000-mile mark, and it has done little to dent the positive impression it made in its first couple of months with us.

Its interior build quality has continued to meet our initial high expectations, with no squeaks or rattles developing, while the materials used continue to appear durable.

Since my last report, our web producer Christopher Smith has borrowed the car for a week, and his impressions backed mine up: it's a vastly improved car in every aspect, when compared to its predecessor.

However, a couple of minor gripes have come to light. While the boot is a good size, its shape restricted its practicality due to the wheelarches and the sloping back of the rear seats.

The boot floor is also a considerable distance below the sill, which can make loading and unloading awkward – the provision of a false floor level with the opening would solve this.

“The Astra's interior build quality has continued to meet our initial high expectations, with no squeaks or rattles”

The boot floor is also lined with a series of ridges. I'm not sure what the practical benefit of these are, but they didn't provide a stable base for a couple of tins of fence preservative bought from a local DIY shop. Even when driving around a roundabout gently, the tins would fall over.

Christopher used the OnStar call centre facility to have a couple of destinations sent remotely to the car's sat-nav, which he said worked well but took a little time.

I've preferred to use the My Vauxhall app which means I can find a location on my smartphone and send this directly to the car wherever I am, so it is ready to begin navigation when I get in it.

Either way is effective, while it is also straightforward to programme a destination directly into the sat-nav system.

Andrew Ryan

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

“Standard safety features include ABS, electronic stability control, cruise control, speed limiter, hill start assist and six airbags”

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

JACOB TELEMACQUE

FLEET MANAGER, KINGS SECURITY SYSTEMS

He is a regular in the boxing ring but would like to be more like Ray Mears. Jacob Telemacque became fleet manager at the tender age of 21, after starting on an apprenticeship

My most memorable driver moment is test driving the 5.0-litre Ford Mustang and the Focus RS at Silverstone.

The pivotal moment in my life was starting my apprenticeship with Kings Security Systems. From being made redundant and being offered the apprenticeship, it was a hard decision taking a huge pay cut, which at first wasn't supported by my family. But it was well worth it, as I am now fleet manager.

My favourite film is *The Jungle Book*. Every time we would go to my nan's she would always put this on. She still calls me Mowgli to this day.

Away from the office, I like boxing, being outdoors, different cultures and socialising with friends and family.

My first memory associated with a car was being in Cornwall with the family as kids and my dad letting me drive and change gears (on private land).

The three vehicles I would like in my garage are a Mercedes-Benz C63 AMG, Volkswagen GTD and a Range Rover.

The book I would recommend others read would be anything by Ray Mears. I really enjoy the outdoor life and learning about different cultures.

My pet hate is people who don't want other people to be successful.

I would like to be remembered as successful, kind and approachable.



First fleet role I started my career in the fleet industry as an apprentice in 2012, shadowing the fleet manager's day-to-day duties. The Institute of Car Fleet Management (ICFM) management career programme will be a primary part of my ongoing professional development.

Career goals at Kings Security To have 'maximum benefit, minimum spend' in our fleet operation. In the future I would like to have a team under me to assist with the day-to-day running of the operation. I want to progress as much as I can and be the best in my field.

Biggest achievement in business Completing my ICFM qualification and becoming fleet manager, at the age of 21.

Biggest career influence There are two. First, my dad. I have seen him have a successful career in procurement and sourcing. I want him to be as proud of me as I am of him. Also, my mentor Steve Evans, chief operating officer at Kings Security. He helped me out so much when I was first starting in the role and I can only thank him for his guidance and support.

Biggest mistake in business Inheriting a contract without checking out all the terms and conditions. I now ensure that I fully understand the T&Cs, to minimise any future risk to the business in particular on early termination and cost build-up.

Leadership style Open and approachable. I am always focused on the task(s) at hand, and the end goal. I would always involve my team in the decision-making process and give them freedom to bring new things to the table.

If I wasn't in fleet I'd be in sales, as I feel my personality would suit it.

Childhood ambition To have a cheque book and be able to pay for things.

Next issue: Marcus Bray, head of sales, Fleet Service GB



New Ranger is up to 17% more fuel-efficient

Cutting-edge technologies and improved fuel efficiency are hallmarks of Ford's tough new Ranger pick-up.

The new Ranger offers outstanding fuel economy, with a more efficient powertrain range – enhanced by auto-start-stop technology, new final drive ratio options and the introduction of electric power-assisted steering – delivering reductions in fuel consumption of up to 17%.

The improved diesel line-up features 130hp and 160hp variants of Ford's latest 2.2-litre TDCi engine – delivering

increased output compared with the 125hp and 150hp engines in the outgoing model – and the powerful 200hp five-cylinder 3.2-litre TDCi unit. Both six-speed manual and automatic transmissions are available, and customers can select four-wheel drive and two-wheel drive variants.

All new Ranger variants have significantly improved fuel efficiency, for reduced running costs, with the 160hp model offering 43.5mpg and 171g/km CO₂ emissions, down from 36.2mpg and 206g/km CO₂ in the outgoing model.

Cutting-edge technology available on

some Ranger models includes Ford's voice-activated SYNC 2 connectivity system.

Driver assistance technologies include Electronic Stability Control with Emergency Brake Light, Emergency Brake Assist, Load Adaptive Control, Hill Descent Control (4x4 only), Trailer Sway Control and Roll-Over Mitigation.

A Driver Assistance Pack, including Adaptive Cruise Control (with Lane Keeping Aid, Auto High Beam, Traffic Sign Recognition, forward alert and collision mitigation), is available on Ranger Limited and Wildtrak.

VOICE RECOGNITION FOR THE VIGNALE

The Ford S-MAX Vignale and Ford Mondeo Vignale will feature as standard the SYNC 3 communication and entertainment system, with faster performance and a redesigned 8-inch touchscreen that enables pinch and swipe gestures for the first time.

By pushing a button and saying "I need a coffee", "I need petrol", or "I need to park", drivers can find nearby cafés, petrol stations or car parks.

Ford S-MAX Vignale



The system then guides the driver to the selected destination.

Further sophisticated technology includes Ford Active Noise Control, which monitors engine noise in the interior, and directs opposing sound waves through the audio system to cancel out the noise.

SYNC 3 will allow drivers to control audio, navigation, and climate functions plus connected smartphones using simple voice commands.



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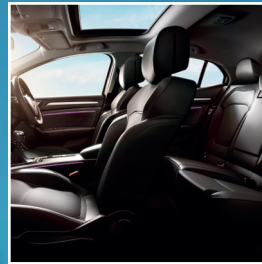
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The official fuel consumption figures in mpg (l/100km) for the All-New Renault Mégane GT: Urban 36.2 (7.8); Extra Urban 57.7 (4.9); Combined 47.1 (6.0). The official CO₂ emissions are 134g/km. EU Directive Regulation 692/2008 test environment figures. Fuel consumption and CO₂ may vary according to driving styles, road conditions and other factors.