FleetNews

HELPING COMPANIES RUN EFFECTIVE AND EFFICIENT FLEETS SINCE 1978

June 9 - June 22 2016 £4.00

JAGUAR'S FIRST PERFORMANCE SUV

The arrival of All-New F-PACE is imminent and with it comes a stunning resumé. Bringing together exhilarating power with everyday practicality and efficiency, the All-New F-PACE boasts impressive characteristics for any fleet. If it's an energetic addition to your team you're after, with 0-60mph in just 5.1 seconds*, you've found it.

*F-PACE S 3.0 litre V6 Petrol AWD.

IMPRESSIVE INTERIOR SPACE

Sit in the All-New F-PACE and you'll know you've arrived. The interior epitomises sophistication – being both sporty and elegant at once. In the back, there's seating for three adults to park themselves comfortably with the 40:20:40 rear seat folding configuration offering extra versatility. And it's 650-litre* boot space is class leading.

*When Tyre Repair System is fitted.

JAGUAR

DYNAMIC DRIVING PERFORMANCE

As you'd expect from a Jaguar, the All-New F-PACE has a distinctive feel on the road. Advanced engines deliver performance and efficiency while its Lightweight Aluminium Architecture enables agile handling. Combined with advanced dynamic driving technologies, it all adds up to one thing – a thrilling performance.

FleetNews

HELPING COMPANIES RUN EFFECTIVE AND EFFICIENT FLEETS SINCE 1978

June 9 - June 22 2016 £4.00

Fleet in focus: CITB

'HEALTH & SAFETY IS MY No1 PRIORITY'

Concerns over grey fleet led Colin Hutt to build a flexible company car scheme. It has tripled the fleet size in just two years

Insight: Incident Management
Capture third party details or face a claims bill inflated 10-fold

Spotlight: Windsor
Leasing company plans to apply retail principles to fleet

Fleet News Awards winner
John Gorton on why Kent and Essex Police are better together

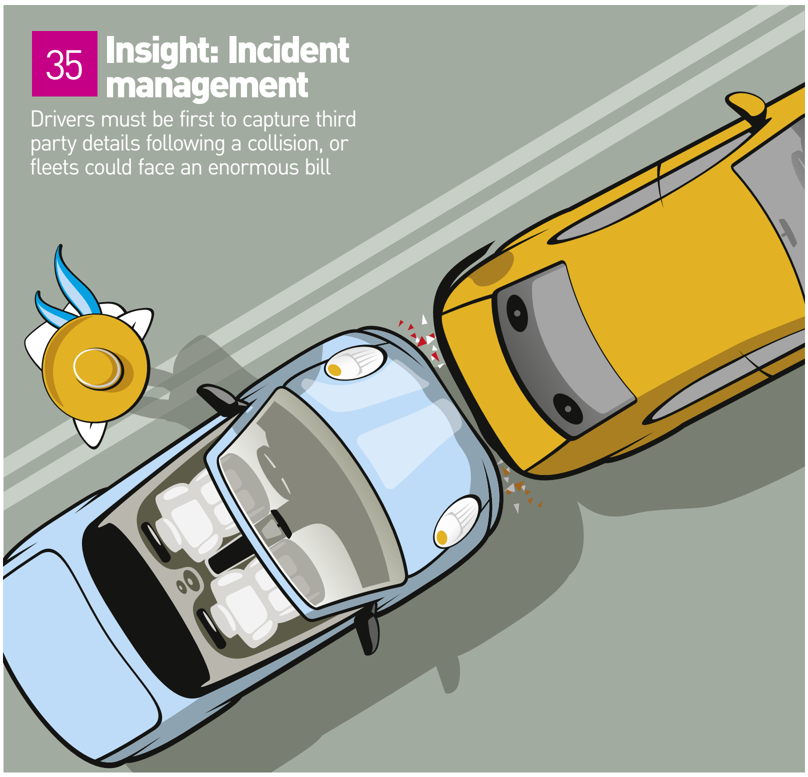
CONTENTS

Subscribe to *Fleet News*: 01635 588495. subscriptions@email.fleetnews.co.uk

NEWS

REGULARS

CAR/VAN REVIEWS



Data protection issue leaves fleet operators feeling disconnected

Fleets are calling for clearly defined rules over the use of driver data

Leasing companies fear loss of control over connected services

By Sarah Tooze

Fleet managers are calling for a resolution to the data issue between leasing companies and manufacturers after a number of company car drivers have been left unable to access connected car services.

The majority of leasing companies, who are the vehicle owners, have refused to sign up to the terms and conditions of the latest connected services, such as Mercedes-Benz Connect Me and Vauxhall OnStar services, because they are concerned about data protection and the use of information which could be classed as personal in light of the forthcoming EU data protection rules (*Fleet News*, April 28).

They are also apprehensive about terms that allow manufacturers to contact drivers to arrange maintenance and repair, which could result in them losing control over costs.

However, this has meant manufacturers have not switched on services, annoying drivers who were expecting full access on new models, for example to lock doors, locate the car and check fuel levels via smartphone apps.

Nick Hardy, director at Ogilvie Fleet, said: "It's wholly incorrect to impart information to any organisation that asks for it. So if a manufacturer says 'give me all your drivers' details for the cars' we are going to say 'no'. It is an absolute categoric 'no, you're not having it'."

Ogilvie initially refused to sign an agreement with Mercedes-Benz but has since reached a verbal agreement so drivers do now have access to the connected services.

Jim Hannah, Ogilvie operations director, said the service, maintenance and repair (SMR) related data would now come to Ogilvie but added that "we have not finalised all of this".

Ogilvie uses franchised dealers for servicing but other leasing companies that use independent garages also fear losing control of SMR.

Mark Connor, operations director at Zenith, said: "One of the big concerns is the fact that manufacturers have access to information around when a vehicle needs servicing, [such as] warning light information. That presents a risk because it takes it out of our control and impacts on the contractual relationship that we have with our corporate clients."

"A big concern is that carmakers have access to data around servicing"

Mark Connor, Zenith

'DRIVER HAS THE CHOICE', SAYS JAGUAR LAND ROVER

Jaguar Land Rover is in talks with leasing companies over the data created by its InControl connected system, but says that at present "the driver has the choice to turn it on".

Jon Wackett, general manager for fleet and business Jaguar Land Rover (JLR), added: "We are engaging substantially with the leasing companies, because we recognise their concerns, to make sure that we have an amicable, positive way to address those concerns."

Jeremy Hicks, managing director of JLR, said the service was about providing useful technology to drivers. "It's not about having the relationship with that driver, in terms of wanting to take them away," he said.

Hicks said ongoing talks with leasing companies have been "very good". But he said it was important drivers "can get the best benefit they can from the car".

"It is important that drivers can get the best benefit they can from the car"

Jeremy Hicks, Jaguar Land Rover

BMW REACHES AGREEMENT WITH LEASING COMPANIES

BMW has reached a data sharing agreement with leasing companies, following a successful pilot.

Adam Harley, national leasing manager at BMW UK, said: "From Q3, data will be available containing information on all current live vehicles to support the leasing company in proactively managing their assets from a service, maintenance and repair perspective."

The company car driver will be able to use the BMW ConnectedDrive service without receiving service alerts, which "removes the concerns regarding use of vehicle data to divert service and repair work to non-approved outlets", according to Harley.

BMW will continue to receive the service notifications which are then passed onto the leasing company or its nominated service partner.

"From Q3, data will be available on all live vehicles to support the leasing company"

Adam Harley, BMW UK

New EU data regulation: fleetnews.co.uk/new-EU-data-regulation

Connor said Zenith was in talks with manufacturers to get access to the vehicle data, but added that they were "moving at different rates" when it came to data collection via connected services. Some, such as BMW, have already taken action (see panel, page 4).

Andy Hartley, commercial director at Lex Autolease, believes there are benefits to connected technology but said it needed to be deployed correctly.

"At present, the offering from most manufacturers is aimed at retail customers, and doesn't necessarily cater for a three-party relationship where a leasing or fleet provider may be the owner of the vehicle, the mid-point between manufacturer and driver," he said.

The leasing companies' stance has left some company car drivers taking delivery of new vehicles and then discovering they are not able to turn on the connected services. However, fleets are sympathetic to the leasing companies' concerns.

Paul Tate, commodity manager at Siemens, said: "We're managing to satisfy any issues raised to us by pointing out that at the moment we don't have an agreement in place on what exactly the material will be used for and they go away a bit disgruntled but they accept that we only have their best interests at heart."

He added: "This isn't going away. If anything, there is going to be more and more data transmitted from cars. It needs putting to bed. There need to be clearly defined rules in place on exactly what this data is used for."

Meanwhile, one Fleet200 fleet, which operates a large number of Mercedes-Benz cars, raised another concern.

"The more sensitive issue for us is all this data around the driver is being sent to computer servers overseas and we've no control over how that data is going to be stored and used for the future," said the fleet manager.

Additional issues can arise if the company car driver assumes the subscription fee (if applicable) is included in the lease and it isn't, or if the service is free for six months but then a fee applies.

Fleet association ACFO believes robust controls need to be put in place to protect fleets and their drivers.

Caroline Sandall, ACFO deputy chairman, said: "There are aspects of the service that would be of benefit to drivers but equally could be risky for fleet managers; we could start to see leakage outside of agreed parameters for servicing and maintenance.

"That is a worry. We can't be losing any control over any of our costs because we're allowing increased flexibility.

"That is not going to happen so it's how we find that happy medium between drivers being able to utilise services but in a controlled way."

"We're not in disagreement with leasing companies. We're trying to work with them"

Paul Adler, Vauxhall

Paul Adler, fleet marketing manager at Vauxhall, stressed that fleets which have signed up to OnStar are seeing benefits, such as stolen vehicle recovery and data on the car's mpg and lifetime mileage.

"The driver, assuming they have signed up as well, separately, through pushing the blue OnStar button, will also get an email if that's what they would like with those same details on the car," he said.

However, Vauxhall "won't be sending the driver to a different dealer that the owner of the vehicle wants to use", said Adler.

"What we're trying to do is make sure all the processes are totally robust so it falls in with leasing company service level agreements (SLAs)," he added.

"We're not in disagreement with the leasing companies at all. We're absolutely trying to work with them so they continue to have their control over their processes and the SLAs they want with servicing, with breakdown, with glass, with tyres."

To resolve the situation, Adler believes that "we have to get to a scenario where the OnStar T&Cs are acceptable to the leasing industry".

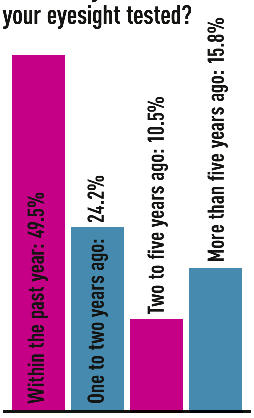
Leasing companies hope that a resolution can be reached through the British Vehicle Rental and Leasing Association (BVRLA). It has been working with members on a "data principles document" which sets out best practice principles covering manufacturer collection and use of data from vehicles owned or managed by leasing companies.

Mercedes-Benz declined to comment when contacted by *Fleet News*.

FLEET FACTS AND FIGURES

OPINION POLL

When did you last have your eyesight tested?



FleetNews view:

Our poll reveals that one in four fleetnews.co.uk readers last had their eyesight tested more than two years ago. That's despite health and safety legislation requiring employers to "take appropriate steps to ensure the health and safety of their employees", including when they are driving or riding at work. We would urge all employers to have an eyecare policy for all drivers.

This week's poll: Are telematics apps installed on a driver's phone more appealing than traditional 'black box' devices?

fleetnews.co.uk/polls

MOST COMMENTED ONLINE

Langley departs with parting shot for fleets to focus on operating costs

fleetnews.co.uk/news

UK AVERAGE FUEL PRICES

Diesel (ppl) 110.10 ↑

Unleaded (ppl) 110.14?↑

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

Volkswagen to pay 'its share' of £2m retest bill

But transport minister questions whether company should contribute more

By Tom Seymour

The Volkswagen Group has said it is willing to pick up some of the costs incurred by the Vehicle Certification Authority's (VCA) recent retesting of vehicles as a result of the emissions scandal.

The Department for Transport (DfT) published its research into emissions levels from diesel cars in April and expects the full cost of testing to be £2 million.

The research showed that defeat devices to cheat emissions tests were not found in any vehicles outside of the Volkswagen Group, which includes Volkswagen, Seat, Audi and Škoda vehicles (fleetnews.co.uk, April 22).

Mark Menzies MP, a member of the Transport Committee, urged transport minister Robert Goodwill to pursue Volkswagen to reimburse taxpayers for the testing it had carried out – potentially for the full sum of £2m – when he appeared before MPs last month.

The request came after Paul Willis, Volkswagen Group UK managing director, told MPs in January that he had held discussions with the VCA and "the British taxpayer should not have to pay any money for any additional testing of Volkswagen vehicles".

Menzies said the Government needed to recoup money from the Group, because "the £2m spent on testing vehicles was money that could not be spent on nurses, doctors and schools".

Goodwill said only four of the 37 diesel vehicles tested were Volkswagen Group vehicles.

"The remainder were cars from other manufacturers," he continued.

"I will look forward to a cheque arriving from Volkswagen for at least the proportion of the testing that was their cars, but maybe they would like to contribute a bit more."

A spokesperson for the manufacturer said that Volkswagen Group stands by Willis's statement that it should be responsible for any money incurred by the VCA for its diesel retesting programme as a result of the NOx emissions issues with its vehicles.

"The £2m could be spent on nurses, doctors and schools"

Mark Menzies, MP

4

out of 37 models retested were VW Group vehicles

£108k

VW Group's potential contribution

However, he added: "We would point out that – as Mr Goodwill explained before the [Transport] Committee – only four of those retested were Volkswagen Group vehicles.

"Our discussions with the VCA and DfT are ongoing."

As the DfT said, the first round of testing has cost £1m. This works out at a price of £27,027 per vehicle. Based on four vehicles, this comes to a total of £108,108.

The DfT did not disclose the exact amount it is expecting the Volkswagen Group to contribute to the cost of its research, or whether there would be further reimbursements for the remainder of the project, which is expected to cost a further £1m and will look at new vehicles and their components before launch.

The DfT has also been asked to investigate whether the 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, confirmed that technical information has been submitted to the Competition and Markets Authority to look into legal proceedings.

The Government has already confirmed that drivers won't incur higher vehicle excise duty if their existing vehicles are found to be fitted with illegal test-beating software.

Volkswagen is in the process of having its technical fix approved by the DfT and rolled out across UK dealerships.

Fixes for Volkswagen commercial vehicles and Audis are already underway, while those for Volkswagen passenger vehicles are expected to start soon.

In the US, Volkswagen Group has made goodwill payments to customers of up to $1,000 (£680) each, but has not been legally ordered to do so.

The package of benefits for US customers even has its own dedicated website. It includes a prepaid loyalty card, a prepaid card valid for use against purchases in the dealership such as servicing and roadside assistance.

Volkswagen Group UK has said that a loss for vehicles owners has to be proved in order for it to offer some sort of compensation.

More than half of fleet industry now favours Brexit, says poll

But experts warn a vote to leave could force rental costs and vehicle prices up

By Gareth Roberts

The fleet industry has come out in favour of leaving the European Union, despite warnings that used car prices could fall and rental costs could rise.

More than half (51.6%) of the 670-plus respondents to the *Fleet News* poll backed Brexit, with 42.8% voting to remain and a further 5.6% still undecided.

That compares to an Institute of Car Fleet Manufacturers (ICM) poll suggesting a 52:48 split in favour of leaving the EU as the referendum campaign continues to gather steam.

However, if the UK does vote to leave the EU, Debapratim De, senior analyst in Deloitte's economics and markets research team, warned: "Businesses should be worried about the reduced availability and higher cost of finance.

"There will be a short-term credit crunch. Sterling is likely to fall between 25-30% against the dollar; [it will] probably depreciate against most major currencies and might reach parity with the euro."

The RAC says that a 20% fall in the value of the pound would – based on current exchange rates – add £2 to the cost of filling up an average car.

De told delegates at the Vehicle Remarketing Association's (VRA) sixth annual conference that the depreciation of sterling would inevitably mean the price of imports would rise.

"There will also be a drop in business investment and a drop in business confidence," continued De. And in terms of fleet investment, he believes that could result in businesses running vehicles for longer.

Three out of five fleets (61%) previously told *Fleet News* that they did not believe leaving the EU would increase fleet costs (*Fleet News,* March 17).

But trade body the Society of Motor Manufacturers and Traders (SMMT) said it is concerned about what charges could be imposed on business.

Colin Tourick, Grant Thornton professor of automotive management at the University of Buckingham business school, explained: "As members of the EU, we enjoy the tariff-free movement of goods across the EU.

"This would have to be negotiated, post-Brexit, and no one knows what deal we would end up with. If vehicles were to cost more, lease and daily hire rentals would rise, company car drivers would pay more tax and they and their employers would pay more national insurance."

30%

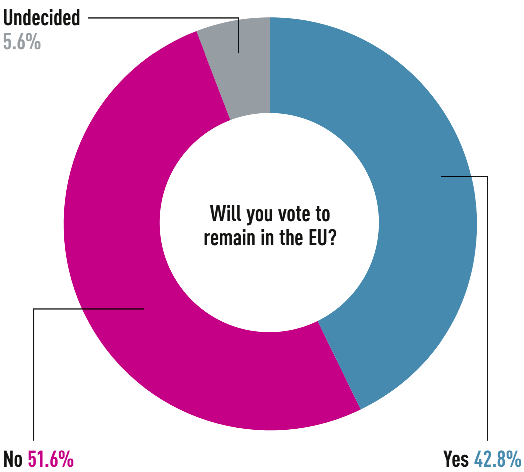
Possible fall in the value of the pound against the dollar

10%

Possible tariff faced by UK carmakers

"If vehicles were to cost more, lease and daily hire rentals would rise"

Colin Tourick, University of Buckingham Business School



Tourick believes a decline in economic activity could also hit used car prices, which have been buoyant for years.

"If people are concerned about their jobs, rising interest rates or the rising cost of replacing their car, this will drive down used car prices and lease rentals will rise," he said.

"A leave vote would bring with it a period of uncertainty and recrimination, none of which would be good for industry in general or the fleet industry in particular."

The SMMT has suggested that the UK could face tariffs of up to 10% – a significant cost in an industry with notoriously tight margins – and it could take years for new trade deals to be agreed.

Several manufacturers, including Toyota, Nissan, Vauxhall, BMW and Jaguar Land Rover (JLR) have warned against leaving the EU.

David Betteley, director of global financial services at JLR and a past chairman of the Finance and Leasing Association (FLA), said: "Our view is that we should remain, because Europe is a really important market for us and, secondly, we buy a significant amount of components in Europe."

There were similar concerns from BMW. Ian Robertson, member of the board of management at BMW, said: "The free movement of components, finished products and skilled workers within the EU is extremely beneficial to British-based business.

"We firmly believe Britain would be better off if it remained an active and influential member of the EU, shaping European regulations which will continue to impact the UK whatever the decision."

It is clear that, in the short-term, costs would most likely rise because sterling would dip and there would be a period of economic uncertainty.

"But in the long-term," concluded Tourick. "That's neither known nor knowable at this stage."

More on fleet and the referendum at: fleetnews.co.uk/eu-referendum

2001-2016
15 Years of Excellence

Sean and Andy
are always out and about.

If you're looking for **vehicle tracking**,

give them a SHOUT!

*Please contact us for more details.

Quartix
Award-Winning Vehicle Tracking

01686 806663
enquiries@quartix.net
www.quartix.net

Real-world mpg figures would allow true cost comparisons

Fleet operators urge all manufacturers to follow lead taken by PSA

By Gareth Roberts

The fleet industry is calling for more manufacturers to follow PSA Group's lead and publish real-world fuel economy figures.

The French manufacturer announced the bold step to publish real-world data for Peugeot, Citroën and DS models last November, in the wake of the Volkswagen Group emissions scandal.

However, with most fleet operators basing vehicle choice on wholelife cost calculations (WLC), which includes fuel, fleets are unable to do accurate like-for-like comparisons between PSA vehicles and other cars or vans.

Caroline Sandall, deputy chairman of fleet representative body ACFO, told *Fleet News*: "Doing any comparison, you need to compare like with like so real-world [data] versus standard published [figures] won't be like-for-like.

"We already know from other tests that standard published data can vary significantly, so including fuel and mpg is already fraught with difficulty.

"We need this real-world data to be replicated across all models and all manufacturers so that true comparison of WLC can be made and drivers can make more informed decisions when selecting their next car."

The PSA Group issued its first real-world consumption figures for three models – one each for its three brands – at the Geneva Motor Show in March and has since added a fourth model.

The real-world test procedure, based on the European Union's real driving emissions (RDE) project, was conducted with Transport and Environment, France Nature Environment and Bureau Veritas.

It showed discrepancies of between 30% and 40% against the official combined figures on the Peugeot 308 and 2008, Citroën C4 Grand Picasso and DS3 powered by an 118hp 1.6-litre Blue HDi diesel. It has also tested the 99hp engine on the 2008 with similar results.

The PSA Group says that some 30 models should be available with real-world data by the end of this month.

"The test developed with PSA Peugeot Citroën is reproducible and representative," said Greg Archer, clean vehicles director at campaign group Transport & Environment.

"This should become the benchmark for all carmakers advertising their vehicle's fuel efficiency."

Real-world fuel economy figures will become a legal requirement under the new worldwide harmonised light vehicle test procedure (WLTP), which is due to come into force from September 2017.

"We need this real-world data to be replicated across all models and carmakers"

Caroline Sandall, ACFO

2017

Year real-world fuel economy figures become a legal requirement

40%

Potential shortfall against official fuel economy data

Fleets already assume a 15-20% reduction on claimed mpg

Until then, companies will be left facing a dilemma when trying to compare the 'true cost' of cars before allowing them on choice lists.

Claire Evans, head of consultancy at Zenith, said: "Assessing the true WLC of a vehicle has always proved tricky for fleets that reimburse their drivers using the actual cost of fuel.

"It is common knowledge that the accuracy of miles per gallon can vary greatly depending on the make and model of the vehicle, and the usage and handling style of the driver.

"Electric-hybrid vehicles are even more difficult to predict as the mpg achieved is completely in the hands of each driver and their diligence in charging the car."

In Zenith's experience, fleets already tend to assume that vehicles will achieve an average of 15-20% less than the published combined mpg figure.

"We suggest that fleets use the fuel cost calculated from this reduced mpg position to compare with the real-world fuel economy of the PSA models until other manufacturers follow suit and publish more realistic mpgs for their cars," continued Evans.

"There is, however, a drawback to using this flat rate reduction approach, as the disparity on real-world to published mpg figures can vary greatly with some sources quoting a difference of between 10-40% depending on the make and model of the car."

As with all fleet decision-making, having accurate information to calculate the running costs of a vehicle is crucial for fleet managers. Fuel is the second largest fleet cost and fleets will welcome any move which helps them better understand the true WLC of their fleet.

"They hope this starts a trend for manufactures to be more proactive about providing honest real-world mpg figures," said Evans.

■ **PSA's new electric vehicle range, page 16.**

LIVING IN THE REAL WORLD: HOW THE FIGURES COMPARE

	PEUGEOT 308	DS3	CITROËN C4	PEUGEOT 2008
				
Official	88mpg	78.5mpg	70.6mpg	76.3mpg
Real-world	56.5mpg	57.6mpg	50.4mpg	54.3mpg

ToyotaBusiness Plus | LEXUS BUSINESS PLUS

QUITTING
LETS NICK BREATHE EASY

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

By quitting a conventional fleet for petrol full hybrids, Nick is helping to cut Itec's CO_2, NOx and particulate emissions by 50%. Thanks to lower BIK, drivers will also pocket average tax savings worth £1,200 each over the next three years. And, as contract hire and fuel costs will also fall by £140,000, Nick can breathe easy too.

Read Nick's story at toyotalexusfleet.co.uk

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

FleetNews AWARDS 2016 WINNER Green Fleet Manufacturer of the Year

Experience Exceptional +Affordability +Sustainability +Reliability +Desirability +Serviceability +Rangeability

Jaguar Land Rover storms fleet sector with momentous growth

Record-breaking year looks likely to be followed by more 'market disruption'

F-Pace: one in six new sales expected to be to fleet sector

By Gareth Roberts

Jaguar Land Rover (JLR) is predicting its true fleet sales – those to leasing companies and end-user fleets – will grow by 50% this year compared with 2015, with further double-digit growth expected through to 2020.

The introduction of business-friendly models, including the XE and XF, with CO_2 from 99g/km, helped the manufacturer achieve a record-breaking 2015.

However, with both models continuing to gain traction in the fleet market, and one in six sales of the new F-Pace expected to be registered to fleet, records are predicted to tumble again this year.

JLR's total true fleet registrations were up 50% last year, with the manufacturer registering 21,034 units compared with 14,056 in 2014.

Jaguar registered 6,562 vehicles to fleet – up 49% year-on-year – and Land Rover fared even better, with 14,472 units registered, compared with 9,659 in 2015 – an increase of 67%.

JLR managing director Jeremy Hicks told *Fleet News*: "Our fleet and business 2015 results are fantastic and prove we have an effective formula in place.

"We have desirable and sector-appropriate cars, efficient Ingenium engines and class-leading total cost of ownership – together, these factors deliver a compelling proposition for fleet managers to add Jaguar Land Rover to their fleet lists.

"With this formula in mind, and an ever expanding range of stunning Jaguar and Land Rover vehicles on the horizon, I'm confident that there's plenty more fleet growth to come."

50%
Year-on-year growth in JLR fleet registrations in 2015

84%
Growth in JLR fleet registrations in Q1 2016 compared with Q1 2015

194%
Growth in Jaguar fleet registrations in Q1 2016 compared with Q1 2015

To compare JLR models against fleet rivals, visit: fleetnews.co.uk/carrunningcosts

"We are strategically aiming to balance volume of sales against maintaining strong residual values"

Jon Wackett, Jaguar Land Rover

His confidence appears well-placed, with fleet registrations for Q1 showing sales up by 84% compared to the first three months of 2015.

Jaguar saw fleet sales grow by 194% from Q1 2015 to Q1 2016, while Land Rover's performance from January to March was so strong that one in three fleet cars sold in sectors the brand competes in was a Land Rover. The Range Rover Evoque was the star performer in Q1, outselling all of its premium rivals with 18.3% of fleet sales.

"Our Q1 2016 sales are a great example of the fleet-suitability that many of our new vehicles have," said Jon Wackett, general manager for fleet and business at JLR.

"We've really disrupted a market that has been traditionally dominated by three or four brands by introducing extremely desirable cars that represent real-world value for money.

"We are strategically aiming to balance volume of sales against maintaining strong residual values which is a core buying decision for our existing and future customers."

At the heart of JLR's fleet and business sales success are the technologies that underpin the range. Aluminium construction and its Ingenium engines have ensured there are both financial and an emotional reasons to opt for a Jaguar or a Land Rover, argues Wackett.

The Ingenium engine was launched initially in the Jaguar XE in April 2015 and was followed quickly by the Discovery Sport. They are manufactured at the company's new £500 million engine manufacturing centre in the west midlands, which is set to produce 450,000 Ingenium engines each year.

It is one of JLR's four UK-based manufacturing facilities. Together with its R&D centres in Coventry and Gaydon, it has invested £11 billion in product creation and facilities, creating more than 20,000 new jobs in the last five years. And, in addition to the record level of investment in facilities, JLR has also invested in its corporate sales structure.

A dedicated field-based sales team has been introduced across 50 Jaguar and Land Rover retailers, supported by a further 22 people and led by five senior-level managers responsible for fleet and business sales.

Wackett concluded: "It is the team's efforts right throughout the organisation that has pulled these results together.

"We're not complacent – and the customer remains pivotal to everything that we do."

Addison Lee drivers sacked following fare rate cut protests

Private hire company says union does not speak for majority of drivers

Addison Lee experienced a 15% rise in executive car bookings in the past year

By Tom Seymour

Addison Lee drivers have been sacked after they protested against new fare rates which they claim will result in a cut in wages.

Around 170 GMB union members who drive for the company gathered outside the offices of the Carlyle Group in London last week.

The Carlyle Group, which also owns the RAC, bought Addison Lee for £300 million in 2013.

Steve Garelick, GMB branch secretary for professional drivers, told *Fleet News* that at least five protestors found their contracts had been terminated after attending the event.

However, Addison Lee said it did not terminate driver contracts because drivers took part in the protest, but due to their behaviour.

"Addison Lee prides itself on delivering the highest quality service in the industry," said an Addison Lee spokesman.

"We maintain this by setting high standards for our drivers and in particular how they behave in public.

"These drivers have fallen well below the standards expected of an Addison Lee driver and hence their contracts have been terminated."

Garelick said GMB is now looking into legal action over the terminated contracts.

Some drivers claim that fares have been cut by Addison Lee to as low as the equivalent of an hourly rate of £4.99 in order to compete with companies like Uber.

The current mandatory minimum wage in the UK for over 25s is £7.20 an hour.

However, Addison Lee drivers are classed as self-employed and determine their own hours, so there is no requirement for a minimum hourly rate.

The private hire company, which operates a fleet of some 4,800 minicabs, says that the protesters do not speak for the "vast majority" of drivers.

Nevertheless, the GMB wants Addison Lee to address terms and conditions for drivers, as well as discuss suggestions on how the company can face the challenge posed by rival business Uber.

Garelick said: "There is a growing discontent among Addison Lee drivers regarding its operating terms and conditions. Contracts should not be a one-way street."

But Addison Lee said that all drivers were financially incentivised to respond to a company survey sent out to gain feedback on the new contracts.

Garelick continued: "Face-to-face meetings with drivers that are unhappy are the only way to find out how people really feel."

The GMB said that Addison Lee has been approached eight times for a meeting and were either "unwilling or unable" to engage with the union.

The Addison Lee spokesman said: "The GMB does not speak for the vast majority of Addison Lee drivers.

"Addison Lee drivers – like most drivers in the private hire industry – work on a self-employed basis and decide their own hours."

The company also said that average driver earnings have increased by 5% over the past 12 months, but it would not say to how much or from what.

It also said this wage hike had been managed despite the number of private hire drivers in the London market doubling from 50,000 to more than 100,000 in the past five years.

Garelick said the union is aware of the fierce competition in the private hire market in London.

However, he added: "Addison Lee drivers are the best trained in the industry and are part of a premium brand in London that is being damaged by excessively low fares.

"Addison Lee is the market leader in the business world and so does not need to compete with companies like Uber.

"Dragging down the brand by reducing rates will mean the loss of high quality drivers, whose replacements will likely be untrained with little experience, which will, in turn, lead to the loss of major accounts, a loss that will be felt by all."

Addison Lee recently invested £3.2m in a fleet of 100 new Mercedes-Benz E-Class saloons to meet increased demand.

The company reported a 15% jump in executive car bookings over the past year and said the new vehicles will make it the UK's largest fleet of executive cars.

"Dragging down the brand by reducing rates will mean the loss of high quality drivers"

Steve Garelick, GMB

170

Number of drivers who protested against Addison Lee fare cuts

4,800

Number of minicabs operated by Addison Lee

Addison Lee invests £3.2m in fleet: fleetnews.co.uk/addison-lee-investment

PSA Group announces new range of 11 electric vehicles

Four models to be pure EV, as number of platforms reduces from six to two

By Andrew Ryan

PSA Group will launch 11 electric Citroën, Peugeot and DS vehicles in Europe within the next five years.

Four of these will be pure-electric models, with a range of up to 280 miles, with the remainder plug-in petrol-electric hybrids, which will be able to travel up to 37 miles on battery power alone.

The electric vehicle (EV) plans were detailed by PSA Group following an announcement that it is going to reduce the number of vehicle platforms it uses from six to two – both capable of running petrol, diesel and electrified powertrains.

PSA chairman of the managing board Carlos Tavares said: "We will use efficient modular platform (EMP2) for the top-of-the-range C- and D-segment cars and common modular platform (CMP) for B- and entry-level C-segment models.

"EMP2 will receive the plug-in hybrid technology, which will give the best of two worlds.

"You will have a 60km (37 miles) pure EV mode and because it's a combination of electric power and internal combustion engine you have the ability for a lot more travel.

"Fuel consumption will, on average, be a 40% drop in real-world conditions compared to petrol."

The CMP-based models will be pure-electric. DS will be the first brand to receive the technology in 2019, with the launch of one plug-in hybrid and one fully-electric model.

By the end of 2021, there will be a total of four fully-electric and seven plug-in hybrids available across the three brands.

PSA Group analysis showed these powertrains were the most suitable for future transport needs and will phase out its diesel-electric hybrid powertrains when the new models are introduced.

Tavares added: "Our product strategy has been built to ensure that every year, in each region, we deliver one new Peugeot, one new Citroën and one new DS model."

"EMP2 will receive plug-in hybrid technology, which will give the best of two worlds"

Carlos Tavares, PSA Group

280

Mileage range of pure electric powertrain

40%

Claimed real-world drop in mpg, compared with petrol

TECHNOLOGY HIGHLIGHTS: PLUG-IN HYBRID VERSUS PURE ELECTRIC

PURE-ELECTRIC POWERTRAIN

The pure-electric cars will feature a 50kWh battery pack using lithium-ion technology, which weighs 300kg, and this will power a 115hp electric motor to give a range of up to 280 miles.

PSA Group will offer two charging solutions: ultra-fast charging which recharges 80% of the battery in 30 minutes – a range of up to 7.5 miles per minute of charging – and home charging via a 7kW onboard charger which will give a range of up to 62 miles in 90 minutes, or a full charge in eight hours.

PLUG-IN HYBRID VEHICLES

Two-wheel drive plug-in hybrids will pair a petrol engine delivering 150hp to 200hp with a 107hp electric motor, while four-wheel drive versions will use a further 107hp motor to power the rear wheels.

Both versions will use a 12-13kWh battery to provide a battery-only range of up to 37 miles.

They will be available with a four-hour charging system as well as an optional feature for recharging the battery in less than two hours.

ventus S1 evo²

Luxury that never compromises safety

With an advanced VAI system that allows drivers to track vehicle alignment and aerodynamic sidewalls that minimise noise and vibration levels, the Ventus S1 evo² delivers the promise of performance and enhanced fuel efficiency.

Hankook
driving emotion

Hankook Tyre UK Ltd, Fawsley Drive, Heartlands Business Park, Daventry, Northamptonshire NN11 8UG
Tel: +44 1327 304 100 Fax: +44 1327 304 110

hankooktire.com/uk


The new Tiguan.
Cool. Calm. Connected.
The new Tiguan is both your new car and your new office. With a whole host of technology, such as Car-Net, you can be sure of staying on top of your day and connected to the things that are important. For more information contact your local retailer or the Volkswagen Fleet Business Centre on 0800 0093 397.
Car-Net
www.volkswagen.co.uk
Volkswagen
Model shown Tiguan R-Line with optional keyless entry and optional metallic paint. £33,265 RRP. Standard EU Test figures for comparative purposes and may not reflect real driving results.
Official fuel consumption figures for the new model range in mpg (litres/100km): urban 31.0 (9.1) – 48.7 (5.8); extra urban 44.1 (6.4) – 67.3 (4.2); combined 38.2 (7.4) – 58.9 (4.8). Combined CO_2 emissions 170 – 125g/km.

Crackdown on 'creative' company car schemes

BIK tax loophole closed after long-running legal battle

By John Charles

The Government is continuing its crackdown on what it considers "creative" and "aggressive" company car schemes.

It has introduced a new measure in the 2016 Finance Bill, which will reach the statute book prior to parliament's summer recess in July, and comes in the wake of HM Revenue and Customs (HMRC) losing a long-running legal battle with Apollo Fuels.

The Court of Appeal had upheld earlier decisions by the first-tier tribunal and upper tribunal that cars provided under "market value" leases to employees were exempt from benefit-in-kind (BIK) tax.

Apollo Fuels provided cars to 26 employees as a prerequisite of their employment and to enable them to carry out their jobs. Leases were drawn up and the vehicles – mainly second hand and purchased at auction – were not treated as company cars.

Each employee's annual business mileage varied between 5,000 and 25,000 miles, with mileage reimbursement payments being offset against the lease rentals due from each employee.

The court ruling in favour of Apollo Fuels was based on a lack of clarity around the use of the word 'benefit' in the legislation.

The Court of Appeal supported the view that 'fair bargain' applied where an employee received goods or services from their employer at exactly the same cost, terms and conditions as a member of the public or other independent third party dealing with the employer on arms-length terms, with no resulting BIK.

The Government is now revising the existing Income Tax (Earnings and Pensions) Act 2003 to exclude the application of 'fair bargain' to identified benefits-in-kind, where the taxable value of the benefit is set out in law, such as company cars. The reform, said the Government, was likely to have "negligible" impact on HM Treasury revenue.

Alastair Kendrick, tax director at MacIntyre Hudson, said: "My fear is that it could be wrongly interpreted or applied by HMRC and will as, a result, have wider practical implications."

Barrister Rory Mullan, who successfully represented Apollo Fuels, believes the tax charge on company cars has become "disconnected with the value of the benefit".

He said: "In the future, I expect it will be sensible for employers to provide benefits in different ways so as to ensure the tax charge more closely aligns to the value of what is provided.

"Funding employees to buy their own cars or to rent from third parties may bring a similar outcome at a significantly smaller tax cost."

Highlighting the Apollo Fuels case as an example of the consequences of a rising BIK tax burden, Mullan said: "The employees no longer wanted to pay the tax on the benefit of the company car, because it was too high and not worth it for some of them.

"Smart employers and company car drivers should focus on value rather than cost"

David Rawlings, BCF Wessex

26
Number of employees who avoided BIK tax at Apollo Fuels

25,000
Maximum annual business mileage incurred by Apollo employees

For the latest rule changes, see: fleetnews.co.uk/tax-news

"The response was to repackage the way in which cars were provided so that the disadvantage ceased to apply; it is an oddity that it was cheaper to pay full market value than pay the tax.

"That particular approach has now been stopped but there are other ways whereby an employer can fund provision of cars so that the tax charge more closely matches the taxable benefit," Mullan added.

"Once, however, it comes down to a choice between a charge which bears no relation to the benefit – in effect a much higher rate of tax on the provision of the car – the desirability and ultimately demand for company cars can only decrease."

However, that view is not supported by David Rawlings, director of BCF Wessex. He urged employers and drivers to focus on the value of the benefit rather than the cost. "The percentage increases in tax look horrible, but in pound note terms company cars still deliver great value," he said.

"Smart employers and company car drivers should focus on value rather than cost. The company car is, and will remain, one of the most sought after benefits over the next 15 or 16 years."

THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*

PSA's honesty in releasing 'real-world' fuel efficiency figures is to be applauded, but also pokes a stick into a hornet's nest.

Certainly, it confirms what we've all know for some time: the official figures are largely unattainable through everyday driving.

But where organisations like Energy Saving Trust say fleets should slice 10-15% off those figures when calculating their wholelife costs, the results published so far by Peugeot, Citroën and DS, suggest that is a wild underestimation.

"30-40% discrepancies show companies have been forecasting on incorrect data"

Discrepancies of 30-40% show companies have been forecasting their annual fleet expenditure and basing their choice lists on incorrect data when it comes to those PSA cars.

However, we know from our own long-term tests that the variations differ from one model to the next. Take our Škoda Superb. It's hovering around the 60mpg mark – just 13% below its official figure.

PSA is pre-empting the introduction of the new real-world testing procedure next year, but should fleets now use its figures in their wholelife costings? Peugeots and Citroëns are suddenly going to look very expensive against their nearest rivals.

But there is a bigger question: what is 'real-world'? According to several websites boasting real-world figures, our Superb should return 50mpg. We're comfortably getting 60; if I was driving conservatively, that would easily be mid-60s. Clearly, my real-world is different from other people's.

Ultimately, whatever figures fleets are given by manufacturers will offer only the loosest comparison between models. The biggest impact on fuel – and therefore your annual fuel expenditure – is the person with their foot on the accelerator.

Control them and you control your costs.

YOUR LETTERS

LEASING

More to EVs and hybrids than cost considerations

EDITOR'S PICK

Wandering Dutchman wrote:
Having read 'Used car buyers "struggling" to see advantages of plug-in hybrids' (**fleetness.co.uk, March 8**), we should be ashamed if financial considerations are the only important criteria for buying. The emissions scandal, the Paris Agreement, man-made climate change and health considerations should make operators reassess priorities and responsibilities.

We can't just blame industry and farming for all the pollution out there. Having made the decision to obtain an electric or hybrid vehicle, it makes sense to lease rather than buy, as this new and fast-improving technology will result in low second-hand values.

Car manufacturers will realise soon enough that they will have to make their vehicles upgradable, or recyclable, to achieve the volumes they need to survive.

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

ELECTRIC VEHICLES

Charge point roll-out must speed-up

Gordon Evans wrote:
Having read 'Government should speed-up EV charge point installation, says Addison Lee' (***Fleet News*, May 26**), Mike Galvin raises a very good point not assimilated by central or local government as yet. The electric vehicle (EV) charging infrastructure needs to expand exponentially if it is to keep pace with uptake of EVs and with the target of reduced emissions (or zero emissions, which should be the aim in cities).

Hybrids are only the stepping stone, and too much reliance is placed on them when really pure EV is the only way to eliminate tail-pipe emissions from cities.

I would love Addison Lee to put in a massive order for Tesla Model 3 taxis (no pecuniary interest here!) and lead the way. Holland has already set a target for EV-only sales from 2021. And batteries will get better the more committed we are to supporting their sales.

Finally, the Government really needs to appoint an oversight department in charge of Office for Low Emission Vehicles grants in terms of how charging point funding is granted. There are too many broken points and, if you can't ring providers 24/7, then they are not good enough for businesses to commit to.

We must ensure the charging networks can support the users. We may also need a massive upgrade in the power distribution network to accommodate EV users. If we are to meet London's emissions targets, we need to do all of this now – not in 2021.

YOUR LETTERS

CONNECTED CAR

No big thing if drivers are not plugged-in

Iain Marsh wrote:
Having read 'Four in 10 drivers unaware of how connected their car is' (**fleetnews.co.uk, May 24**), of my two cars, only one is connected with bluetooth to my phone and it's entertaining when it attempts to read out a text. Thankfully, I use the other car most of the time. It has no form of media connection, so phone calls and texts go unanswered until I get out of the car. Despite what the vendors of 'the internet of things' tell us, the world still spins and life carries on in the meantime.

VEHICLE KEYS

Being locked-out is OK, if wife and trousers nearby

Petrol Paul wrote:
Having read 'Claim figures show 47% rise in locked-out motorists' (**fleetnews.co.uk, June 1**), this is easily done. When I shut the boot recently after lifting out a heavy item, I realised I'd put the keys down and the car was now locked. However, it was not an expensive job to remedy – just a call to the wife to bring the spare keys. Fortunately, she was only 20 miles away so the only cost was one box of Milk Tray.

Bob the Engineer added:
I have become less prone to this since getting a car with keyless locking, as now after locking the front door of the house I put the key in my trouser pocket, and don't need it again until unlocking the house door at the end of the day. As senility advances, however, I could forget my trousers.

NEW DRIVERS

Limited licences: theory hard to match in practice

Misterconcerned wrote:
Having read 'Brake: new drivers should be restricted' (**fleetnews.co.uk, May 24**), limited licences have existed in Northern Ireland for more than 30 years.

The only restriction is the speed limit for learners: 12 months after passing their test it is 45mph on all roads. They also must display an 'R' plate. The NI Assembly is currently in consultation and on the verge of removing these limitations. However, novice drivers will have passenger restrictions between certain times and have to display a 'P' plate (probably) for two years. I think the restricted speed limit should remain for 12 months after passing the test. Most think the slower vehicle causes a problem, but surely if they are driving more carefully that's not a problem.

Edward Handley added:
Graduated licensing is a very tempting idea, but far more difficult to make workable in practice than most might anticipate. Limiting engine size sounds sensible, but it is not as easy as it seems – a 1.0-litre limit would mean new drivers could not drive any 4X4 (apart from a Fiat Panda, perhaps).

This has proved almost impossible to enforce on motorcycles. Cars would be even more challenging, and it would mean new drivers could not drive most vans, thus restricting employment prospects.

Minimum training periods: a great idea for driving instructors, who would love the extra work, but there would be a significant increase in costs. Losing your licence for a single motoring offence is a non-starter.

We already have a system where new drivers revert back to a provisional licence if they get six licence points in the first two years, but only about half who do this get round to retaking the test – and it is highly unlikely that the other half actually give up driving.

This needs to be thought through carefully, avoiding knee-jerk measures.

HAVE YOUR SAY Email: fleetnews@bauermedia.co.uk Comment online: fleetnews.co.uk
LinkedIn: UK fleet managers group Twitter: twitter.com/_FleetNews

Fleet News is published 26 times a year by Bauer Consumer Media Ltd, registered address Media House, Peterborough Business Park, Lynch Wood, Peterborough, PE2 6EA. Registered number 01176085.

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

Contact us

Fleet News, Media House, Lynchwood, Peterborough, PE2 6EA.
Email – fleetnews@bauermedia.co.uk

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 was the last film you saw?

Editorial
Editor-in-chief
Stephen Briers 01733 468024
stephen.briers@bauermedia.co.uk
Hulk
Deputy editor
Sarah Tooze 01733 468901
sarah.tooze@bauermedia.co.uk
The Jungle Book
News editor
Gareth Roberts 01733 468314
gareth.roberts@bauermedia.co.uk
American Sniper
Features editor
Andrew Ryan 01733 468308
andrew.ryan@bauermedia.co.uk
Creed
Head of digital
Jeremy Bennett 01733 468655
jeremy.bennett@bauermedia.co.uk
Star Wars: The Force Awakens
Web producer
Christopher Smith 01733 468655
christopher.smith@bauermedia.co.uk
Eye in the Sky
Staff writer
Matt DePrez 01733 468277
matt.deprez@bauermedia.co.uk
X-Men: Apocalypse
Photos Chris Lowndes

Production
Head of publishing
Luke Neal 01733 468262
Legend of the Guardians: The Owls of Ga'Hoole
Production editors
Richard Davis 01733 468310
The Jungle Book
Finbarr O'Reilly 01733 468267
Captain America: Civil War
Designer
Erika Small 01733 468312
Out of office

Advertising
Commercial director
Carlota Hudgell 01733 366466 (maternity cover)
Group advertisement manager
Sheryl Graham 01733 366467
Account managers
Sean Hamill 01733 366472
Lucy Herbert 01733 366469
Lisa Turner 01733 366471
Stuart Wakeling 01733 366470
Marcus Woods 01733 366468
Head of project management
Leanne Patterson 01733 468332
Project managers
Lucy Peacock 01733 468327
Kerry Unwin 01733 468578
Telesales/recruitment
01733 468275/01733 468328

Events
Event director
Chris Lester
Event manager
Sandra Evitt 01733 468123
Senior event planner
Kate Howard 01733 468146

Publishing
Managing director
Tim Lucas 01733 468340
Group marketing manager
Bev Mason 01733 468295
Office manager
Vicky Meadows 01733 468319
Group managing director
Rob Munro-Hall
Chief executive officer
Paul Keenan

Subscribe to *Fleet News*
01635 588495
subscriptions@email.fleetnews.co.uk
Subscription rates:
£85 UK (two years £145, three years £195), £135 Europe and Eire (two years £230, three years £315)

FLEET OPINION 1

Tim Camm
Technical manager, National Windscreens

DRIVER ASSISTANCE SYSTEMS

Windscreens are key to staying safe on the road

By Tim Camm

As technical manager for National Windscreens, I am often asked what is the biggest change facing the industry and, for me, there is only one answer: ADAS and the growing need for calibration.

You may ask, "What is ADAS and why does it matter to me?" Well, more and more vehicle manufacturers are using advanced driver assistance systems (ADAS) to ensure their vehicles meet the highest European safety ratings.

Changes were made to Euro NCAP safety ratings early this year meaning any new vehicle wanting to be granted the prestigous five-star rating has to include two separate

FLEET OPINION 2

Jakes de Kock
Group marketing director, UK Fuels

TELEMATICS

Every fleet can benefit from vehicle data systems

By Jakes de Kock

It's a common misconception that telematics is an expensive, luxury tool that only the largest fleets can afford and ultimately benefit from.

The truth is vehicle telematics can help a fleet of two vehicles upwards become more efficient and by doing so deliver real cost savings. It allows you to monitor fuel use and fuel efficiency, increase productivity through vehicle routing and it promotes safe driving.

Of course, all three benefit fleets of any size. But the first two in particular are of value to smaller fleets as they directly reduce monthly fuel bills, which is vital when operating with narrower margins.

Some organisations have seen fuel bills fall by 20% just by using telematics to identify driver inefficiencies. It's not hard to see why, when you consider that idling for upwards of 10 seconds uses more fuel than restarting an engine and 10 minutes of idling can use more than a quarter of a litre of fuel.

For a small fleet of less than eight vehicles, every driver and vehicle is crucial to effective business operations – having just one knocked out of circulation can have a significant impact on productivity.

By using telematics, you're always able to see where your drivers are in real-time, allowing much more efficient job allocation and route planning, meaning you can get your products from A to B as quickly as possible.

ADAS systems with automonous emergecy braking and lane departure warning being compulsory.

This is causing a welcome increase in the use of ADAS which makes our roads safer for all – in fact, 10 of the leading vehicle manufacturers have already committed to long-term investment in them.

The ADAS systems – which also include lane keep assist, night vision cameras and adaptive lighting – constantly monitor the surroundings and environment around vehicles and provide alerts or warnings to avoid collisions or potential hazards, or even take control of the vehicle where a driver has failed to identify a potential danger.

But how do they work, and why do they need calibration?

Well, most of the ADAS systems that are becoming increasingly popular use forward-facing cameras found on or around the vehicle's front windscreen.

"Changes to safety ratings are causing a welcome increase in the use of ADAS which makes our roads safer for all – in fact, 10 of the leading vehicle manufacturers have already committed to long-term investment in them"

This camera collects the required data to ensure the ADAS systems work but this information has to be accurate so if, for any reason, the camera becomes mis-aligned then the data being collected will produce an incorrect action, leading to potential danger for road users.

Some workshop repair processes require the front-facing camera to be calibrated on completion with replacement of the front windscreen being very high on the list.

ADAS will continue to grow rapidly in the future.

In fact, recent figures anticipate that by 2020 more than 40% of new vehicles will have at least two types of driver assistance systems fitted.

Therefore, you should make sure any workshop carrying out autoglass work on your vehicles is calibrating correctly and that you get a certifcate to prove it, helping to ensure our roads are even safer places for everyone.

"Using telematics, you're always able to see where your drivers are in real-time, allowing much more efficient job allocation and route planning, meaning you can get your products from A to B as quickly as possible"

Being able to direct your drivers to the nearest jobs in real-time will further boost fuel efficiency by creating less dead mileage. It also opens up the opportunity to increase the number of paying jobs drivers can complete in one day.

Unsurprisingly, eight out of 10 commercial fleets say cost is the main barrier to introducing telematics. However, there are affordable options out there with short or zero minimum contract periods, allowing small businesses to have flexible pricing plans in place.

Good, competitive providers shouldn't look to tie you into long contracts. Instead, they should be showing you that this technology is a money saver and not a cost to the business. There's a reason the big companies all use vehicle telematics. Are you sure it isn't for you?

For regular opinions from the industry, visit fleetnews.co.uk/blogs


VOLVO
THE NEW VOLVO V40
MAKE A STATEMENT
Through its luxurious touches and cutting-edge innovations, the new Volvo V40 will drive a clear statement about your business. Its iconic T-shaped LED lights, for example, provide drivers with a striking, unique presence on the road. But as they emit twice as much light as their halogen equivalents, they can illuminate your fleet's safety credentials, too.
VISIT VOLVOCARS.CO.UK/V40BUSINESS
89G/KM CO_2
84.1 MPG (combined)
18% BIK
HUMAN MADE FOR BUSINESS
Official fuel consumption for the Volvo V40 D2 R-Design manual in MPG (l/100km): Urban 74.3 (3.8), Extra Urban 88.3 (3.2), Combined 84.1 (3.4). CO_2 emissions 89g/km. MPG figures are obtained from laboratory testing intended for comparisons between vehicles and may not reflect real driving results.

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.

VEHICLE DAMAGE

Q "I have recently taken on a global fleet role (*Fleet News*, March 17) and one of the challenges I face is vehicle damage. In the UK we recharge employees, but in France we cannot legally do that. So how else can we ensure drivers look after their vehicles? We are thinking of introducing rewards for good driver behaviour and encouraging managers to inspect vehicles."

Keith Cook, deputy financial controller at Computacenter

A Yours is a situation that is becoming increasingly common, with fleet managers in the UK – who have generally been at the cutting edge of new developments in fleet – given the opportunity to spread good practice across Europe and indeed globally. Your question highlights one of the biggest challenges of such a role in that different cultures, markets and legal frameworks mean that it is not possible to adopt a unified approach.

However, as you have correctly identified, human nature does not differ that significantly between countries, and almost everyone responds to either the carrot or the stick. Given that you cannot use the stick in France, it looks as though your only option is some form of incentive to encourage the right behaviour.

I would suggest that your approach and level of incentives should be based on the potential savings to be made if the drivers there had a similar record to that currently achieved in the UK. There is little value in rewarding drivers and then finding it costs more than the savings.

Some fleets in the UK already use incentives to reduce end-of-contract damage charges – often as part of a 'driver of the year' or 'safe driving team of the year' approach. You may want to consider these for your fleet, as competition between individuals and teams is always an effective driver of behaviour – peer pressure can make a major difference.

Direct cash incentives – for example, where a driver receives a payment for returning a car with no chargeable damage at contract end – have been used in some fleets, though the challenge is to set the right level of reward to make it an incentive, but not too costly to the business. In some cases, high street vouchers rather than cash have also been used.

Drivers can also be incentivised by offering a higher grade model next time or additional extras, though this will of course be subject to inspection of the vehicle, which could give you issues with new vehicle orders. Shorter term incentives – such as the use of a higher grade car on a temporary basis are also an option.

"Cash incentives – eg, where a driver receives a payment for returning a car with no chargeable damage – have been used"

Your comment about encouraging managers to inspect vehicles rings some bells for me. I don't know about France, but in the UK I always found it a real struggle to get managers engaged – they generally saw this as low priority, especially for a top performer (usually the driver with the worst accident record and highest damage charges).

One thing I would say is that whatever form of incentive you do decide to introduce in France, don't overlook any opportunities to use a similar approach in the UK (assuming they work in France, of course). It may turn out to be a positive move and in the end prove even more effective than the big stick.

■ **The next Ask Nigel will be in the July 7 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

'HEALTH AND SAFETY IS THE NO 1 PRIORITY'

Colin Hutt: 'We developed a policy designed to encourage people to take a company car rather than car allowance'

Concerns over its grey fleet led Colin Hutt to build a flexible company car scheme where the driver is in control. He has tripled the size of the fleet in just two years, reports *Andrew Ryan*

Walking into the reception area of the Construction Industry Training Board's (CITB) head office in Norfolk, it is clear that safety is high on the agenda. The British Safety Council Sword of Honour, which recognises commitment to excellent health and safety management standards, is proudly on display, while visitors are required to watch a four-minute safety video before being allowed to access any other part of the site.

It is a focus that has also driven the company's fleet policy.

"Health and safety is absolutely the number one key priority, not just because of the plant machinery and the activities that go on here, but we want to try and be as good with the fleet as we are with the training and everything else we do," says Colin Hutt, category and contacts manager (fleet and insurance).

"When I joined in 2012, the CITB had, for a couple of years, stopped issuing company cars and said it was car allowance only.

"However, with the car fleet dwindling and the grey fleet increasing, it was concerned over controls it had over that and what people were driving, and wanted to bring that under control," Hutt adds.

"I was brought in to develop a new car policy and, having talked to various people in the organisation, staff unions and representative groups, we developed one that was designed to encourage people to take a company car rather than car allowance."

It has been a resounding success. The CITB has more than 600 drivers – both business-need and perk – and when the policy was launched at the end of 2013, just 100 were in company cars. Today, that number has more than tripled to 336.

"Under the old company car policy, the CITB had decided that if vehicles needed replacing, it was going to supply Ford Focuses and the only choice drivers had was the colour. That really wasn't conducive to people wanting to join the scheme."

Using the Crown Commercial Services (CCS) framework, Hutt looked at the kind of vehicles available if wholelife costs were compared to the provision of

FACTFILE

Organisation Construction Industry Training Board
Category and contracts manager (fleet and insurance) Colin Hutt
Company vehicle fleet size 400 (336 cars, 64 vans)
Cash allowance drivers 287
Car replacement cycle Four years/80,000 miles
Leasing company Lex Autolease

the car allowance. "We wanted to ensure that, whatever anyone chose, it wasn't going to cost the CITB any more than the cash allowance," he says.

The CITB used the framework to appoint Lex Autolease to provide a wide range of services, including contract hire with maintenance, fleet and accident management. "The whole caboodle," says Hutt.

"We wanted to go sole supply because I didn't want to have to deal with six or seven different leasing companies for every car we ordered.

"I'd rather have one leasing company, one number for drivers to call and one set of invoices to keep it as simple as possible."

Drivers are able to view the vehicles available to their grade through a bespoke portal provided by Lex Autolease. "That gives them thousands of vehicles to choose from," says Hutt. "Now we've got a lot more happy drivers who now have a wider choice of vehicles they want to drive.

"This encourages people to join the scheme and we are getting more opting in all the time: we've got 280-odd people taking the allowance and 300-odd company car drivers and it's moving towards company cars again."

There are some restrictions on vehicle choice, however.

Cars have to have four or five doors, CO_2 is capped at 130g/km and fuel economy has to be more than 50mpg. "Other than that, it's a free choice," Hutt says.

"We've also built in flexibility whereby all but the senior managers can contribute an optional £50 a month to open up the choice list further, so if they want something that's a little bit better or want the estate version, they've got that choice.

> *"Having drivers in company cars is so much safer. Whatever you do with the grey fleet, there is still an element of risk"*
>
> *Colin Hutt, CITB*

"Typically, at the lower grade we've got people in Ford Focus Titaniums and Nissan Qashqais, and if they want to pay £50 a lot of people are choosing cars like Audi A3 or BMW 1 Series."

He adds: "The fantastic thing is that the driver is in control. If they want the 2.0-litre car with the higher spec they pay slightly more tax; if they are happy with the smaller engine and lower spec, producing less CO_2, they are going to save money. It's entirely up to them."

Drivers are not allowed to alter a vehicle's standard specification, but all vehicles must be fitted with rear parking sensors. This has virtually eliminated claims from people reversing into objects.

When the company car policy was launched, the CITB partnered with the Licence Bureau to introduce a licence check regime, including gathering additional information on grey fleet vehicles.

"Our policy makes it clear what sort of vehicle is acceptable if a driver takes the car allowance," says Hutt.

"It has to be less than seven years old and have done less than 140,000 miles. It must be comprehensively insured and it must not be a two-seater convertible or a commercial vehicle such as a pick-up because it's got to suit the image of the CITB.

"We had a lot of resistance when we first implemented these restrictions because people didn't like to be told that their car was no good and that they needed to nominate another one to use on business.

"Some people were saying they hardly did any business miles, and we'd say that's not the point: we're providing you with an allowance – and it was quite a generous one – and the terms and conditions around that allowance are that you provide a vehicle that fulfils this criteria," Hutt adds.

"Once we'd explained that to them there has not been a single person who hasn't complied to the policy."

Annual checks are made on all those vehicles, and this has created a comprehensive database.

"This allows us to contact anyone approaching the seven-year limit to say they need to nominate another vehicle, or would they like a company car?

"Quite a lot of people say they would at that point, which is what we want.

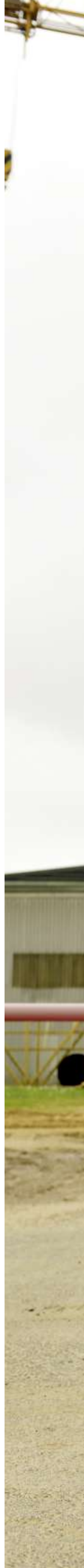
"Having drivers in company cars is so much safer because, whatever you do with the grey fleet, there is still an element of risk. But at least we've got a process that makes it a little more certain, as the cars are checked every year."

Hutt wants to bring the grey fleet more in line with the company car fleet: in 2018 he is aiming to reduce the maximum age of a grey fleet vehicle to five years, as well as introducing a CO_2 cap that matches that of the company car fleet.

COLIN HUTT ON...

Working in fleet **I kind of accidently moved into fleet. My background was in insurance with Aviva (then Norwich Union) before I joined Circle Anglia in 2003 as purchasing insurance manager. About a year into the job, it merged with Circle Housing and the fleet manager left, so my boss at the time said 'we need someone to help out. Can you manage a fleet?' I said 'well, ok', and fell into it then. I found it thoroughly fascinating, and it grew from there.**

Electric vehicles **We've had a number of drivers opt for plug-in vehicles for their tax benefits and we expect this to continue. We've also taken on three electric Nissan e-NV200 vans to carry out delivery rounds on our site and we are probably looking to add another one or two. We have used diesel vans for this in the past but they only do seven-10 miles a day and never leave the site and this has caused some particulate filter problems. We've got three charging points on site so the electric vans have been a good solution.**



Colin Hutt aims to reduce the maximum age of a grey fleet vehicle to five years

"Part of our corporate social responsibility is that we want to reduce our impact on the environment and the business on the whole is looking at lots of things to do with carbon emissions and the environment," he says.

"Cars are obviously quite a big part of that and our 130g/km cap will almost certainly come down in the next couple of years."

Average emissions of the company car fleet have fallen from 135g/km in 2012 to 100g/km now, and the average CO_2 on the cars being added to the fleet is just under 100g/km.

"Our grey fleet average is 120g/km which is still 20g/km higher than the company car fleet, but it's not bad and it suggests that if we did introduce a CO_2 cap it probably wouldn't be too onerous," says Hutt.

The ability to create a company car policy from scratch has led to a great deal of job satisfaction for Hutt.

"The other fleet roles I had were with companies that had established fleet policies and there were a lot of things that I couldn't change," he says.

"It may have been because I didn't have the authority or there was no will to really change things in the way we needed to because of the amount of contentious issues it could pull up.

"One of the things I liked about the job I was offered here was the CITB was basically saying 'we want you to create a new car policy and you can do whatever you like' and that was fantastic."

Change, however, is never far away in fleet, and May 1 saw Hutt's job title evolve from fleet and insurance manager to product and category manager (fleet and insurance).

"I get the feeling the focus is going to be more on procurement and cost rather than just managing the fleet," he says.

"There is a lot of restructuring going on in the company. The change is recognising that running the fleet is not just about providing company cars, it's everything to do with transport.

"It's to do with fuel purchasing, it's to do with different types of travel – taxis and trains – and it's to do with everything that touches on fleet."

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

RENAULT
Passion for life

All-New

Renault MEGANE GT

Feel the drive

renault.co.uk

The highly anticipated All-New Renault Mégane is here.

With its striking design and innovative technology, it takes driving pleasure to a whole new level, making it a truly unique offering in the sector.

Design

With a blend of seductive design and assertive style, the All-New Mégane showcases the best of Renault, inside and out, which contributes to its unique on-road personality to make it a stand out model in the segment.


RENAULT
Passion for life
MEGANE
renault.co.uk


All-New
Renault MEGANE GT
Feel the drive
Experience the high quality of an executive car with the power of Renaultsport in the All-New Mégane GT. Boosted by **4-Control**, the four-wheel steering provides unrivalled agility coupled with a feeling of being more reactive to whatever comes your way. Two RenaultSport features further improve control: **Launch Control** helps minimise skidding, while **Multi-change downshift** selects the best gear before entering bends.
To book your test drive, call the Renault Business Hub on 0800 731 7066 today.
The official fuel consumption figures in mpg (l/100km) for the All-New Renault Mégane GT: U

ban 36.2 (7.8); Extra Urban 57.7 (4.9); Combined 47.1 (6.0). The official CO_2 emissions are 134g/km. E

U Directive Regulation 692/2008 test environment figures. Fuel consumption and CO_2 may vary accor

ng to driving styles, road conditions and other factors.

renault.co.uk

Technology and Innovation

Amongst its refined interior, the All-New Mégane is equipped with premium technology and innovative features to combine everyday practicality and driving pleasure.

Experience the luxury of:

- **Multi-Sense System***
  With Ambient Lighting & Driving Mode Selector
- **R-Link 2 Multimedia System***
  Control multiple functions via a digital dashboard
- **8.7″ Portrait Touchscreen***
  With Satellite Navigation

Efficiency

Beyond the design and technology, the All-New Mégane enjoys CO_2 emissions from as low as 96g/km, all the while maintaining its dynamic, powerful presence on the road.

8.7″ Touchscreen with Satellite Navigation

Multi Sense System with Ambient Lighting

Refined Interior

*Optional from dynamique s nav and above.

The official fuel consumption figures in mpg (l/100km) for the All-New Renault Mégane range are: Urban 40.9 (6.9) - 68.9 (4.1); Extra Urban 57.7 (4.9) - 80.7 (3.5); Combined 50.4 (5.6) - 76.4 (3.7). The official CO_2 emissions are 125-96g/km. EU Directive Regulation 692/2008 test environment figures. Fuel consumption and CO_2 may vary according to driving styles, road conditions and other factors.

WINNING THE FIRST NOTIFICATION OF LOSS RACE

Drivers must be first to capture third party details following a collision, or fleets could face a bill ten times higher than necessary. Emma Cooper reports

When it comes to minimising costs after an incident involving a third party, timing and recording the right information are everything.

Accident management provider FMG estimates that failing to capture third-party information can inflate overall incident costs by 965%, turning a £1,000 bill into a painful £10,650, while AXA Insurance has seen claims that should have been £5,000 spiral up to £50,000.

Key to keeping these costs as low as possible is making the first notification of loss (FNOL) as soon after the incident as possible.

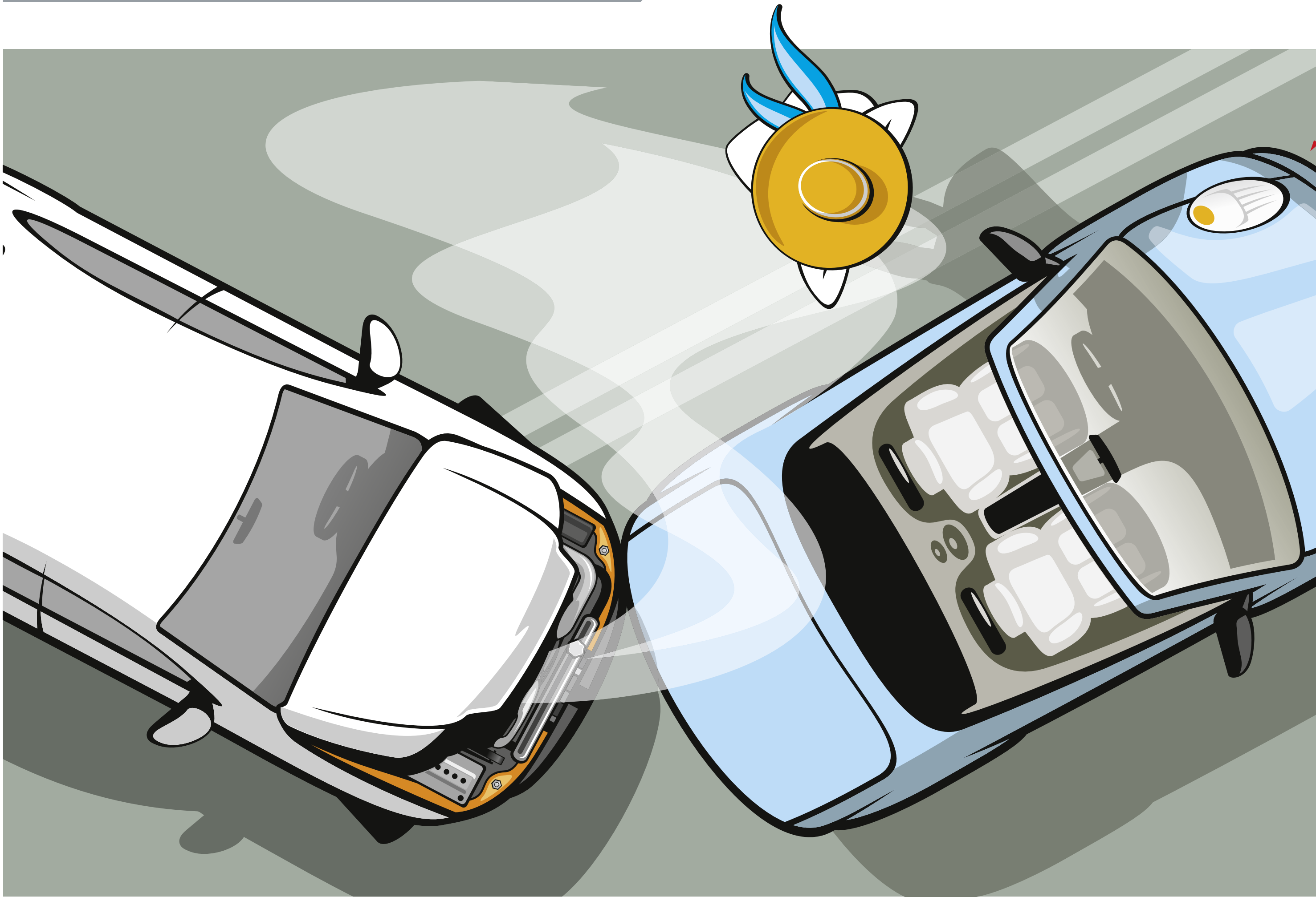
"We used to have a saying, 'don't delay, report the same day', but now it really is 'report within the hour'," says Doug Jenkins, motor risk control manager at AXA Insurance.

"Now we know that if we're not capturing incident information, certainly within the first three hours after an incident, then we could be struggling later."

Dean Mugglestone, commercial director of Active Fleet Solutions, adds: "Time really is of the essence. As soon as the incident is reported, it triggers an event that says 'the first person to get to the third party wins'. You need to get there first so you can manage the service to the individual, [vehicle] recovery and repairs."

If a fleet loses that race, it affects the entire claims journey, from validation, deployment of services and cost control of areas such as protracted vehicle repairs and costly hire car rates, to unpredictable personal injury claims and legal fees, as well as fraud.

"If a claim is reported late, we lose the opportunity to [take control], as the third party may already be in a credit hire vehicle, which can



result in a significant cost," says Rhona McGregor, head of claims relationship management at Zurich Global Corporate UK.

The typical nightmare scenario when an incident occurs is that no attempt has been made to reach the third party, or the event goes completely unreported.

"I've seen claims that should have been £5,000 go up to £50,000," says Jenkins.

"In one, the claim was put in by the client a month later with the driver thinking 'there's little damage, it's all OK', and then a few weeks later the third party claim turns up, with the claimant alleging there were more people in the vehicle and the vehicle was put into a particular repairer which racked up the cost.

"That's an extreme example, but far too many cases come to mind where the claims are 200% to 300% more than they should be, or would have been if they'd been dealt with earlier."

While the timing of reporting an incident is critical, so too is the information gathered at the scene.

"Quality of information captured at FNOL is essential to the speed and success of the incident management process," says John Catling, commercial director of FMG.

"Poor management of incidents leads to claims leakage, where costs can spiral due to delays in authorising repairs, lengthy and protracted repairs that result in higher replacement vehicle costs and lengthy liability decisions.

"Delays in reporting the incident drastically reduce the opportunity to capture and control the third-party costs, and failing to capture the third party can result in an increase in the entire cost of the incident by 965%."

Insurance and incident management experts are clear that, as long as it is safe to do so, a driver's first step following an incident should be to phone through to the relevant insurer or support provider, which will take all the necessary event details.

965%

Potential increase in costs from delays in reporting

£50,000

Amount of costs seen by AXA for accidents that originally cost £5,000

Providers and some fleets such as Speedy Services (see case study on page 37) also utilise smart devices and smartphone apps which prompt drivers to input relevant incident details and take pictures at the scene.

But whether drivers have access to incident management support or not, they should still be recording information at the scene.

These key details include:

- Third-party name, address and contact details.
- Witness/passenger name and contact details – ensuring they take note of the number of passengers in the third-party vehicle.
- Chain of events.
- Vehicle registration(s).
- Smartphone pictures of vehicle positions at the scene, as well as close-up photographs of the damage.
- Whether all vehicles were roadworthy following the incident.
- Road markings.
- Weather conditions.
- Follow-up events – police attendance, witness assistance at scene, etc.

Incident packs and 'bump' cards provide a simple way of prompting drivers to follow procedure after an incident, as well as ensuring both they and the third party have all the relevant details needed to for a speedy resolution.

Packs can be stored in the vehicle and outline what a driver should do in the event of an accident, while cards can be stuck to windscreens and come with a check-list section to be completed by the company driver. They can both contain a corresponding pre-printed section with the fleet's details and insurance information to give straight to the third party.

Since it introduced a more structured reporting system and issued drivers with bump cards in 2011, facilities provider ISS (see case study on page 37) has seen reporting rates

> "MANAGERS SHOULD TAKE THE TIME TO PERIODICALLY GO OVER THE FNOL POLICIES WITH DRIVERS"
>
> *Doug Jenkins, AXA Insurance*

within the first hour skyrocket from zero to 80% of incidents. "Bump cards often prompt third parties to call us before contacting anyone else, resulting in an opportunity for intervention, and therefore further cost savings," says Catling.

However, it is not enough just to deploy efficient incident management procedures – be it faster reporting times direct to insurers, at-scene tools like smartphone apps and bump cards, or employing incident support.

Drivers also need to understand how FNOL impacts on the business and its bottom line, and be periodically reminded of good practice.

"It is important for fleet managers to continually educate their drivers on the importance of good and prompt reporting," says Nick Williams, managing director of RAC Accident Services.

"Some of our best fleet managers email the team once a month reminding them of what to do if they are involved in an incident. This regular communication is excellent as it keeps FNOL front of mind."

Jenkins adds: "As it's a company vehicle rather than their own, drivers aren't always as mindful of how expensive things can get if the procedure doesn't get followed.

"Whoever's responsible for drivers, whether it's the HR manager or a dedicated fleet team, they should take the time to periodically go over the FNOL policies with them – whether it's at sales meetings or 'toolbox talks', so that, at least, every six to 12 months they remind drivers what the policy is and what they need to do in event of an accident."

Technology such as telematics and cameras can provide a plethora of metrics to managers and insurers, helping to provide hard facts in the case of a disputed insurance claim.

Jenkins says telematics evidence can "inherently speed things up or even make claims go away completely", however, he urges drivers not to be overly reliant on camera footage at the cost of failing to record individual incident details.

CASE STUDIES

ISS

In 2011, facility provider ISS introduced a new fast reporting system, encouraging drivers to report incidents to the fleet's incident management provider within the hour, as well as giving them bump cards to exchange details with third parties.

"Previously, reporting was via a network of fleet coordinators and line and contract managers whenever the driver got round to it," says Nigel Rowden, UK fleet manager for ISS.

Immediately following an accident, its drivers are now required to fill in two sides of a bump card and give the third party their relevant half, before phoning through to the company's incident management provider FMG. The driver then issues their fleet coordinator with the third-party section of the bump card.

"Since implementing the new system, reporting within the 'golden hour' has gone from zero up to 80%, and up to 85% within the day – the missing 20% is usually due to no other vehicle being involved or third-party insurers claiming an ISS vehicle was involved but the ISS driver being unaware of the incident," says Rowden.

The changes have also meant time saved for him. "Since the accident report cards have been introduced, every claim has had less work associated with it: in my case it's saved up to one full working day a month!"

Speedy Services

Commercial vehicle drivers at Speedy have been required since 2011 to log incident details at the roadside using a handheld PDA device.

FNOL details are then sent directly through to Speedy's incident management providers at Lex Autolease, who pick up the incident and start the process of contacting the any third parties, as well as the company's insurer.

The seamless reporting process has helped speed up claims for the hire giant.

"In the past two years, 50% of claims have been reported within 24 hours, consequently reducing the cost of claims," says Charlotte Roberts, fleet specialist (claims risk) at Speedy.

"The prior three years averaged around 40% of claims reported within 24 hours."

Speedy is now in the process of replacing its handheld PDAs with newer smart devices, primarily issued to record daily operations and vehicle checks, but also to be used in case of an incident.

"Drivers record as much information as possible at the scene, by following the on-screen instructions," says Roberts.

"The smart device will prompt the driver with instructions and details they need to obtain.

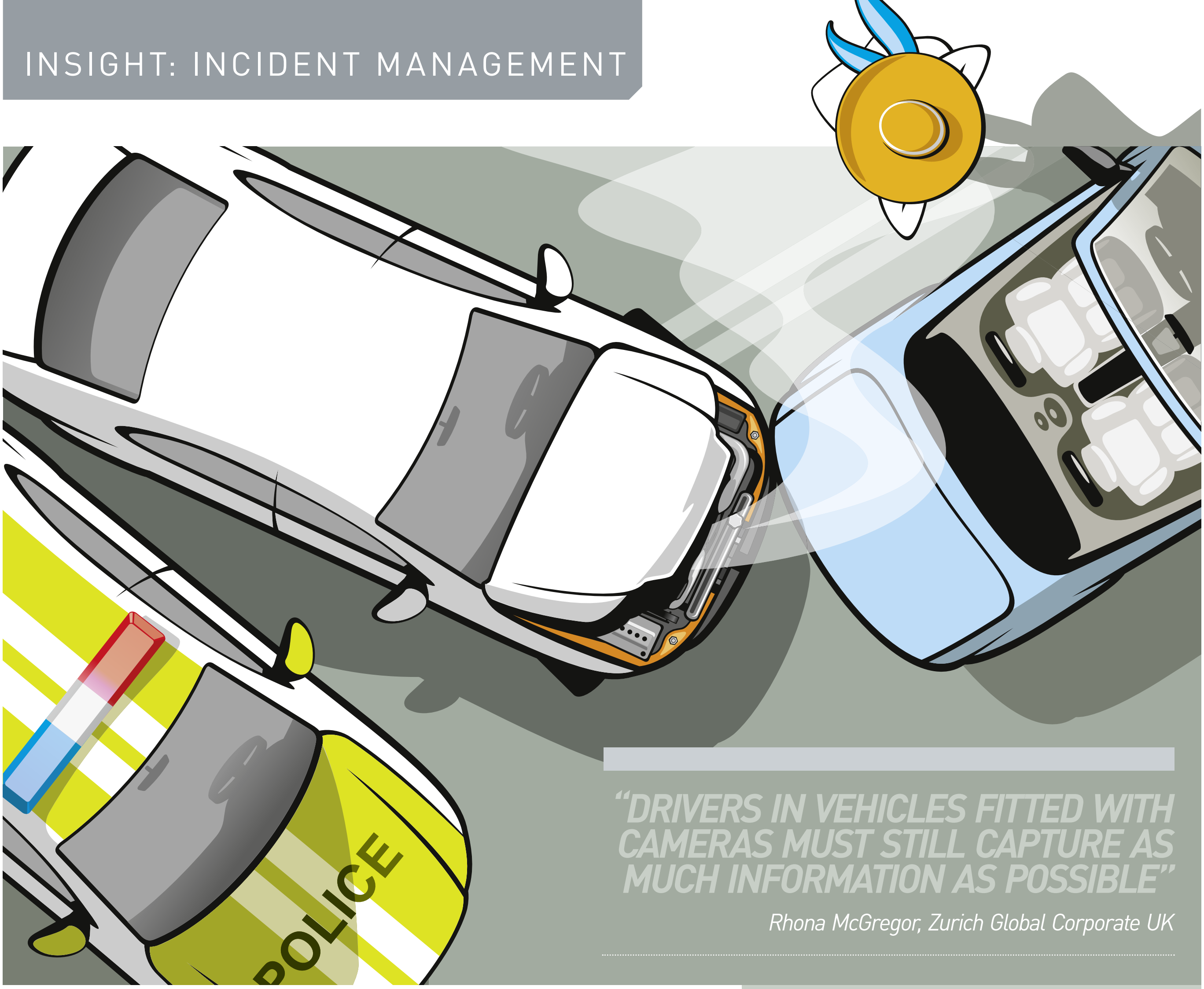
"Instructions will display: 'Don't leave the scene, you are required by law to provide insurance details to any other parties involved. If vehicles are damaged to an extent they cannot be driven, obtain photographs and, if possible move them off the road. Register all witness details.'

"A drop down menu then displays: 'Your details', 'Third-party details', 'Witnesses', 'Emergency Services', 'Scene details', 'Policy/recovery details'.

"The driver is not able to proceed to the next drop down without first completing the details in the previous step."

Company car drivers, meanwhile, are required to call Lex Autolease direct from the scene of an incident, and are encouraged to take smartphone pictures as evidence.

However, Speedy is planning to roll out an incident reporting app, modelled on its commercial driver protocol, for all of its company phones by October 2016.



> "DRIVERS IN VEHICLES FITTED WITH CAMERAS MUST STILL CAPTURE AS MUCH INFORMATION AS POSSIBLE"
>
> *Rhona McGregor, Zurich Global Corporate UK*

"Bear in mind the quality of video can vary, and you might find data isn't always saved correctly, or you have issues with the SD card," he says.

McGregor adds: "In-vehicle cameras in particular are very useful when investigating the circumstances of an incident, however, they cannot capture everything.

"Therefore, it is still very important that drivers with vehicles fitted with cameras remain vigilant and are capturing as much information about what happened as possible."

Finally, fleet managers need to ensure they are fully involved in the incident management chain, and take responsibility for their drivers' understanding of FNOL.

"Managers need to make it clear [to drivers]: we can do wonderful things when that roadside call comes through to us, but if the driver doesn't call, we can't help," says Mugglestone. It is down to fleet managers to make sure the driver does what they need to do in the case of an incident, and that they know what the consequences could be if they don't."

Jenkins urges fleet operators to have a regular FNOL process review to assess the lifecycle of claims, as well as monitoring the efficiency of any third-party incident management providers.

"For fleet managers, it really is about having the right policies and procedures in place and, remember, don't get lulled into thinking insurance is always a cost that can be controlled – yes, we will pay towards a claim but what will the effects of FNOL inefficiency be on your future premiums?"

Mugglestone says fleet managers should consider the benefit of using an incident management provider to handle FNOL. "We had one client whose average reporting time before they came to us was 42 days, and the average cost of the claim was over £5,000," he says.

"That compares with our average cost, where fleets are reporting to us within two hours, for settling a third party claim of £1,250."

£5,000

Average cost of claims for one client, before using Active Fleet Solutions

£1,250

Average cost of claims at Active Fleet Solutions

Importance of acting quickly: fleetnews.co.uk/quickreactions

TOP TIPS FOR EFFECTIVE CLAIMS MANAGEMENT

- **Clarify the process for reporting between all interested parties i.e. drivers, accident management providers, transport managers, leasing companies/brokers, so everyone understands their role and responsibility.**
- **Simplify – more steps in the claims reporting process reduce the likelihood of compliance. 'One call' solutions are the most effective.**
- **Communicate a comprehensive claims management procedure to your drivers covering all types of incident with clear and practical steps that are suited to both your business and the structure of your organisation.**
- **Promote an open culture in relation to the reporting of incidents for all drivers. Making it a 'sin' for drivers to have an incident will dissuade them from notifying claims and admitting liability when they're at fault.**
- **Educate drivers to understand the need to capture key data following an incident and provide it straight away.**
- **Equip drivers to provide key information with supporting evidence from the outset. The earlier evidence is provided the more opportunity there is to defend effectively or recover losses.**
- **Affirm the 'need for speed' when reporting claims. The earlier an incident is reported, the more effectively the resulting costs can be managed. Use the management information available to investigate whether drivers are adhering to guidelines.**

Source: Zurich Global Corporate UK

FLEETS INFORMED

Brought to you by FleetNews

The *Fleet News* Fleets Informed programme is designed to deliver comprehensive advice and knowledge to fleet decision-makers. Here, the Fleets Informed commercial partners answer questions on the essential aspects of running a fleet

IN PARTNERSHIP WITH

AA DriveTech · ALD Automotive · Aston Barclay Vehicle Remarketing · Fleet Operations · VisionTrack.com · jaama · Nationwide Windscreen Services · Zenith Intelligent Vehicle Solutions

Fleet risk management: all you need to know

AA DriveTech answers the essential questions on your duty of care requirements, driver training and safety technology

1 How far do employers' duty of care responsibilities extend to company drivers?

A good starting point, to understand an employer's 'driving for work' responsibilities, is to review the Health and Safety Executive's own website. It states "The Health and Safety at Work Act 1974 requires employers to take appropriate steps to ensure the health and safety of their employees and others who may be affected by their activities when at work. This includes the time when they are driving or riding at work, whether this is in a company or hired vehicle, or in the employee's own vehicle.

There will always be risks associated with driving. Although these cannot be completely controlled, an employer has a responsibility to take all reasonable steps to manage these risks and do everything reasonably practicable to protect people from harm in the same way as they would in the workplace."

In practice, what does this mean? Well, the Management of Health and Safety at Work Regulations 1999 are more prescriptive. These require "every employer to carry out an assessment of the risks to the health and safety of their employees, or themselves, while they are at work, and to other people who may be affected by their work activities. This includes any driving activity on the road. The regulations require the risk assessment to be reviewed periodically to ensure it remains valid. Employers should consider the risks to employees on the road in the same way as for those in a workplace."

Employees also have responsibilities under the Health and Safety at Work Act 1974. They must take reasonable care for the health, safety and welfare of themselves and others while at work, and these duties extend to driving for work. This means that employees have a legal obligation to ensure that they work in a safe manner and must not knowingly do anything that may put themselves or others, including members of the public, at risk.

There are additional duties on employees under road traffic law, as the driver is responsible for checking the roadworthiness and ensuring the proper operation of the vehicle they drive.

This legal obligation extends to any vehicle driven for work, including hire cars and private vehicles, regardless of who owns it.

Finally, and for clarity, health and safety law does not apply to drivers commuting to work, unless the employee is travelling from their home to a location that is not their usual place of work.

2 Does this include drivers using their own cars for business?

100% yes; this issue is now explicitly clarified on the HSE website – see above. It's clear that the ownership or type of vehicle is not relevant, – it's the activity of 'driving for work' that is important.

In addition, the driver has responsibilities and must meet all statutory and company requirements, including:

- A full, current and valid driving licence, with the correct category entitlements for the vehicle driven for work.
- Appropriate insurance; for example, the correct level of business-use cover.
- Valid vehicle tax.
- Valid MOT (if appropriate).
- Registration document (V5) proving ownership.
- Evidence of regular servicing in line with the manufacturer's recommended maintenance guidelines and, where appropriate, full breakdown amd recovery service in place.

> "At AA DriveTech, we believe the best way to identify high risk drivers is through formal assessment – either online or on-road"

3 How does a fleet identify its higher risk drivers, especially if they have never had an accident?

It's a well-established fact that drivers who have crashes are generally at higher risk than other drivers. As a result, many organisations use accident management information to identify those drivers who need additional training.

Saying that, if crash details are not known, the number of points on a licence can also be a good guide to a driver's risk exposure but the number of points doesn't give the whole story either. At AA DriveTech, we believe the best way to identify high risk drivers is a formal assessment – either online or on-road. Online is quick, inexpensive and available 24/7, while on-road takes more time, needs more organising and is more expensive – but it is face-to-face.

4 What is the best way for a fleet to sell the benefits of driver training to a valued employee who has been driving for years?

Our experience shows that most drivers think they are above average drivers, and therefore are often initially reluctant to engage with occupational road risk programmes. It's absolutely vital that the organisation answers the 'what's in it for me?' question and this also needs to be aligned with their culture. Bearing in mind the phrase, 'the top sets the tone', active sponsorship of the programme by the leadership team is mandatory. They themselves must practice what they preach. The employer must also decide whether a carrot or stick approach is best, or maybe a combination of both.

Driving is a life skill and reducing the risk for family and passengers is often a great incentive.

5 For which type of drivers is online driver training or in-car training most appropriate?

At AA DriveTech, we offer both. Online training is particularly good for gaining knowledge and new skills, and is available 24/7. On-road training can additionally challenge a driver's beliefs on what is safe, and provide practical instruction in a real-world environment. Even low-risk exposure drivers can improve their Highway Code knowledge which we offer as an output of their online assessment.

6 Which optional extras, such as autonomous emergency braking, lane assist or drowsiness alerts should a fleet specify on new cars to reduce the risk of accidents?

Being prescriptive about what safety features should be specified is not the issue. Educating business drivers about the benefits of choosing vehicles with innovative safety features, as opposed to just acceleration data, CO_2 emissions or just looks, is key. Saying that, different technologies can bring different unexpected consequences, even distractions, to the driving task. We would recommend that drivers are trained on new safety features, too.

7 What sort of return on investment can a fleet expect from a risk management programme?

Our experience is that many fleets adopt a risk management programme for compliance purposes, not business ROI. If fleets do take a long-term, more strategic view, as opposed to a tactical 'tick the box' approach, real benefits can be gained either in a reduction in accidents per million miles, fuel consumption or fleet running costs.

We encourage organisations to 'measure what you want to manage' so the risk management programmes can be seen to have a direct benefit to the bottom line.

For more information, email: tellmemore@AAdrivetech.com, call: 01256 495732 or visit: AAdrivetech.com

AA DriveTech

What can telematics do for you?

From accident reduction to huge cost savings, it's easy to see why there is more and more fleet uptake

1 What exactly is telematics?

Telematics is a general term for devices that are able to transmit data wirelessly – it is believed that the phrase was coined by merging the French words 'telecommunications' and 'informatique'.

In our industry this means anything from GPS-based navigation systems and vehicle tracking, to automated safety systems (e-Call) and insurance products. It is essentially a range of different features, options and devices that are brought together by a single principle – data and communication.

Telematics is now used heavily in fleet management, and its adoption is leading to huge savings.

Benefits aren't just economic but include automated and accurate mileage capture that meets HMRC guidelines, mitigating risks such as driving without a break or driving for long periods each day, and reducing erratic driving behaviours.

Other advantages of using telematics include managing prolonged instances of engine idling, reporting quickly and easily on CO_2 output to meet CSR requirements and the ability to pinpoint vehicles when needed to allocate resource effectively.

2 How long will a vehicle be off-road while the telematics system is fitted?

It really depends on the complexity of the system being adopted; it can range from a few minutes if it's a driver 'self-install' plug-and-play device to several hours for complicated 'hard-wired' devices that draw data directly from the engine sensors. Only qualified technicians can install these types of device.

Our ProFleet2 technology is a plug-and-play solution that takes about 30 minutes to install.

> "Research by Frost & Sullivan reports fuel savings of 15% from businesses which have successfully implemented a telematics solution"

3 Don't smartphone apps deliver the same information as 'black boxes'?

The number of companies offering smartphone mileage capture apps is vast but not all employers provide drivers with a smartphone. Also, the app may not work on all operating systems. An in-vehicle telematics system such as ProFleet2 automatically records every journey without the driver needing to activate it.

4 How can telematics help to reduce fuel bills?

Having accurate, reliable mileage data ensures that businesses reimburse their employees at the correct rate and avoid the risk of paying 'inflated' costs calculated from 'guesstimated' or 'ghost' journeys. Even assuming a 10% error in business mileage claims would result in an added cost to a business of £450 per driver over a typical three-year contract (15,000 business miles pa @ 10ppm); over a fleet of 100 cars this equates to £45,000 over a three-year period.

5 How can telematics help to cut the cost of accidents and insurance?

With the help of GPS technology, and the necessary consent controls in place with drivers, telematics can track vehicles real time and pinpoint their location. This enables customers to negotiate additional discounts with their insurers and can reduce costs associated with replacement of stolen vehicles. ProFleet2 has aided in the recovery of more than £3 million worth of vehicles.

As part of the ProFleet2 Premium package, the Fleet Risk Index allows fleets to identify where they can reduce risk by improving driver behaviour. Highlighting incidents of harsh acceleration and braking, excessive speed, and so on, can identify areas for a potential reduction in risk and detect trends over the fleet. By benchmarking performance within the fleet, customers can also see how they can improve their risk management and reduce the number of accidents that occur. Consequently, it is highly likely that fleets equipped with telematics will be able to negotiate cheaper premiums.

6 How does an employer avoid driver unrest from installing a system that tracks their every move?

We take the privacy of driver's data very seriously; they hold all vehicle and journey data on their own exclusive password-protected website. ProFleet2 data is only shared with the fleet manager when the driver consents, either for business trips only or all journeys – it's up to the driver. It is only right and proper that non-work journeys remain private.

7 How does a fleet manager avoid being overwhelmed by the volume of data generated by a telematics system?

We're sinking in a sea of data as it is! It's the bane of our lives nowadays and the challenge is identifying the key information we need to do our jobs well from all the dross we get on a daily basis. Online, soft copy or hard copy – it should be the customer's choice. With our ProFleet2 system, if you don't want it, change the settings and you won't get it; the good news is that all the information will still be there if and when you do.

By adding telematics data into traditional total cost of ownership (TCO) methodology, fleets can find the optimal solution for all methods of transport.

8 What degree of savings are achievable through the successful implementation of a telematics system?

An understandable and valid question. Putting a figure on it however is extremely difficult. Firstly it assumes you know your costs inside out in the first place, i.e. you have a starting point, which many fleets don't, hence the need for better measurement!

Research by Frost & Sullivan reports fuel savings of 15% from businesses that have successfully implemented a telematics solution. Other research suggests this could be as high as 20%. ALD customers using ProFleet2 have reported reductions of up to 26% in business mileage simply by asking drivers to add mileage reports to their expenses claims.

Zurich Insurance estimate telematics could reduce collisions by 20% as well as help the recovery of stolen vehicles. One self-insured customer of ALD saved more than £350,000 from the recovery of 13 vehicles in an 18-month period alone.

As our own findings report there is definitely a positive ROI. I guess it depends upon price too, and you don't need to pay a lot for a solution. Ours, for instance, costs from as little as a few pounds per month.

With vehicle technology advancing at such a pace, our ProFleet2 product offering will continue to evolve and improve too.

How to negotiate vehicle auction sales

Essential questions answered by Aston Barclay on remarketing, from preparation through online buying to reserve price setting

1 How should a fleet prepare a vehicle prior to auction?

Fleets should try to adopt the mentality of a buyer when preparing their vehicles for sale at auction. Buyers expect cars offered from fleet and leasing companies to come with all the required documentation for a quick retail turn, including V5, MOT and service book or print.

Vehicles should be well cleaned and offered in the correct environment to reflect the brand of the seller, building confidence in the vehicles on offer. This environment should have the correct lighting to highlight vehicles in the best possible way to professional buyers.

Fleets should also consider refurbishment of vehicles that require it, and if the cost to do so will add to the sale value. A vehicle that has no visible damage will always command a premium price over those that require work. Fleets should consider the cost, time and added days in stock that a buyer may incur for vehicles requiring time in the refurb centre.

2 How can a fleet calculate which sale will achieve the highest sales price?

Fleets should work actively with their remarketing supplier to ascertain the best sale times and locations for their stock, based on the performance of the supplier and any benchmarking in place.

Fleets should also consider the optimum route to market for their stock. A number of different channels are now used by a growing number of fleets with model mix, age and mileage the key factors in which route is best used. However, every vehicle will have a true market price and, unless demand is high and available stock is low, a vehicle's value is out of the hands of sellers.

A number of remarketing suppliers specialise in attracting fleet buyers to specific fleet centres and sales. These fleet specialists will generally outperform non fleet specialists on a regular basis. Dedicated fleet sales will sell for a number of leasing companies, each of whom will benchmark their performance against a large number of routes to market. It is vital for fleets to have a good remarketing manager who will share knowledge with other employees through attending sales, calculating buyer attendance, monitoring vehicle preparation and measuring the efficiency of all routes to market.

3 How are online sales impacting on traditional auctions?

The growth of online sales over the past five years has been dramatic and has far exceeded all predictions on market share.

Online bidding has enabled a new audience of buyers to easily source stock from chosen sellers or locations without

"A large number of fleet sales now regularly see online sales accounting for over 50% of total sold vehicles on the day"

leaving their office. Prior to online bidding, this type of approach would have meant time away from the business and additional costs.

A large number of fleet sales now regularly see online sales accounting for over 50% of total sold vehicles on the day with a buyer base representing the breadth of the industry.

However, that being said, many large car supermarket buyers are wary of online auctions and will only buy from sales attended in person. This may change with continuing innovation and improvements to vehicle imaging, grading and appraisal, creating further confidence in the condition of vehicles purchased remotely.

Fleets should not lose sight of the fact that online auctions currently complement physical sales and so should still be prepared to invest in sale preparation for the physical buying audience on the day.

4 Would selling via an eBay auction achieve a residual value closer to retail than trade?

While eBay style auctions work well for a B2C relationship, they are not ideal for fleets with volume and can be troublesome, with vehicles not having the transaction completed quickly, leading to higher days in stock. If a fleet were to run this type of auction, they should factor in the required storage capacity, IT infrastructure, administration and time involved of running this type of operation.

Many remarketing suppliers offer an eBay style timed auction, available to trade buyers. This can be effective at ensuring stock is available to the market at all times and, if used in conjunction with a physical auction programme, can be tailored for use either before or after physical sales.

5 How should a fleet set a reserve price?

There is a plethora of guides and systems available to fleets, all with the aim of helping to set reserve prices.

Market guides are exactly that, a guide to a snapshot of the market at the time the guide was produced. But data suppliers are working hard to make their prices more relevant and even real-time, taking into account factors such as desirability, average days to a retail sale, and the estimated retail price for buyers to work out their margin.

Fleets should consider any additional spec on the vehicles offered for sale and make an informed judgement as to whether the level of spec adds or detracts from the base guide value, working with their remarketing partner to react to market trends for makes, models, levels of spec, or seasonal changes to demand, setting reserves accordingly.

6 What is the lead time between a vehicle being defleeted and the sale proceeds reaching the company account?

Normally, funds will be available in the sellers company account within five working days, subject to the vehicles being as described and clear of any finance agreements.

7 What guarantees or warranties does a fleet need to provide for vehicles sold through auction?

Fleets do not need to provide any form of guarantee or warranty when selling via an auction provider. However, a number of remarketing companies offer an Assured three-to-five-day warranty on selected vehicles which meet a set of criteria. This form of product is designed to build confidence with the buyer and is provided by the remarketing supplier, not by the selling company.

It is at the discretion of the seller to add anything over and above normal auction rules when providing such products, but fleets should work fully with their remarketing supplier through the entire process, ensuring that all parties are fully aware of the scheme and its consequences.

Benefits of outsourcing your fleet

Should you allow your operations to be run by another company? Let experts Fleet Operations answer your questions

1 How should a fleet decide which fleet services are best to outsource?

Like many non-core business functions, considerable time and cost saving benefits can be realised by outsourcing fleet services. Companies must first look to determine the levels of resource and expertise they have in-house to manage the key fleet areas of procurement, operation and administration – from vehicle ordering, in-life management and driver support, to short-term rental and accident management.

If fleet is core to the business, as it will be for delivery and logistics companies, for example, it may make sense for ownership of key management areas to remain in-house. Where this is not the case, a specialist and dedicated external resource will often be better placed, have greater expertise, resources, systems and management processes to efficiently handle all or some of a company's requisite fleet services.

The business case for outsourcing may often be self-evident, but in some cases may call for a cost-benefit analysis. A transparent and independent fleet consultancy can help advise or conduct this analysis on the company's behalf.

2 Is outsourcing a menu-style arrangement or does a fleet have to outsource its entire operation for the strategy to work?

It's not necessary for a business to outsource the whole fleet operation to realise the strategic benefit of outsourced services. It is entirely dependent upon the individual business need and companies can be selective.

In many cases, companies may have a strong fleet policy providing for good vehicle choice and low wholelife costs, but will be inadequately applying the policy with a lack of control in some of the key areas such as fuel spend, cost approvals, expense processes and risk management.

Where a fully-outsourced fleet management solution is the preferred option – a knowledgeable and experienced supplier should be able to provide a best-in-class service for every area of the fleet and take ownership of all resource-intensive administration.

Complete transparency of all costs and performance data is essential. Businesses should then be able to receive meaningful interpretation of this data to allow them to make informed, strategic decisions and benefit from operational and process efficiency – along with associated bottom line savings.

3 How does outsourcing differ to contract hire?

Fundamentally, contract hire is simply a vehicle financing option, where a business is paying to 'rent' a vehicle over a period of years, although it often forms part of a wider outsourced solution.

While contract hire agreements often include maintenance packages that cover vehicle servicing, contract hire does not address all the administration and wider vehicle and driver management needed to effectively operate and manage a fleet. Companies moving from a purchase to a contract hire environment sometimes have an expectancy that all the admin disappears – it doesn't; it simply changes.

When looking for outsourced management of all areas of fleet procurement, administration and operation, businesses must look beyond contract hire.

Outsourced fleet services, we believe, offer greatest value and transparency when provided independently and impartially.

4 Does a company still need a fleet manager after outsourcing?

An outsourced management provider that is looking to implement

operational and efficiency improvements will invariably do so more effectively if they are able to work with an internal fleet manager or key fleet stakeholder.

A fleet manager can be instrumental in driving change within an organisation, achieving buy-in across the business, facilitating implementation and helping to deliver on the strategic goals. If no one has ownership of fleet internally, this process can be a great deal more challenging.

5 How does a fleet maintain control of costs and suppliers after it has outsourced?

First, it is crucial to choose the appropriate supplier for your organisation, one which can offer the required level of visibility and insight into the different variables that impact upon cost.

This is more possible when working with an outsourcing partner, as the fleet operator will have direct contracts with all its suppliers, ensuring the cost in is completely clear. In a leasing environment, the contract is with the leasing provider, which then manages contracts with suppliers such as accident management and wraps these services up in its own fee.

That transparency allows fleets to identify exactly where spend is going and begin to work on control measures in areas where potential reductions can be

made. In order to do this, it is important to begin by setting a benchmark for each area of spend. This might represent an average taken for spend in previous years or a perceived 'best case' cost, and will provide a starting point with which to measure the outsourcing partner's effectiveness in terms of cost control and savings.

6 What sort of key performance indicators should measure an outsourcing contract?

All spend should be benchmarked and monitored – from the biggest costs, such as vehicle leasing, to smaller costs, such as spend on super unleaded fuel.

There is sometimes a tendency for fleets to focus on the bigger costs as they have the most obvious impact, but this means they ignore a number of smaller areas where a big difference can be made.

Service levels and KPIs should be built around service delivery to drivers and stakeholders, cost control procedures, delivery of data and reporting, accuracy of data, key compliance areas (e.g. MOT), timeframes for key processes (e.g. vehicle ordering) and vehicle off-road management.

Although that represents a huge range of variables, the evolution of technology makes it much easier to bring all those components together. Outsourcing partners can take and receive information from various suppliers and act as a central repository to manage all that data for the customer.

7 How will company drivers receive the same level of service from an external supplier as they do from an in-house fleet manager?

Once more, this comes down to selecting the appropriate supplier, particularly looking for an outsourcing partner that does not simply manage assets but also services the driver. An outsourcing partner should have a range of departments that deliver best-in-class services for all fleet-related processes, with the appropriate technology to support the service and the people. To truly get a grip on costs, the supplier must demonstrate a commitment to working with drivers to help them improve aspects of performance such as safety and fuel efficiency. This is additional to managing all the elements related to the vehicles.

For example, at Fleet Operations we have a dedicated driver helpdesk team responsible for the care of drivers and we operate a ticketing system that allows queries to be highly visible and dealt with quickly and efficiently. It's about putting together a framework where training, education and support are all available to drivers.

8 How can a fleet be sure it will receive the same level of priority from an outsourcing supplier, and not be pushed to the back of the queue?

Service is crucial to outsourcing providers so success in their field should be based on a high level of support delivered to both management and drivers. Tools like a dedicated driver helpdesk help to demonstrate that a provider is on hand to provide constant support.

But it's also important to look at client-led case studies, reputation in marketplace, demonstrable savings and the level of transparency provided by the outsourcing provider. These elements will help to prove whether the provider is capable of offering long-term support and visibility that is vital to proper management of a fleet.

9 What scale of savings can a fleet expect outsourcing to deliver?

The return on investment can be significant and ranges from 2:1 to 8:1 when looking at the entire savings across the board against fees over three to four years. It very much depends on the customer and individual circumstances.

We have noticed average savings of £21 per vehicle per month for clients using our MOVE platform. These lease cost savings alone equate to more than £1,000 per vehicle on a typical four-year lease, meaning a 200-vehicle fleet should realise savings in excess of £200,000.

> "Service is crucial to outsourcing providers, so success should be based on a high level of support delivered to both management and drivers"

Fleet Operations Limited, Fleet House, Maries Way, Silverdale Business Park, Newcastle, Staffordshire, ST5 6PA

Call: 0844 567 8000
E: ross.jackson@fleetoperations.co.uk
or visit: fleetoperations.co.uk

FLEET OPERATIONS consult › manage › deliver

Why compliance should be your priority

Penalties for breaches of law can be severe, so it pays to ensure your fleet complies. Here, Jaama looks at the chief considerations

1 Which transport regulations do company cars and vans have to comply with, and how do these differ between the two types of vehicle?

Employers have compliance requirements under a raft of legislation for on-the-road activities including: Health & Safety at Work Act 1974, Working Time Regulations 2005, The Management of Health & Safety at Work Regulations 1999, Health Act, 2006, Corporate Manslaughter and Corporate Homicide 2008 and Disability Act 2010.

They also have duties under road traffic law – the Road Traffic Act and the Road Vehicle (Construction and Use) regulations, which are administered by the police and the Driver and Vehicle Standards Agency.

While these apply to all vehicles, it is particularly noteworthy that there is currently particular enforcement activity around the number of overloaded vans on the roads and those suffering from serious mechanical defects.

To aid fleet compliance with all legislation, all managers should adhere to the Health and Safety Executive's (HSE) *Driving at Work: Managing Work-related Road Safety* guidance and van operators should become accredited to best practice initiatives including the Fleet Operator Recognition Scheme and the Freight Transport Association's Van Excellence initiative.

2 What are the penalties for failing to comply with these regulations?

The penalties under the array of legislation are many and varied. They can extend from fines and driving licence points for offending drivers to managers being prosecuted and potentially jailed and employers being subjected to fines running into millions of pounds in the event of a 'gross breach of a relevant duty of care'.

However, organisations should also be aware of the reputational damage that can be caused by a vehicle being involved in a serious road traffic crash or businesses falling foul of other regulations. Loss of customer confidence can have a major impact on retaining existing work and winning new contracts, thus potentially undermining company viability.

3 What is the most efficient way for a fleet to track the compliance of its vehicles with these regulations?

It is critical that fleet decision-makers have a holistic view of driver and vehicle risk. Therefore, the most efficient and effective way to track compliance is by utilising a cutting-edge fleet management software system that manages by exception and proactively analyses fleet data. That might include, for example, imminent vehicle service and MOT requirements enabling downtime to be planned.

The system should also provide a comprehensive data audit trail including, in respect of vans, a record of daily 'walk-around checks' as well as, for all vehicles, a full service, maintenance and repair history and vehicle documentation: log book, road tax and insurance etc.

4 How can an employer ensure that all staff who drive on business hold the appropriate licences and have no health issues that might impact on their safety to drive?

The Road Traffic Act 1988 states that, as well as it being an offence for a driver to drive without a valid licence, it is also an offence for a person to permit a driver to drive without a valid licence. Employers therefore have a duty to check the validity of employees' driving licences both on recruitment and periodically thereafter, at least annually. Best practice indicates that checks should be against the Driver and Vehicle Licensing Agency database and not simply a visual check.

Employment contracts should indicate that employees must report driving offences to their employers so full records are maintained. Additionally, if a driver has penalty points on their licence, it should be checked more frequently to ensure they do not go above the threshold set out in the company fleet policy or in

> "Non-compliant managers can be prosecuted and potentially jailed, and employers can be subjected to fines running into millions of pounds"

law. It is also important to ensure that employees' are encouraged to report to their employer any health concerns that may impact on their ability to drive. That should include if taking any medication, however temporary.

5 How can an employer ensure it complies with the regulations concerning the storage of data on employees and vehicles?

Amid increasing fines for personal data breaches, organisations must ensure compliance with legislative requirements, such as the UK Data Protection Act, and provide confidence that they have the ability to both manage data and dispose of it in accordance with the law.

Software systems used to store data must be sufficiently policed to only enable access to authorised personnel and, if the data is stored in a third party system best practice suggests the organisation should be compliant with ISO 27001 certification for information security management.

Accreditation guarantees that controls and other forms of risk treatment are in place to help prevent and defend against potential information-related security vulnerabilities.

The certification also ensures that the information security controls continue to meet requirements on an ongoing basis around the management of data including, for example, employee details and information entrusted to third parties.

6 What is the best HR strategy to ensure company drivers comply with their employer's fleet policy regarding behaviour behind the wheel, on issues such as driving style, mobile phone use, and drink- and drug-driving?

Organisations have a legal duty to implement suitable arrangements to manage health and safety. The HSE, in its *Driving at Work: Managing Work-related Road Safety* guide, outlines a 'plan, do, check, act' approach.

It is therefore essential that the fleet policy, which should reflect the company's health and safety policy, clearly establishes employees' roles and responsibilities in respect of work-related road safety and, critically, is communicated to all drivers with clear instructions on staying safe on the road. Importantly, the policy should be supported by the steps to be taken in the event of non-compliance.

To confirm that the policy has been read, understood and accepted by all drivers –those at the wheel of company-provided vehicles and employees driving their own cars on business – it should be signed for. The employees' acknowledgement should then be added to their employment record.

The policy should reflect all drivers' responsibilities, from carrying out routine safety checks, such as those on tyres, lights and fluid levels to not driving under the influence of drink and drugs and not using a mobile phone unless parked and with the engine off. It should also reflect the requirement to drive safely at all times and thus consideration should be given to work schedules and traffic and weather conditions.

To ensure compliance with mobile phone and drink- and drug-driving policies, consideration should be given to implementing random checks with notification of the potential for them taking place contained in the fleet policy.

Fleet policies should not be set in stone and should continually evolve. It is therefore essential that all amendments are communicated to drivers and an audit trail of the updates being received and understood by drivers maintained.

Dos and don'ts of windscreen care

Repair and replacement of vehicle glass is now more complex. Nationwide Windscreen Services addresses the core queries

1 What level of damage to a windscreen can be repaired, and when does the glass need replacing?
What damage is or isn't repairable to a front windscreen is governed by British Standard Code of Working Practice BS AU 242a: 1998. The code highlights zones on across the windscreen, in which various sizes of chip or crack can be repaired. For example, Zone A (see diagram below), in front of a driver's vision, dictates that damage not constrained within a 10mm diameter circle cannot be repaired and a replacement becomes necessary. The BS code of practice is available on request

The MOT test includes the inspection of the windscreen. Ensure the windscreen is repaired correctly or replaced to avoid test failure.

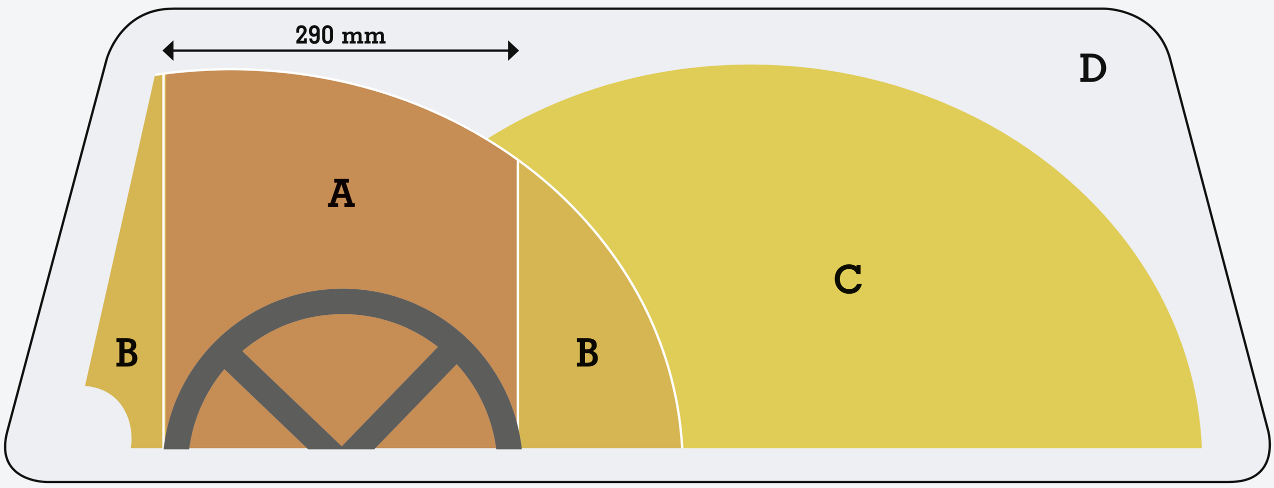
2 Does a fleet have to accept its insurer's preferred windscreen supplier?
This may depend on the glass cover and excesses provided by the individual insurer to the fleet operator. If the cover on their fleet policy has a high excess then the cost of replacing the glass may become a direct cost to the operator, therefore fleet managers will be free to choose their own supplier. It is vital, however, that they choose a reputable company that operates nationally and returns the vehicle back to standard and not just on cost. Some insurers may cap policies and increase excess amounts if the policy holder does not use insurer's approved supplier. This has the effect of encouraging and directing the policy holder to the insurer's preferred supplier.

In general, fleet insurance policies will have high excess amounts.

3 What issues do new driver assistance safety technologies, such as lane assist and autonomous braking, present for replacement window glass?
Nationwide Windscreen Services (NWS) is at the forefront of ADAS technology within the automotive glazing industry. ADAS (advanced driver assistance systems) equipment is used for ensuring that new and future technologies being developed by motor vehicle manufacturers can be recalibrated and the vehicle returned to OE specification after a windscreen replacement. The windscreen of the future will no longer be a piece of glass protecting occupants from the elements and offering structural support for the vehicle. Safety systems are being developed, with driver aids, to help avoid collisions and reduce accidents. NWS was first to market having recalibration stations in fixed sites in the UK and over the past 12 months, NWS has increased its number of fitting centre locations, having identified that more complex glass replacements that require ADAS recalibration cannot be undertaken by mobile technicians correctly and safely. NWS continues to work hard developing a one-stop solution for ADAS-equipped vehicles where a driver can book an appointment, have the work undertaken and the vehicle returned with all equipment calibrated.

4 Which glass repairs can be done via a mobile van, and which need to go to a depot?
The majority of glass repair or replacements can be attended to on a mobile basis, but mobile attendance may on occasions be subject to complexity of fit or

Repairable areas



Zone A Damage within a circle 10mm in diameter
Zone B Damage within a circle 15mm in diameter
Zone C Damage within a circle 25mm in diameter
Zone D Damage within a circle 40mm in diameter

"Always keep the screen clean inside as well as outside at all times, check for damage to screen and wipers and keep washer fluids topped up"

adverse weather conditions. The more complex glass requirements will need workshop conditions, especially now that modern vehicles are being equipped with ADAS technology. Vehicles can have several glass specifications options. The technology and expertise at NWS identifies the correct glass part for the vehicle to enable a 'first time right' operation. While we at NWS operate an 'all weather' fleet of mobile units equipped with canopies, deployment of a canopy can be restricted by not enough space at the vehicle's location, or by adverse weather conditions.

NWS has always, and will continue to, operate its mobile units from fully managed fitting centres, so that the NWS customer will have all the available options for a first time right service delivery most convenient for them.

Businesses may prefer their supplier to attend at their own site – rental fleets especially prefer this and need their vehicles ready for use and in top condition, so a quick and quality service delivery is essential to their performance and commitment to their clients.

5 How can a fleet minimise vehicle downtime with a glass repair?

Chip damage to a windscreen, if not caught early enough, can result in a more costly replacement (rather than a repair) and more lengthy vehicle downtime. A repair should take on average around 30 minutes and a replacement on average two hours.

Therefore, early detection of repairable windscreen damage is recommended as a time and cost saving solution that is friendlier to the environment.

NWS is often asked to assist in customer employee duty of care days, where we inspect windscreens for any glass damage and advise to the appropriate action.

NWS built its business around a fleet market service provision and understands that to have business vehicles off the road for any time is not only inconvenient but can be costly to any business. At NWS we understand the needs of the business and drivers. Our agents will make the appointment at the most convenient time to driver and business. Where the vehicle is not driveable, unsecure or driver-at-risk will always be treated as an emergency. Direct delivery LCV or HGV fleets have other requirements as they can have time-sensitive delivery slots.

A vehicle off the road for a glass replacement can have contractual consequences with their customers.

NWS has a flexible model to cope with these service demands and will react appropriately to them.

6 What advice should a company give to its drivers to help them look after their windscreen glass?

Our advice would be to check the screen for damage regularly, especially after a stone impact while driving. Even if the screen appears undamaged by the impact, it is advised to inspect the glass carefully.

If the vehicle is old enough for an MOT, remember that a windscreen inspection is part of the test, so check the screen well and in good time before the vehicle is due to arrive at the test centre. A damaged screen may fail the MOT test.

If unsure, call NWS for free advice on 01509 410752 or call into one of our centres

Always keep the screen clean inside as well as outside at all times, check for damage to screen and wipers and keep washer fluids topped up.

Safety cameras: time to face forward?

VisionTrack's state of the art recording devices can provide evidence for insurance claims and even deliver telematics data

1 What data do forward-facing camera systems record, and how can this information help routine fleet operations?

The capabilities of cameras vary wildly depending on quality and specifications – it's not the case that every camera will provide the same level of protection and insight for fleets looking to improve operations, driver behaviours and road safety.

Inadequate products do sadly exist in the marketplace, some providing grainy footage and restricted viewing angles that render recordings useless, and others housed in improper casings that overheat the hardware, irreversibly corrupting the SD cards.

VisionTrack's flagship forward-facing camera, the VT2000, records full high-quality HD 1080p video and incorporates a pillar-to-pillar wide angle lens for a comprehensive view should an incident happen. Being 3G, it can also transmit live snapshot images of an event, such as harsh braking, using as a little as 350kB for a 10-second clip.

Additionally, the device has in-built telematics functionality reporting information such as vehicle location, speed, impact force and driving style.

Having a combined telematics camera gives fleets complete transparency, enabling effective risk management control on the roads around-the-clock and reducing operational costs by eliminating unsafe driving through identification of training needs via ongoing monitoring.

2 What impact does film of an incident have on insurance claims?

Live high definition video not only enables the review of any incidents instantly and defends against false driving allegations, but it also gives insurance companies FNOL (first notification of loss).

This streamlines the claims process, especially where fault is being disputed by a third party, and provides admissible video evidence of what happened.

Film of an incident also protects fleets from potential hikes in insurance premiums, which they may have faced if they had not had the footage to support a claim.

3 Does a fleet always have to submit accident footage, even if it shows its own driver to be liable?

No, ultimately the choice of whether or not to submit footage is wholly down to the fleet. Insurance companies, however, prefer to have the data to aid and speed up the claims process. Being cooperative is likely to be in everyone's interest, avoiding prolonged vehicle downtimes and potential earning losses. Footage can sometimes be requested – see question 7.

4 Can incident footage be submitted as evidence in a court of law?

Yes. Video evidence is irrefutable and gives fleets a whole new level of protection against fraudulent third party claims.

> "Cameras can protect against rising costs by reducing road incidents and proving a driver was not at fault in any disputed claims"

It also gives a clearer picture of why an incident might have occurred, including external contributors and environmental factors, such as weather conditions.

5 What type of insurance premium reduction can a fleet expect after investing in forward-facing cameras?

Forward-facing cameras installed in a vehicle will, in the eyes of an insurer, reduce the risk of a potential incident so a saving can be expected, but the amount will vary from provider-to-provider and fleet-to-fleet. Commercial insurance broker Insurance Factory recently provided cover to one fleet with 60-65 vehicles for £61,000, instead of £80,000, after it introduced such technology – a sizeable reduction in the premium amount.

Cameras can also protect against future rising costs by reducing road incidents and proving a driver was not at fault in any disputed claims.

6 What is the best way for an employer to sell the concept of a camera to drivers?

Driver engagement is fundamental to the adoption of cameras and should be seen

as a priority from the outset by any company looking to introduce the devices across a fleet. Involving employees from the start will ensure they do not feel that cameras are a 'big brother' way to monitor their every action, instead offering them increased protection, safety and development opportunities:

- Drivers are protected against falsely being accused by a third party for causing an incident. This should ultimately give them additional peace of mind.
- The cameras encourage safer driving and provide alerts to proactively help improve driving behaviour, to make them safer on the road.
- Through ongoing monitoring and analysis by managers of data recorded using cameras, more effective driver training and improvement opportunities are available to employees.

7 What data protection issues arise from camera footage?

Under Section 7 of the Data Protection Act, members of the public may potentially have the right to request forward-facing camera footage recorded on a commercial or work vehicle, which contains their image.

8 How does a fleet operator avoid being overwhelmed by film from forward-facing cameras?

The VT2000 only transmits footage of event data, so the operator is saved from having to look through copious amounts of footage to find the content they need to view.

VisionTrack's big data cloud platform also provides fleet managers with an easy to use, scalable interface, helping companies of any size manage video data received from their vehicle fleet.

Not only can they view snapshot images of before and after an incident on the platform, but they can request HD video footage from the camera to view it in full, as well as telematics information such as vehicle speed, location and impact force.

9 How long does it take to install a forward-facing camera and are they transferable vehicle-to-vehicle?

It takes around 30 minutes for one of our trained specialists to fit an in-vehicle windscreen mounted camera, ensuring it is perfectly positioned.

The cameras can be removed if required for fitment on an alternative vehicle and the relevant information updated remotely as required.

We always advise that a trained person should carry out any alterations owing to the devices being hardwired into the vehicle.

The best ways to pay for your fleet vehicles

Zenith takes a look at the various funding methods available to fleet operators today, addressing the key issues

1 For what type of organisation does it make financial sense to outright purchase vehicles?

Historically cash-rich organisations, companies with low VAT recovery and organisations with small fleet requirements would outright purchase vehicles.

However, we have started to see more of this type of organisation recognising the benefits of moving to a leased arrangement. Benefits include; 50% VAT recovery for cars with private use under contract hire, cost-efficiencies gained through fully outsourcing fleet administration and the ability to free-up capital to invest in business expansion in a growing economy.

Some organisations might outright purchase vehicles to ensure that they appear as assets on their balance sheet. However, contract purchasing vehicles provides a suitable alternative to this while still benefitting from the expertise of a leasing provider. From 2019, lease accounting standard changes will bring leasing on to the balance sheet, with the exception of employee car ownership.

2 What are the benefits of finance leasing?

During a finance lease agreement, organisations take the risk and reward on disposal of the vehicle and have greater end-of-term options. At the end of the primary payment period the lessee can choose to continue the lease for a dramatically reduced fee. If they choose not to take this option, the vehicle is returned to the leasing company and sold to a third party with the lessee benefitting from any profit on the sale proceeds or taking the risk on any loss. The lessee will receive the same in-life benefits as with contract hire where they can recover 50% of the VAT on lessee payments and treat the rental as an expense qualifying for corporation tax relief.

Finance leases account for a small proportion of leased arrangements as organisations look to manage fleet through a risk-free solution.

3 What are the advantages of contract hire?

Contract hire remains one of the most popular funding methods for vehicles due to the low-risk element for the company leasing and the financial and taxation benefits received. Organisations are attracted to the fact that they can simply hand the vehicle back at the end of the contract term, which removes the concern of any risk. Benefits include the ability to reclaim 50% of the VAT on the lease for cars with private use and the rental can be treated as an expense qualifying for corporation tax relief. There are also added cash-flow benefits as companies are not required to invest any funds by making an initial cash outlay to purchase the vehicle outright.

A hassle-free package is typically included in this form of lease arrangement including maintenance, servicing, accident management, disposal and much more, which reduces the administration burden allowing organisations to concentrate on core business activity. Contract hire is also unique in that organisations have the flexibility to change the contract mileage and duration in-life as the usage of each vehicle changes.

Contract hire forms the basis of the salary sacrifice arrangement due to the risk-free nature of the product, contributing to the growth of this funding type.

4 How common is it for fleets to use different funding mechanisms for different types of vehicle?

Historically we have seen organisations use one funding method for all vehicle types or occasionally a different one for LCVs. This is no longer the case as we are now seeing customers truly understand that the key to maximising cost savings lies in utilising a variety of funding methods.

Forward-thinking leasing providers have heavily invested in system developments that compare the costs of funding for each and every quote. This provides an easy solution for organisations to benefit from using the most cost-effective funding methods for every vehicle on the road. We are seeing a shift towards the funding method being defined by vehicle need rather than vehicle type, with more fleets considering a blended funding arrangement. One of the most common blending funding options for cars encompasses contract hire and employee car ownership.

> "Contract hire forms the basis of salary sacrifice due to the risk-free nature of the product, attributing to the growth of this funding type"

5 What difference does it make to funding decisions if a vehicle has a hybrid or electric powertrain?

Under all funding scenarios there are financial incentives to use hybrid or electric vehicles (EVs), such as lower company car tax, EV grants and lower van scale charges where the emissions are zero. There are additional corporation tax incentives to keep fleet emissions below 130g/km (110g/km from 2018) lowering corporation tax costs for those who have a purchase arrangement or reducing lease costs for those who contract hire.

Currently, businesses that purchase vehicles below 75g/km can benefit from

100% writing-down allowances in year one, resulting in increased corporation tax relief. However, this is reducing to 50g/km from 2018 so it will become more expensive for those who outright purchase or contract purchase ultra-low emission cars in this CO_2 bracket from this date.

As the popularity of alternatively-fuelled vehicles increases, leasing providers have more information about the second hand market and in-life maintenance costs. As such, leasing providers are able to price alternatively-fuelled vehicles more competitively through improved fixed cost maintenance budgets and the ability to utilise resale channels to achieve strong sales proceeds. This makes leasing more attractive from an end-user perspective.

6 How will the new accounting treatment of contract hire, which will see leased vehicles, appear on balance sheets, affect fleet funding decisions?

The new leasing accounting standard IFRS 16 changes the way that leases are reported on company accounts, which will have a specific impact on operating leases such as contract hire. These will now appear on the lessee's balance sheet.

Generally with motor vehicles, these leasing commitments don't have a significant impact on a company's financial position because vehicles tend to be quite small, even for an organisation with a large fleet, when compared to items such as property, ships and planes. Most organisations will continue to fund effectively through contract hire, which still gives a preferable VAT position and offers a fully outsourced funding solution.

7 What profile of fleet best suits an employee car ownership scheme?

Employee car ownership funding is traditionally talked about as being suitable for fleets where a large portion of the workforce are high mileage drivers or higher rate tax payers. In recent years, however, the mileage threshold to make this scheme tax efficient has dropped significantly. This is due to organisations receiving increased driver contributions which are based on benefit-in-kind (BiK) tax costs but are made to the employer instead of to HMRC. This means fewer business miles are required to make this a tax-efficient scheme.

Adopting a blended funding method where employee car ownership might be suitable for 40% of drivers within a business, but not for the other 60% further increases the attractiveness of these schemes and makes them suitable for fleets with varying profiles of driver.

8 What criteria should an employer consider before introducing a salary sacrifice car scheme? How significant was the Chancellor's decision to monitor salary sacrifice schemes, announced in the 2016 budget?

Salary sacrifice car schemes work for a wide range of companies although we would strongly suggest that employers assess a few factors before they look to launch a scheme. To make sure schemes are financially attractive to employees in light of increases in company car tax, employers should consider introducing a CO_2 cap – typically around 120g/km.

Other considerations such as the size of the eligible employee population, employee turnover and unpaid leave should all be taken into account, although they can be mitigated through risk solutions.

Although we understand that the Chancellor didn't implicitly mention cars in his list of salary sacrifice benefits to keep, we are confident in its future security thanks to the revenues created by VAT and BiK tax and the low emission nature of the cars available.

APPLYING RETAIL PRINCIPLES TO THE LEASING INDUSTRY

Putting the customer first is Philip Newton's priority – which he learned at Perfume Shop. Sarah Tooze reports

95% of returned vehicles are retailed at WVL's own showroom

Smaller leasing companies must have a point of difference in order to win fleet managers away from the major providers. That's the view of Philip Newton, chairman and owner of Windsor Vehicle Leasing (WVL).

Newton founded WVL in 1976, but spent 20 years outside the leasing industry, chiefly at the Perfume Shop. He grew it from a single store in 1991 to more than 100 stores by the time it was sold in 2005.

Newton subsequently returned to WVL, bringing with him a retailer's perspective – his management team "roll their eyes every now and again when I say 'when I was at Perfume Shop…'", Newton says.

The key lesson he applies to WVL is that the customer is paramount. "You could have all the fancy ideas in the world, but if you're not making an offer that has a point of difference and that appeals to the customer then you're dead in the water," Newton says.

"It's essential for a business of our type and our size because we're a smaller operator. There is room in the market for us but we have to get our offer right. And it has to be sufficiently different from what the big boys offer."

Newton believes WVL "ought to be able to offer a better service" because "you can talk to the manager here, you don't have to go through a number of dependents".

WVL's key point of difference is that it has a showroom from which it retails around 95% of returned vehicles. It also acquires about 10-15% of its fleet at auction, and has offered flexible leasing for the past five years. Newton believes that these aspects could see WVL climb to 25th spot in the FN50 in the next five years (up from 47 last year). In the short-term he has a more modest aim: to grow the fleet from 1,396 to 1,500 vehicles in the next year to 18 months. "I have learned that once you start winning it's easier to win big," Newton says. "But do it all in bite-size chunks so everyone can digest it, everyone can understand what you're doing and where you are going."

At the moment, Newton is looking for the business to grow organically rather than through acquisitions – but "maybe ask me in 12 months' time and I'll give you a different answer", he says. "What I do know from my corporate past is that only one in three acquisitions works. That all comes down to the timing as far as the acquirer is concerned and whether he is absolutely ready to make such a move. And I'm not sure that we would be."

Organic growth was the approach Newton took at the Perfume Shop.

"When I developed Perfume Shop I only ever opened 10 shops a year," he says. "That sounds quite a lot but it wasn't because I had the money to open 30 and there were 30 out there. We were much more focused on growing the business organically, growing the sales from the existing branches. There is much better return if you maximise your existing assets rather than go and buy new ones."

Newton knows it is essential to have the right team in place. WVL has 22 staff, a number of whom are long-serving employees (managing director Philip Smith and account managers Peter Fletcher and Alan Robinson can all claim 15-plus years at the business, while sales director Allun Wilkins retired in March after 46 years), but it has recently created a new business development manager role and has plans to grow its account manager team.

FACTFILE

Company Windsor Vehicle Leasing
Chairman Philip Newton
Risk fleet 1,396
Number of customers 198

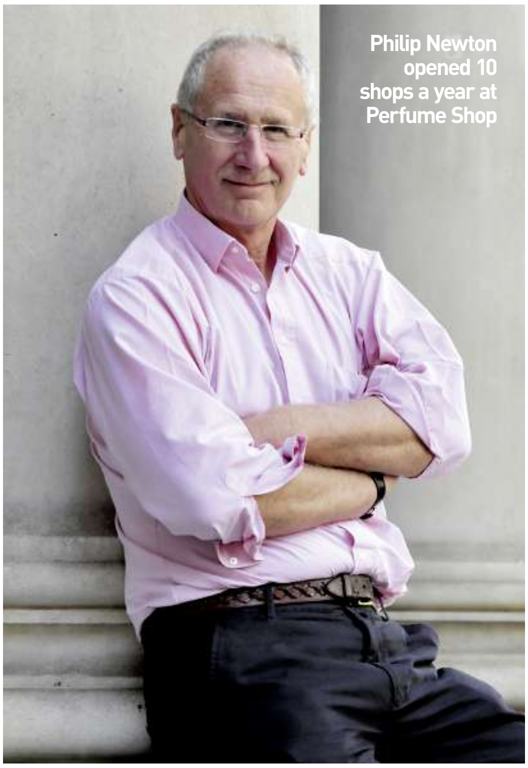
1,396
Number of vehicles on fleet

10-15%
Proportion of fleet acquired at auction

DAMAGE CHARGES NOT GOOD FOR BUSINESS

Leasing companies should not "rub their hands in glee" when they get big excess mileage charges or end-of-contract damage charges, according to Philip Newton. "It's negative for the industry because someone with an excess mileage or damage charge is not going to come back to the lessor and they'll have a bad taste in their mouth about the industry," he says.

"We're flexible enough to look at the customer: how long have they been with us, are they going to stay with us? If someone has abused the vehicle, they've thrown the keys back us and we're never going to see them again, we'll have a completely different view to someone that brings the car in, there is damage but we could get it repaired at much lesser cost than the customer could."



Philip Newton opened 10 shops a year at Perfume Shop

"If I had a start-up business, I would absolutely want to lease – it's budget-proof"

Philip Newton, Windsor Vehicle Leasing

WVL currently has 198 customers who typically have a fleet size of up 25 vehicles.

"Just from purchasing power and money interest rates, we wouldn't be competitive for the big corporates," Newton says. "That's where the big boys will beat us hands down. But what we can do is provide alternatives. We'll be really flexible with our customers. We'll also take a chance on some customers that maybe don't have the financial strength that the vehicles that they require demand. What we might want to do under those circumstances is dictate the fleet that they have so that we reduce our risk by managing the vehicle types and models to ensure that, if they do come back to us early, then we can move them on."

When a vehicle is returned, WVL assesses whether it could be usefully re-leased on a short-term or medium-term basis to another customer, or whether it is a good proposition for its retail site.

Around 300 to 350 vehicle are returned to WVL each year and are generally between two and four years old.

Given that Lex Autolease has closed its retail sites in Coventry and Oldbury, and has outsourced the remaining elements of its vehicle remarketing operation to BCA, how does WVL make its retail site successful?

"Lex is a colossus," Newton says. "Our account managers have responsibility for a vehicle from cradle to grave. They have a personal interest in that individual vehicle, so we can make decisions that Lex couldn't make."

He adds: "If one of the big leasing companies has a lease go wrong within three months or six months they have nowhere to store the car, they have no other use for the car so it has to go to the auction.

"We think that is fantastic because we can then buy those. We don't buy on the same scale as they do, so if we get six to 10 cars back we can manage them. If Lex got 60-100 cars back on the same ratio they couldn't manage them because space costs you so much money these days."

WVL purchases anything up to 12 months old.

"There are some customers that may want a specific type of car but can't afford the new version because of the depreciation hit," Newton says. "We can buy them a new-used model and we can provide a much more competitive offer as a consequence."

WVL also uses its own cash resource to spot buy.

"We might buy 10, 20 or 30 vehicles that are new at significant discount where we can offer real value to our customer," Newton says. "That's exactly what we used to do at Perfume Shop. A third of our product was always deeply discounted and a third of all of our offer at WVL eventually will provide the same opportunity."

Flexi-leasing (anything from a month to 12 months) offers "a clear market opportunity", according to Newton, as it suits companies that have a six-month contract or who have employees on short-term contracts .

Currently, WVL has 150 vehicles on flexi-lease but expects this number to grow to 300 within 18 months as it has the facilities to cope with vehicles being "on churn all the time", Newton says.

His other growth opportunity lies in convincing more SMEs to lease. "If I had a start-up business, I would absolutely want to lease simply because it's budget-proof," he says. "If you give the right information from the outset then you absolutely know what your vehicles are going to cost you."

For more industry profiles, visit: fleetnews.co.uk/industry-profiles

KENT AND ESSEX POLICE

Better together: combining two police fleets is a winner

Amalgamating has enabled better vehicle utilisation, a telematics roll-out and the sharing of good practice

By Christopher Smith

Kent and Essex police force fleets united in 2012 to create one shared team, helping to deliver operational efficiencies, best practice and financial savings.

The forces still operate independently when it comes to policing, with the initiative reducing costs that both can plough back into frontline policing.

Four years on, and the combined operation achieved the *Fleet News* Awards most improved fleet win.

Head of transport services John Gorton led the merger of services and is in the process of a full telematics roll-out, following a 12-month, 500-vehicle pilot.

Fleet News: What challenges did you face with the merger of the two police fleets?

John Gorton: Not only were the forces located either side of the Thames, but operationally and culturally they were quite different organisations. The pressure to save money and work collaboratively provided the impetus and focus, and the first challenge was the standardisation of vehicles across both forces.

Traditionally Kent was a Škoda-based fleet and Essex were Ford. Some of the differences were due to the operational deployment characteristics of both forces, but was working with senior operational managers and linking in with the experience and knowledge base of the National Association of Police Fleet Managers [NAPFM] and their development of the National framework for police vehicles, we were able to arrive at a standardised fleet profile. Soon after establishing this, the systems, processes and policies of both forces were brought into line.

Today both forces use the same vehicle makes and models, although these may still be used in different ways due to the operational deployment practices. We are able to drive significant economies of scale and we have resilience and opportunity for mutual support across both forces. New initiatives like telematics, which will impact directly on operational capability, have been adopted jointly with considerable financial and efficiency benefits, that are again shared across both forces.

FN: What was different about your telematics trial?

JG: We received some Government innovation funding to roll out the trial.

Admittedly, there's not a lot innovative about the use of telematics in fleet. But rather than a fully integrated police system, we've gone for an off-the-shelf commercial product, at a lot lower cost. We wanted to see if we could still achieve efficiencies and benefits from that, and the trial has been spectacular.

We gained the proper information and knowledge about how vehicles were being utilised. The myth is that there are never enough vehicles. The reality, however, is that there are plenty – just not necessarily available to those who need them.

We're now able to become a lot more proactive about where we put them. We've also gained the ability to deploy the closest vehicle to an incident where appropriate.

If we are more effective in the use of our vehicles, we're being more effective in the use of our police officers as well. We're getting very good data on how the vehicles are being used, so we can tailor the service, maintenance and repair programme to suit. We had it rolled out across 25% of the fleet, and we're now going out to contract to install it in the remainder.

1,800
Size of combined fleet

25%
Extent of current telematics roll-out

John Gorton celebrates his win with his wife Christine

> *"We're still very, very focused on reducing cost without impacting on operational deployment"*
>
> *John Gorton, Kent and Essex Police*

John Gorton, head of transport, Kent and Essex Police, is presented with the award by Caroline Sandall, judge and deputy chairman of ACFO

FN: How has the trial engaged other departments in the police forces?
JG: Where telematics is normally seen as a fleet initiative, to drive down costs in fleet, we've seen several other 'customers' within the forces ask for the detail and data it is generating.

That includes driver training, for which there is real benefit in learning how training can be targeted to those most in need.

There is also operational policing – who can target vehicles to those most in need, right the way through to deployment – and looking to see if we have the right sites in the right places.

Everybody is trying to find ways to make efficiencies, not just fleet, so more efficient use of vehicles, officers' time and putting the right people in the right place all add to the opportunity we have to save money from the public purse.

FN: What feedback have you had from drivers?
JG: Officers were concerned they may be pulled up about their driving style. But, in reality, most of our staff drive to a very high standard.

Quite often, we'll have challenges from members of the public about the way a vehicle was driven. The technology we have is proving much more of an independent witness in support of our officers, rather than being a negative.

It also frees up the time we spend investigating these reports. One of the key benefits of this was learning we didn't have an asset shortage; we just weren't using them effectively. When you have so many officers driving the same vehicles on different shifts, it can be a bit of a challenge. The visibility we now have means we can make sure every possible vehicle is available.

We have been reducing cost on our grey fleet mileage: where previously we would have hired a vehicle or paid a private user mileage, we can direct a driver to an available car. Our drivers prefer that too.

FN: How do you manage corporate road risk?
JG: It doesn't solely sit within fleet; we have a shared responsibility. I manage the vehicles, driver training ensures drivers are suitably skilled and operations commanders ensure the right vehicle and driver are dispatched to the right incident.

FN: What is on your horizon for the future?
JG: We're still very, very focused on reducing cost without impacting on operational deployment.

We've been involved in a new national framework agreement for the purchase of vehicles (*Fleet News*, February 18). The Vauxhall vehicles are interesting because they're a very new design. We're moving away from mobile terminals in the dashboard of cars towards personal tablet devices held by the officers themselves, connecting to onboard wi-fi. There is a lot of work at the moment around technology, and I'm looking forward to seeing future developments.

From a central police perspective, we'll be able to move the assets much more freely. In the summer months, areas such as Southend get really busy, and we often don't have enough vehicles. We'll be able to know exactly where underutilised vehicles are elsewhere, and move accordingly. We've also been able to create an 'internal hire' platform. We're looking at how things are developing around electric fuels, hybrids and hydrogen vehicles.

No decisions have been made yet, but with the type of operation we have, and vehicles regularly returning to base, I think these kinds of technologies will be viable for us.

Gorton has been asked to join the board of the Institute of Car Fleet Managers (ICFM), giving him the ability to share best practice from other fleets, as well as develop best practice and professionalism across the whole industry.

"The police service tends to be quite unique in its fleet requirements," Gorton says. "Having a link into an organisation with 'normal' fleet businesses is particularly useful."

FACTFILE

Head of transport services John Gorton
Vehicles 1,800
Fleet and workshop team 82
Year team formed 2012
Police forces 2

Judges' comments

"Kent and Essex Police has amalgamated two forces with very different cultures and delivered significant efficiencies in a challenging environment. It uses all of the tools available and makes them applicable to its business needs. It understands the internal customer base and delivers a fleet that meets those needs. John Gorton shows great leadership within the bluelight sector."

RANGE

PEUGEOT 3008

SUV's change of direction brings a choice of nine engines, an angular new aesthetic and a raft of safety features. Simon Harris takes a closer look

"The world has changed during the past 10 years," says Peugeot chief executive Maxime Picat. "SUVs have challenged MPVs as well as traditional saloons."

This explains why Peugeot has taken the second-generation 3008 in a different direction from the original.

The first 3008, launched eight years ago, gave Peugeot an alternative to the Renault Scenic – but endowed with rather chunkier styling. It was a crossover, but not one with any of the appeal of an SUV. "Customers appreciate the size, driving position and status of an SUV," says Picat. "It reassures and protects. It gives driver and passengers the dream of escape."

He added that, for Peugeot's new 3008, he wanted to ensure the driving experience made it stand out.

"With this car, Peugeot is writing a new chapter in its history," he adds.

The car will make its public debut at the Paris motor show in September, with orders for UK models being taken from November, with deliveries beginning in January 2017.

ENGINES

The new 3008 will be offered with a choice of four petrol and five diesel variants at launch. Three of the petrol models use the same 130hp 1.2-litre turbocharged Puretech engine, with one particular variant optimised for low-fuel consumption, and another with a six-speed automatic transmission.

The top 165hp 1.6-litre THP engine comes with automatic transmission as standard.

The entry-level diesel has a 100hp 1.6-litre BlueHDi, with a five-speed manual gearbox. There are standard six-speed manual and low-fuel consumption variants of the 120hp 1.6-litre BlueHDi, as well as a six-speed automatic option.

There is also a 150hp 2.0-litre BlueHDi with a manual transmission, and a 180hp automatic. Fuel economy and CO_2 emissions will be revealed closer to launch, but it's almost certain Peugeot will target sub-100g/km with at least one diesel variant.

INTERIOR

Probably the defining feature of the 3008 interior is the new i-Cockpit, which continues the strategy of reducing the size of the steering wheel, and making it flatter at the top and bottom. An elliptical shape allows it to be set in a lower position while raising the instrument panel, making vital information more clearly visible. We've already seen this on the 208, 2008 and 308, but the latest version in the new 3008 takes it a step further.

All models will come with a dashboard-mounted touchscreen as standard, and a fully configurable digital instrument display with a high-definition screen. Similar to Audi's virtual cockpit display, it can show the sat-nav map as the main feature. A benefit of a standard touchscreen is the ability to reduce the number of buttons on the dashboard. The 3008 follows the 308 in this area, but with a fresh design for the remaining buttons and an improved impression of quality.

The original 3008 had a split tailgate, with the lower portion proving useful for large or heavy items. The new model has a single piece tailgate, but can be specified with a sliding boot floor that can offer similar practicality.

i-Cockpit, with reduced size steering wheel, dashboard touchscreen and digital display

EXTERIOR

The recent 2008 facelift heralded the direction Peugeot was taking its new 3008. The shape is more angular and more clearly defined as an SUV, and brings in a new design language for Peugeot. The rear, in particular around the tailgate and C-pillar, has some very bold straight lines, creating an impression of solidity.

The new 3008 is longer than its predecessor, with a longer wheelbase, allowing greater interior space for passengers as well as more luggage space.

"Peugeot plans petrol hybrid versions around 2019, with four-wheel drive functionality"

TECHNOLOGY

No 3008 will be available with four-wheel drive, but there will be versions that have Peugeot's 'grip control' enhanced traction technology. These are able to ensure the front wheel with the most traction gets the most torque in slippery conditions, and there will also be a sophisticated descent control function for steep tracks.

Peugeot is planning to offer petrol hybrid versions of the 3008 around 2019, and these will have four-wheel drive functionality.

The 3008 will also come with on-road focused technology, such as autonomous emergency braking, intelligent cruise control lane departure warning, driver fatigue alert, automatic high beam assistance, blind-spot alert and speed limit sign detection.

Automatic transmission versions will be available with an additional function for the adaptive cruise control, which will be able to slow the car to a complete stop in traffic if necessary.

There will be two levels of parking assistance available: one with a camera, or combination of cameras, to provide additional visibility around the car; the other with an autonomous steering function to manoeuvre into parking spaces.

THINKING CAP

By Martin Ward, manufacturer relationships manager

cap hpi

Monday/Tuesday Over to the Munich HQ of Audi to drive the new, or facelifted, A3. Now, by Audi's own admission, this is neither new nor a facelift. Audi calls it 'product improvement' – and that is exactly what it is. Not many changes, but the few, are quite significant (see review, page 60).

All-new technology is introduced into the A3, including the very clever virtual cockpit, and the even cleverer traffic jam assist. It gets new sexy front lights, an even larger grille, if that's possible, and a new rear light cluster. Also new is a 1.0-litre three-cylinder petrol engine that produces 115hp. And what a cracking little engine it is too – so smooth, so sweet, with plenty of power. It could fit well into your fleets as an alternative to diesel. The interior is up to typical Audi standards, even if the round air-vents let it down as they do look and feel a bit cheap. But this is a minor issue for this otherwise great car.

"The Alfa Romero Giulia has the perfect balance of heritage, speed and style"

Thursday/Friday Milan today, at Fiat Group's test facility at Balocco, to drive the all-new rear-wheel drive Alfa Romeo Giulia – a BMW 3-Series and Audi A4 competitor. It should certainly stir things up a bit. It looks great and, if you took off the badges, even the most non-car person, or somebody with absolutely no interest in motors would instinctively know it's an Alfa. It has the perfect balance of heritage, speed and style – and is just so Italian.

We have been told many times over the years that the new Alfa is much improved. This time, I believe it. The best and most popular engine is the 2.2-litre diesel 180hp. No manual is available in the UK – just a very smooth eight-speed auto. A 2.9V6 510hp Quadrifoglio is available, but very few of these monsters will get on to fleets.

Choice of five engines available, including two diesels

1.6 HATCHBACK MULTIJET

FIAT TIPO

Competitive on CO_2 and mpg, but still a generic hatchback when it comes to style

NEED TO KNOW

- **Two safety packs with AEB and speed limiter**
- **Entry-level diesel has CO_2 emissions at 99g/km**
- **Spacious interior with 440-litre boot**

By Keith Jones

Further swelling the ranks of the mid-sized family car market is the Fiat Tipo Hatchback, which replaces the Bravo after a two-year hiatus.

Most sold in the UK will be five-door hatchbacks but there is also a Station Wagon estate, while a four-door saloon is also under consideration.

Tipo is a relatively 'safe' design that doesn't make much attempt to stand out from the crowd and, despite a smattering of interesting detailing – headlights, grille and bodyside creasing, for instance – it nevertheless blends in with the plethora of generic Eurohatches on sale.

There is plenty of space inside the Tipo, including a welcome 440-litre boot which makes it one of the roomiest cars in its class. Five engines will comprise its British line-up, with a pair of diesels and trio of petrols. Modest best describes their performance attributes, the whole range producing between 94-118hp.

The entry-level diesel is the 94hp 1.3-litre version, with overall claims of 76.3mpg and 99g/km of CO_2. Much happier hauling the Tipo's near 1.4-tonne heft around is the 1.6-litre MultiJet II. A low torque makes this the pick of the Tipo's powerplants, requiring less toing and froing of the standard six-speed manual's lever as you make progress, whether at urban or open-road speeds. It's pleasingly quiet when cruising. Claimed economy matches the smaller 1.3-litre unit, but CO_2 emissions drop to 98g/km.

There's a twin-clutch automatic, called DDCT, also with six speeds but performance figures have yet to be released.

Manual transmissions feature as standard, apart from the 1.6-litre E-TorQ petrol which is exclusively available with a six-speed automatic. There's a six-speed twin-clutch automatic available as an option on the larger of the diesels, too.

COSTS

P11D price	£16,995
BIK tax band (2016/17)	19%
Annual BIK tax (20%)	£646
Class 1A NIC	£375
Annual VED	£0
RV (4yr/80K)	n/a
Fuel cost (ppm)	n/a
AFR (ppm)	8
Running cost (4yr/80K)	n/a

SPEC

Power (hp)/torque (lb-ft)	120/236
CO_2 emissions (g/km)	98
Top speed (mph)	124
0-62mph (sec)	9.8
Fuel efficiency (mpg)	76.3

KEY RIVAL

Ford Focus 1.5 TDCi Zetec	
P11D price	£19,990
BIK tax band (2016/17)	19%
Annual BIK tax (20%)	£760
Class 1A NIC	£524
Annual VED	£0
RV (4yr/80k)	£5,175/26%
Fuel cost (ppm)	6.60
AFR (ppm)	8
Running cost (4yr/80k)	28.52ppm

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

Steering wheel controls and Bluetooth connectivity as standard

Three levels of Tipo trim hierarchy will be available but Fiat is yet to decide whether the UK will follow the Pop, Easy and Lounge specifications employed in Europe.

Entry-level Tipo models are decently equipped, considering the low starting price, counting air-conditioning, remote central locking, electric door mirrors and front windows, digital radio, Bluetooth connectivity and steering wheel-mounted controls for the multimedia system among its kit count.

Mid-range have a five-inch Uconnect multimedia system, leather wrapping for the steering wheel and gearknob, electric rear windows, LED day running lights, parking sensors in the back bumper and cruise control.

You can also specify two safety packages. Safety Pack A comes with a speed limiter, automatic emergency braking and an adaptive feature for the cruise con-trol. Safety Pack B does without the cruise control upgrade element.

The Tipo's cabin is capacious, with plenty of shoulder and leg-room in both the front and back – a six-foot tall rear passenger won't struggle to get their legs behind a driver of the same stature.

Build quality feels fine for the price, although the early-build examples we tested displayed a few squeaks and rattles, and some of the plastics do feel cheap.

1.6 TDI SPORTBACK SE TECHNIK S-TRONIC

AUDI A3

Technology upgrade amongst other improvements – just don't call it a 'facelift'

New headlamps, lighting signature and bumpers are only external changes

NEED TO KNOW

- Subtle cosmetic revisions mask new technology
- New 1.0-litre three-cylinder replaces 1.2-litre TFSI
- Improved standard equipment levels

By Simon Harris

Audi prefers evolution to revolution when it comes to styling, and 2016's facelift (Audi hates this term and prefers 'product improvement'), would appear to conform.

The car, available to order now with deliveries from July, has few changes that stand out, but more significant developments have taken place in the cabin and under the bonnet.

In the four years since the current generation A3 was launched, in-car technology has advanced at a rapid pace, so this 'product improvement' gives Audi an opportunity to catch up with some of the developments since 2012, as well as add a few unique features for the class.

From the outside, the front end has new headlamps shaped like those on the new Audi A4, while, depending on trim level, xenon or LED lamps are now standard. There is a new LED lighting signature front and rear, and the bumpers have been redesigned at both ends.

A new 1.0-litre three-cylinder petrol engine, developing 115hp, replaces the previous 1.2-litre TFSI, while the top petrol engine in the A3 is a new 2.0-litre four-cylinder producing 190hp. While manual transmissions remain the same, the old six-speed S-tronic autos have been upgraded to new seven-speed systems. Diesels are carried over, with the 110hp 1.6-litre TDI still offering 99g/km, and the 150hp 2.0-litre TDI from 105g/km.

Options include Audi's 'virtual cockpit', with digital instrument display, allowing the driver to configure the screen to prioritise certain information and functions, and display sat-nav map and routes, while still showing the speedo.

COSTS

P11D price	£24,225
BIK tax band (2016/17)	19%
Annual BIK tax (20%)	£921
Class 1A NIC	£635
Annual VED	£0
RV (4yr/80K)	£8,275/34%
Fuel cost (ppm)	6.6
AFR (ppm)	9
Running cost (4yr/80K)	30.61ppm

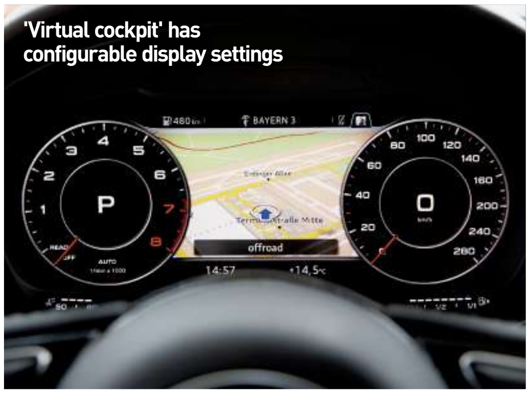
SPEC

Power (hp)/torque (lb-ft)	110/184
CO_2 emissions (g/km)	99g/km
Top speed (mph)	124
0-62mph (sec)	10.5
Fuel efficiency (mpg)	74.3

KEY RIVAL

Mercedes-Benz A180d SE Executive 7G-DCT	
P11D price:	£24,925
BIK tax band (2016/17)	19%
Annual BIK tax (20%)	£947
Class 1A NIC	£654
Annual VED	£0
RV (4yr/80k)	£8,000/32%
Fuel cost (ppm)	6.42
AFR (ppm)	9
Running cost (4yr/80k)	31.92ppm

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



'Virtual cockpit' has configurable display settings

The A3 can also be chosen with traffic jam assistance – an autonomous system that allows the car to keep pace with slow moving traffic, working with the adaptive cruise control and S-tronic automatic. In very slow moving traffic, it can also work with the lane keeping assistance to take over steering for short periods when the system can detect the road markings clearly.

The standard smartphone interface is compatible with Apple and Google operating systems, and two mobile phones can be connected when the optional Audi Phone Box is specified, should the driver need to have a work phone and personal phone connected.

Test cars were specified with the S-tronic auto, and the A3 1.6-litre TDI is an exceptionally refined performer. The 1.0-litre TFSI could have some fleet appeal for low-mileage drivers or dieselphobes and was super-smooth for a three-cylinder engine. It's also capable of achieving 0-62mph in less than 10 seconds. The 150hp 2.0-litre TDI offers a great balance of performance and economy.

It seems that with a recently updated A-Class and BMW 1 Series on the market, the A3 has improved by enough to secure its position as a class benchmark.

Renault Kadjar 1.5DCI 110 Dynamique S Nav Auto

There's no doubt that the front-end design of the Kadjar gives it road presence. In fact, all current Renault models have it. From Clio to Trafic they all share one thing in common: big eyes, an oversized nose and a wide mouth – Renault has created an unmistakable family resemblance that could equally be at home on a kids' TV series as well as on our roads. It gives the Kadjar a likeable and purposeful look that somehow feels safe and reassuring.

A recent return trip from Peterborough to Bristol gave the chance to stretch the Kadjar's legs and assess comfort levels over an extended period. I've still yet to improve on the 60mpg of my previous review (if fact it has dropped just below, to 59.4) during regular driving so I was interested to see how the 1.5-litre diesel would perform during pure motorway use. The results were impressive, with the onboard display showing 78.9mpg after two continuous hours.

The entire trip was comfortable and enjoyable, the only oddity being the cruise control on/off switch which is located next to the gear stick, while the controls are on the steering wheel.

Luke Neal

Vauxhall Astra 1.6 CDTi 136 SRi

Our Vauxhall Astra is a good example of just how far the technology used in mainstream cars has come in recent years.

One example of this is the voice recognition system. I don't have a strong accent – more a slight Norfolk lilt – but I usually struggle to get this technology to understand what I'm saying. My attempts to use it normally end with frustration and a vow to never use it again.

The Astra, though, has no trouble understanding, giving me the ability to select tracks from my iPod (via the Intellilink media system) simply and quickly. Voice recognition has also become my preferred method of programming the car's sat-nav. Previously, I had typed in a destination on the media system itself or uploaded it through the My Vauxhall app. But I've found using the voice recognition technology is much easier and quicker.

The past month has also seen my average fuel economy improve. I had been achieving between 54-56mpg per tank, but adopting a slightly gentler driving style has seen that creep up just above 60mpg. It's still around 10mpg less than the trip computer shows, but it's edging closer to the official combined figure of 72.4mpg.

Andrew Ryan

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

1.3 I-VTEC EX NAVI

HONDA JAZZ

New arrival on fleet both jars and impresses

'Attract' yellow paint job is £500 extra

COSTS*

P11D price	£16,550
BIK tax band	21%
Annual BIK tax (20%)	£695
Class 1A NIC	£480
Annual VED	£0
RV (4yr/80k)	£4,550/27%
Fuel cost (ppm)	8.88
AFR (ppm)	10
Running cost (4yr/80k)	27.43ppm

SPEC

Engine (cc)	1,318
Power (hp)	102
Torque (lb-ft)	123
CO_2 emissions (g/km)	120
Fuel efficiency (mpg)	55.4
Max speed (mph)	118
0-62mph (sec)	11.2
Test mpg	48.6
Current mileage	1,624

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

By Christopher Smith

The latest arrival in the *Fleet News* car park is certainly hard to miss. Finished in 'attract' yellow, our top spec EX Navi Jazz joins us for six months to see what's new with the latest generation of the Japanese small car.

With a P11D value of £16,550, the only extra is the pearl-escent paint, costing £500. No longer built in Britain, the car is only available with one engine – a 1.3-litre 105hp petrol, which can be paired with either a manual or CVT gearbox.

Ours is the manual, which claims 120g/km CO_2, and fuel economy of 55.4mpg. The first 1,000 miles in the car have come pretty close to this. According to the trip computer, I've been achieving 48-51mpg.

It's not one of the recent generation of turbocharged petrol engines – so there are times when it feels a little lacking in power when getting up to speed. But in the main it hasn't performed badly so far.

It had no problem hauling five people on an hour-long journey, and they didn't have many complaints after getting out – the seats are pretty comfortable and spacious.

The Jazz is well specified – it features a seven-inch touch-screen with Garmin navigation, 16-inch diamond-cut alloy wheels, a really good rear-view camera, keyless start, and Honda's clever folding magic seats, which we'll investigate later on in its time with us.

The car doesn't scrimp on safety, either – with automatic main beam assist, cruise control, front and rear parking sensors, traffic sign recognition and lane departure warning standard on our test car.

Even the basic S trim level includes city brake assist, and auto lights and wipers.

Honda says the car does well in the public sector, so we'll be finding out more about what it is like to live with – and talking more about what appears to be a divisive paint job throughout its time with us.

> *"The Jazz doesn't scrimp on safety: cruise control, front and rear parking sensors, traffic sign recognition, and lane departure warning"*

1.6 TDI SE DYNAMIC

SEAT LEON ST

Replaces Business edition, but loses features

Sharp styling, with LED headlights

COSTS*

P11D price	£20,340
BIK tax band	21%
Annual BIK tax (20%)	£854
Class 1A NIC	£589
Annual VED	£0 then £20
RV (4yr/80k)	£5,325/26%
Fuel cost (ppm)	7.12
AFR (ppm)	9
Running cost (4yr/80k)	29.05ppm

SPEC

Engine (cc)	1,598
Power (hp)	108
Torque (lb-ft)	184
CO_2 emissions (g/km)	106
Fuel efficiency (mpg)	67.3
Max speed (mph)	121
0-62mph (sec)	10.9
Test mpg	60
Current mileage	748

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

By Matt de Prez

After two months on our fleet, the Leon ST SE Business edition has returned to Seat. The manufacturer has discontinued the business trim to focus on the SE Dynamic, which can be ordered with a wider choice of engines, optional equipment, colours and DSG transmission.

The new model has a P11D value of £21,170 including optional 'Apollo' blue metallic paint and automatic lights and wipers – a £205 saving on the outgoing model, representing a slight drop in benefit-in-kind (BIK) tax (£10 per year). The Full Link navigation system is still included alongside Bluetooth and cruise control. And styling is improved thanks to larger alloy wheels and tinted windows.

Although this appears to represent good value, two key options have been removed: adaptive cruise control with automatic emergency braking and parking sensors. Adding these fleet-friendly features increases the price by £810, with a £4.85 increase in monthly BIK tax.

The SE Dynamic is powered by the same engine as before, a 1.6-litre TDI with 110hp. Performance is best described as 'adequate'; in most scenarios it delivers just enough to not feel sluggish. You do have to work the Leon's five-speed gearbox when joining motorways or overtaking which makes the drive less relaxing. But more irritatingly is the engine noise at 70mph, which is far too intrusive.

It does, however, feel extremely well made. Aside from some hard plastics around the dash, the interior is well laid out and switchgear feels satisfyingly solid.

Fuel economy has also been impressive; on longer trips I have regularly averaged more than 65mpg and even pootling around town the reported figure rarely drops below 50.

On the outside, the Leon's sharp styling, combined with the LED signature headlights, gives the car a Germanic motorway presence. It certainly looks more premium, with aluminium roof rails completing the package.

"The SE Dynamic feels extremely well made. Aside from hard dash plastics, the interior is well laid out and switchgear feels solid"

Mazda CX-3 1.5D SE-L Nav

Two months after joining our long-term test fleet, the Mazda CX-3 is showing why it was crowned best compact SUV at the *Fleet News* Awards.

Billed as a younger sibling to the popular CX-5, it actually has more in common with the Mazda 2, with platform, engines and drivetrains borrowed from the supermini.

There are just two engine choices for the CX-3, however: the 1.5-litre diesel, which is also found in the Mazda 3 and Mazda 6, and a 2.0-litre petrol that is also available in the Mazda 6 and the CX-5. Both come with a choice of six-speed manual or automatic gearboxes.

Like its big brother the CX-5, the CX-3 can also be specified with Mazda's new generation all-wheel drive system. Both the 105hp diesel and 150hp petrol engines can be matched to four-wheel drive. It all combines to give you a car which has a firm ride and, despite our 1.5-litre diesel variant's 105hp, enough torque to put a smile on your face.

"Billed as a younger sibling to the CX-5, CX-3 has more in common with the Mazda 2"

The car is also very well specified, with touchscreen, digital radio, sat-nav, keyless start, rear parking sensors, heated front seats and city brake as standard. Not bad, when it has a P11D price of £20,940 and falls within a BIK tax of 21% thanks to emissions of 105g/km.

The exterior, with black plastic cladding on its wheel arches, aims to bolster SUV credentials and reinforce its raised ride height. Combined with Mazda's familiar basking shark-like grille and sweeping lines giving its Kodo 'Soul of Motion' design philosophy, the CX-3 is certainly a good-looking car. However, its styling has hampered its rear view, which makes the standard rear parking sensors on our SE-L Nav variant all the more welcome.

The interior also feels a step-up from the CX-5. OK, it's not a premium interior by any stretch of the imagination, but some of the cheap plastics seen in the CX-5 have been reined in, giving it a much more refined finish.

Gareth Roberts

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

KEITH TOWNSEND

MANAGING DIRECTOR, AGILITY FLEET

He's raising money for charity in a 24-hour kart race and already has a fleet of sports and classic cars. Keith Townsend hasn't looked back since he wrote his first business plan

One of my earliest memories associated with a car would probably be going to Italy with my parents, my aunt and uncle. My uncle had a very early Range Rover and we towed a caravan behind us with a speedboat on the roof rack. I spent most of the journey sitting on the centre console between the front seats facing backward. Child safety? Didn't exist back then.

Away from the office, I enjoy golf and karting. I'm racing at Le Mans in July in a 24-hour endurance kart race, raising money for care leavers – see my just giving page for details. I have also been an Aston Villa season ticket holder for the past 13 years.

I'm very lucky when it comes to wanting cars for my garage, as I have a number of sports and classics. But one car I would still like to own at some point is a Jaguar E-Type.

I really enjoyed Duncan Bannatyne's autobiography *Anyone Can Do It*. It gave some interesting insights into the challenges he faced building his business.

I would tell my 18-year-old self to believe in yourself, work hard and don't let anyone say you can't do it.

The most personal pivotal moment in my life would be the birth of my daughter, 19 years ago – suddenly you are responsible for creating another life. In business, it would be the day my chairman told me to write a business plan and see if the banks would support it – without that conversation there would be no Agility Group.

I would like to be remembered as respected for being a successful businessman, particularly by those that, like me, didn't have the benefit of private schooling or going to university.

My favourite film is an easy one: *The Italian Job*. Everything about that film was classic. The cast, the cars and that car chase have never been bettered.

My pet hate is speed cameras and red tape in business stopping entrepreneurs from getting on with running their business.

If I was Prime Minister for a day I would reduce fuel duty and ease the burden on motorists.

First fleet role My first role in fleet was setting up my own leasing company, having previously been a buyer of contract hire and fleet management services and, not being impressed, I thought I could do better.

Career goals at Agility Fleet To continue to grow the company, both in terms of risk fleet but also in terms of profitability and additional service offerings.

Biggest achievement in business Establishing two profitable businesses from scratch with a combined turnover in excess of £10 million a year.

Biggest career influence A number of people really, over the years. When I first started work as an apprentice at the age of 16, I had a really good mentor and then more recently it would have to be our chairman for giving me the encouragement and financial support to actually make Agility Fleet happen.

Biggest mistake in business Turning down a funding line from a large bank just before the credit crunch, as they had previously refused to support us. I learned that sometimes you need to make things less personal and swallow your pride.

Leadership style Probably differently to how my staff would describe it. I would say I am demanding and don't tolerate those that are workshy, but I am loyal and generous to those that work hard and perform well.

If I wasn't in fleet Actually, it would still be vehicle related. Being a petrol head, I guess to work in Formula One would be a dream.

Childhood ambition To play football for Aston Villa. But, as I was useless, I took up refereeing instead. These days, I could probably get a game.

Next issue: Mark Dickens, head of fleet sales operations and remarketing, Renault UK

Ford Mondeo: now featuring the standard SYNC 3 communication and entertainment system

Mondeo, S-MAX, Galaxy gain standard SYNC 3

The Ford Mondeo, Ford S-MAX and Ford Galaxy now feature the SYNC 3 communication and entertainment system as standard, which is the fastest, most intuitive SYNC system yet from Ford.

It has a redesigned eight-inch touch-screen that enables pinch and swipe gestures for the first time; drivers can operate the touchscreen in the same way that they use their smartphones. A new interface features larger, easier to operate buttons and enables pinch and swipe.

iPhone users can activate Apple CarPlay, allowing drivers to make phone calls, access music, send and receive messages, get directions optimised for traffic conditions, and more, while they stay focused on the road.

By pushing a button and saying "I need a coffee", "I need petrol" and "I need to park", drivers can find nearby cafés, petrol stations or car parks. The system then guides the driver to the selected destination.

Android™ users can activate Android Auto™.

Android Auto makes apps and services that drivers already know, accessible in safer and seamless ways, including Google Search, Google Maps and Google Play. Software can be updated over the air via wi-fi.

SYNC 3 also delivers SYNC AppLink, enabling voice-activation of a range of smartphone apps.

SYNC 3 will allow drivers to control audio, navigation, and climate functions plus connected smartphones using simple voice commands. Using the Push to Talk button at the bottom of the screen will start Siri/Google Voice independently of the current screen.

AND THE WELL-EQUIPPED FORD EDGE HAS HOST OF STANDARD TECH

Fleet deliveries of the all-new Ford Edge will begin this summer. Available in Zetec, Titanium and Sport series – and with a choice of 180PS 2.0-litre TDCi diesel engine with six-speed manual transmission, or 210PS bi-turbo 2.0-litre TDCi diesel with six-speed PowerShift automatic transmission – the all-new Edge is well-equipped as standard, offering Ford intelligent all-wheel drive, active noise control, pedestrian detection, Ford DAB Audio with SYNC connectivity, privacy glass and 19-inch alloy wheels.

Ford Edge: fleet deliveries in summer

Other innovative features available include adaptive steering, which automatically optimises the steering response according to vehicle speed, making it easy to manoeuvre at low speeds, while remaining precise and intuitive at higher speeds and front wide view camera, which makes restricted visibility junctions or parking spaces easier to negotiate.

For further information on any Ford Fleet products or services call the Ford Business Centre on 03457 23 23 23, email flinform@ford.com, or visit ford.co.uk/fordfleet

Go Further

EFFICIENT INGENIUM ENGINES

When the world demanded green, our answer was the Ingenium engine. After an investment of £500 million, Ingenium engines maximise performance and environmental sustainability while driving down running costs. In the All-New F-PACE, this results in fuel emissions as low as 129g/km, fuel economy up to 57.7mpg and an impressive 21,000 miles – or two years – between services.

STAY CONNECTED WITH INCONTROL TOUCH

Managing your business on the move is becoming increasingly important. Enter InControl Touch – our new digital platform that connects you to a bespoke suite of apps and services to help you manage your business effectively while out of the office and give you unprecedented control of your in-car environment.

Model shown F-PACE First Edition. Official fuel consumption for the All-New Jaguar F-PACE range in mpg (l/100km): Urban: 23.2-49.6 (12.2-5.7); Extra Urban 39.8-62.8 (7.1-4.5); Combined 31.7-57.7 (8.9-4.9). CO_2 Emissions 209-129 (g/km). Official EU Test Figures. For comparison purposes only. Real world figures may differ.

LIGHTWEIGHT ALUMINIUM ARCHITECTURE

Our Lightweight Aluminium Architecture is the foundation on which the All-New F-PACE is built. The architecture is stiff and strong, offering excellent protection to all occupants, while its reduced weight boosts efficiency and enhances handling and braking. F-PACE is among the lightest cars in its class* offering a weight distribution with a near perfect 50:50* balance for a sporting performance and an impeccable ride.

*Model and engine dependent

To find out more, contact the Jaguar Fleet and Business Centre on 0845 600 2214.

JAGUAR