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Fleets face 'double whammy' of BIK rise and sterling tumble

New car sales and van registrations predicted to fall next year on the back of two-fold assault on costs

By Simon Harris

Fleet costs will soon be on the increase as a result of a plummeting pound linked to concerns over the UK's access to the EU's single market.

Fleets are being warned that transaction prices could move closer to list prices as manufacturers resist pressure to raise published prices substantially, while even brands with plants in the UK will not be immune from exposure to the exchange rate.

Although sterling took a tumble following the referendum result in June, it had remained relatively stable since then, with some arguing it had been 'overvalued'.

The pound had been close to \$1.50 before June 24, but fell to below \$1.30 following the referendum result.

Since the Conservative Party conference in September, the pound has lost further ground against other currencies reaching a 31-year low against the US dollar, as rhetoric suggested the Government was preparing to stay outside the single market.

Some analysts are now predicting that if the UK is preparing to survive outside the single market, by the end of 2017 the pound could fall to a typical \$1.10 against the US currency and parity against the euro.

Essentially, investors are betting against the UK market and sterling as a so-called 'hard Brexit' seems more likely.

Most of the cars sold in the UK are imported, and manufacturers will find it difficult to resist increasing prices, while fleet costs are already scheduled to rise from April 2017, with higher benefit-in-kind (BIK) tax rates, national insurance contributions and a new regime for vehicle excise duty that will see many new cars that previously would have avoided road tax because of low CO₂ incurring a charge (*Fleet News*, October 13).

In a *Fleet News* poll in mid-June, a clear majority of readers came out in favour of leaving the EU, with 51.6% for and 42.8% against.

Industry leaders pointed to the competitiveness within the UK market ensuring transaction prices remained low for as long as possible, but conceded higher costs were now likely.

Gerry Keaney, chief executive of the BVRLA, said: "An extended fall in the value of the pound will have an impact on vehicle manufacturers, but they are operating in an increasingly competitive environment.

"I am confident they will try to protect their

customers by absorbing the additional foreign exchange costs within their existing pricing structures, or perhaps by reducing the differential between their list prices and actual transaction prices.

"They will want to protect the embattled company car driver from a double whammy increase in car list prices that would just add to the incoming rise in BIK charges."

Even cars produced in the UK will not be immune from a weaker sterling, as some components are sourced from overseas. And, in future, if tariffs are imposed on foreign goods, some UK car parts may make more than one trip across the channel before being fitted to the finished product.

Manufacturers whose model line-ups include a mix of UK-built and foreign-built vehicles, such as Toyota, Nissan, Honda and Mini, might be forced to increase the price of domestic cars to try to minimise the increase on imported models.

Mike Hawes, chief executive of the Society of Motor Manufacturers and Traders (SMMT), said: "The recent drop in sterling will inevitably put pressure on margins and transaction costs may increase as the ability of brands to offer incentives is curtailed."

One of the UK's leading economists has predicted new car prices will rise and vehicle sales will drop as the Brexit fall-out continues.



"An extended fall in the value of the pound will have an impact on vehicle manufacturers"

Gerry Keaney, BVRLA



Jacob Nell, chief UK economist at Morgan Stanley, told an ICFM conference at Mini's Oxford plant that the UK's vote to leave the EU heralded an economic "slowdown, not a recession".

He predicts total sales of new cars and light commercial vehicles could fall by around 8% in 2017 to 2.7 million units from around the 3m registered in 2016 and predicted a further 2% fall in 2018.

The SMMT says it expects new car registrations to fall for the next two years, with volumes down 5% in 2017 to 2.54m units and down 1.3% in 2018 to 2.51m units.

LCV registrations, it said, would drop by 5.9% in 2017 to 355,500 units; followed by a 0.3% rise in 2018 to 356,500 units.

A former economist at HM Treasury, which included a stint with the Prime Minister's policy unit, Nell, like many other economists, had predicted a vote to leave would result in the country entering recession.

However, despite all the signs in the immediate aftermath of the vote suggesting that the economy was going to contract, it bounced back.

He said: "We thought firms would hold back on investment and training due to uncertainty. We thought consumers would hold back on major purchases, increase their savings because of the uncertainty, and that there would be a short



contraction in the economy. It didn't happen; we sailed through."

Nell admitted economists have now changed their thinking after being "mugged by reality", but insists that the UK still faces some challenges, especially in negotiating an exit deal with the EU.

Even if the Government loses its appeal around the triggering of Article 50 at the Supreme Court, it will be able to pass a Bill in the first quarter of 2017 and keep to the announced timetable. However, Nell has serious concerns over the UK's ability to complete its negotiations within two years.

He said: "When I was at the Treasury I led the negotiations on the Treaty of Amsterdam, which was a really minor treaty. That took 44 months. The two years allowed under Article 50 are just not enough."

He continued: "Just think about the car industry and how complex that is going to be; how many interests there are; how slow that could be to negotiate and then multiply that by all of the industries in the UK."

If by March 2019 the UK exits the EU and does not have a trade agreement in place, it would transition to World Trade Organisation (WTO) terms of trade. That would involve a customs border between the UK and the rest of the EU, with tariffs where applicable.

"We hope there will be transitional arrange-

ments, some kind of continuation of current terms, until we get to a final agreement, but that's a real risk," said Nell.

In the meantime, there will be a more immediate impact on fleet costs from rising fuel prices. Crude oil is bought in US dollars, and weakness in sterling against the dollar leads to increased prices at the pump, even when the price of oil is stable.

As a result petrol rose more in October than in any month in the past three-and-a-half years.

But the more recent fall in the cost of oil and a slight recovery in the value of the pound are cancelling out some of October's rises, with some retailers cutting pump prices early in November.

Further wobbles in the currency market are expected as the Trump presidency takes shape and Brexit negotiations officially get underway.

Transport minister John Hayes said: "We certainly face change and challenge. But we step out to the new order from a position of strength.

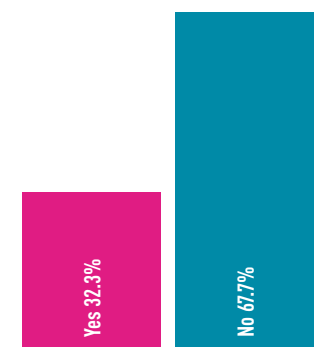
"We spent the past six years building the strongest major advanced economy in the world. Employment is at a record high. And manufacturing growth is at its highest level for two years after surging again in September.

"Brexit is an unprecedented opportunity to reshape our future and boost our standing in the world."

FLEET FACTS AND FIGURES

OPINION POLL

Do you think charging a levy for older diesel and petrol vehicles to enter air quality zones is a good way of tackling pollution?



FleetNews view:

Fleets clearly do not like the idea of a pollution charge, but the Government must address air quality concerns, especially after being told by the High Court that its plans need to be more robust. Our view is if charges are to be introduced they should not unfairly target fleets and should give sufficient time for people to adapt to the new rules.

This week's poll: Do you think car parking spaces are too small for today's cars?

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Companies urged to forget LPG letdown and get behind EV uptake

UK employers 'hold the key' to boosting the popularity of clean air vehicles

By Gareth Roberts

Employees must understand the benefits of plug-in cars if fleets are to drive cost savings and help boost the number of electric vehicles (EVs) on UK streets. Plug-in market share of the new car market – estimated to be 2.7 million units in 2016 – stands at around 1.5%, with fleets responsible for more than two-thirds (70%) of the 30,000-plus EVs registered so far this year.

But, with the Government keen to address air quality concerns and meet its own target for almost all cars and vans to be zero-emission by 2050, it needs the fleet sector to help more drivers make the switch.

"Businesses have a role to play in boosting the numbers of electric vehicles on our roads," said transport minister, John Hayes. "Gradually making fleets zero-emission would improve air quality, as well as helping companies reduce their costs."

The Government recently made £7.5m available to employers who want to install chargepoints, a move which Hayes says shows its commitment to making it easier for companies to adopt plug-in cars.

However, while new, longer range EVs such as the 250-mile Renault Zoe will widen fleet appeal, a survey from Go Ultra Low found that only 25% of businesses currently offer electric company cars to employees.

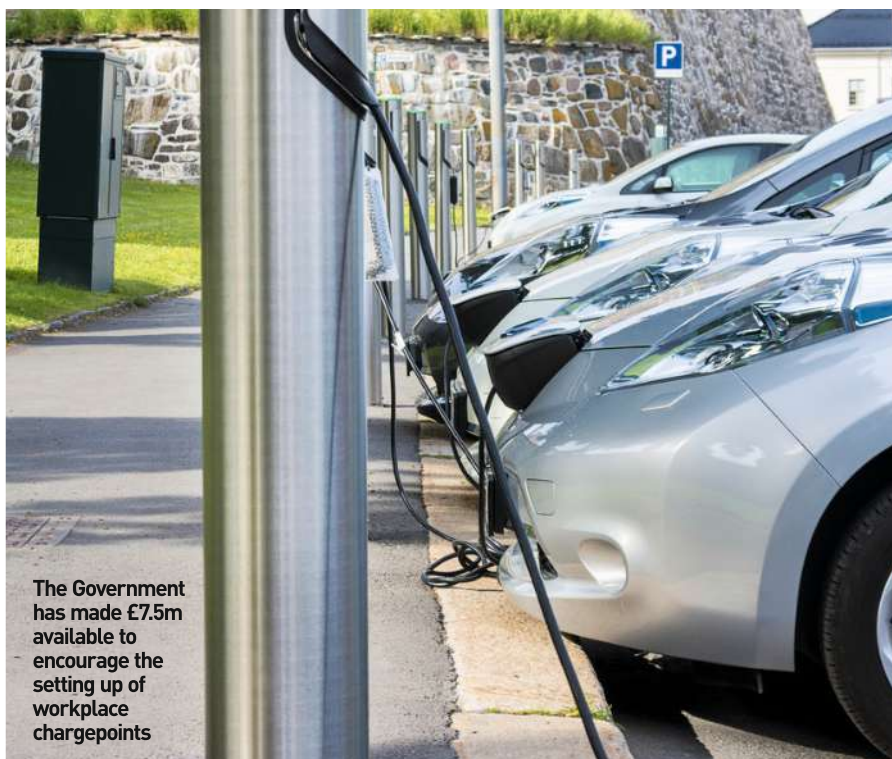
Robert Evans, chair of the Electric Vehicle Supply Equipment Association, believes an unwillingness by some to consider the technology is down to "the LPG effect".

He said: "There is still a lot of people in the fleet management industry who felt they were burnt [by adopting LPG]."

However, he told the 'future of the car' summit organised by Go Ultra Low in London the fleet sector had nothing to fear from plug-in vehicles.

"It's quite understandable to be risk averse when you're procuring anything for your company, but the evidence from fleets is that this can be something that can lead to savings," explained Evans.

Britvic has reduced its fuel bill by 9% and its carbon footprint by 10%, and cut the total cost of the fleet by 20% over a two-year period, after



The Government has made £7.5m available to encourage the setting up of workplace chargepoints

adopting more than 50 plug-in vehicles. Operating a fleet of around 400 cars and 100 vans, the soft drinks giant argued that good communication with employees, recognising the need for workplace charging and enhanced allowances for drivers to help drive early adoption, were key to its success.

Will Smith, senior reward and performance manager at Britvic, with responsibility for fleet, warned: "Unless you're providing the infrastructure for employers to utilise these vehicles, you're never going to get the take-up. They may still choose them because there are wonderful tax advantages, but all you will see is your fuel costs go through the roof."

Despite only one in four fleets saying that they offered a plug-in option on choice lists, new research from LeasePlan UK suggests a growing interest within the public sector.

Almost a third of respondents said they were already operating at least one pure EV, with a further third considering adopting the technology and more than one in 10 conducting trials.

Oliver Boots, brand director of LeasePlan's public sector trading arm Automotive Leasing, said: "The public sector is really leading the charge when it comes to driving the rise of electric vehicles, with 38% stating the need to introduce these vehicles into their fleet in order to meet upcoming environmental legislation."

At the time of going to press, it remains to be seen how the Government may address the growing air quality crisis following a High Court ruling which said it must go back to the drawing board.

However, there was a word of warning from Nick Lyes, road policy spokesman at the RAC. He concluded: "Many motorists and businesses will feel worried that they are going to be unfairly targeted with punitive charges, especially those who heeded advice in 2009 to switch to diesel vehicles because it was considered the right choice environmentally."

"Demonising diesel vehicles as a whole is also extremely short-sighted. Some of the newest diesel vehicles on the road are also some of the cleanest, and diesels will also play a role in helping to reduce CO₂ emissions, which contribute to man-made climate change."



"Gradually making fleets zero-emission would improve air quality, as well as helping companies reduce their costs"

John Hayes, DfT



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New ICFM training programme aims to fill fleet knowledge gaps

Initiative intended to drive up understanding and standards for fleet suppliers

By Gareth Roberts

The ICFM has launched a new training programme for fleet suppliers to help drive up standards in the industry. Its corporate investor programme is aimed at employers who provide a wide range of products and services to fleets, including contract hire and leasing companies, daily rental operators, franchised dealers and risk management providers.

"Many businesses have acknowledged a skills shortage in terms of the fleet management knowledge of their employees," said Paul Hollick, ICFM chairman.

"By launching the corporate investor programme, ICFM is saying to organisations that it can provide training to all employees whose workload touches on fleet management."

The ICFM announced the programme at its annual conference. It is also hoping the new training initiative will help boost membership beyond its current 800 tally to more than 1,000 for the first time.

Hollick continued: "Businesses that have contacted ICFM have acknowledged they are frequently asking employees to perform a role in which they have limited experience and little knowledge.

"While employers can deliver soft skills, they frequently do not have the resources to develop staff to their full potential.

"Businesses that are selling products and

"It can provide training to all employees whose workload touches on fleet management"

Paul Hollick, ICFM

services to fleets need to ensure all their customer-facing staff understand how company car and van fleets function."

Training for fleet decision-makers is at three levels linked to experience: associate, member and fellow, with 12 months membership costing £60, £70 and £80 respectively. That gives access to ICFM training courses at three distinct levels: introductory certificate in fleet management; certificate in fleet management; and diploma in fleet management.

The new corporate investor programme provides employers with four levels of membership tailored to employee numbers and specific requirements.

An affiliate investor will pay £1,000 for a 12-month membership, which gives them the opportunity to attend organisation events, including the annual conference and seminars.

Corporate investor membership will be targeted at businesses employing 10-50 people engaged in fleet-related activity.

Cost is dependent on the number of employees to be included, with benefits similar to that of affiliate investors.

For businesses employing more than 50 people, ICFM offers a tailored corporate investor package, with benefits and pricing following the corporate investor membership.

Finally, its tailored corporate investor plus membership package provides a step-up in support via a consultancy service geared to analysing, assessing and accrediting organisation's internal training processes and procedures. ICFM will work in tandem with an employer's own internal trainers. Cost is on application.

Hollick said: "Investment in ICFM adds credibility and value to businesses and their employees, and provides an invaluable network of contacts."

At the same time as launching its enhanced training programme, ICFM has revealed a new look and is refreshing its website.

The training body has shortened its name from the Institute of Car Fleet Management to ICFM and introduced a new logo featuring the strapline 'raising the standards of fleet professionals'.

The new website will go live on January 1, 2017.

Hollick said: "The whole rebrand is designed to bring a near 25-year-old organisation into the 21st century."

RYDER CUP SKIPPER TEES UP AWARDS TO GRADUATES AT ICFM ANNUAL CONFERENCE

The ICFM's latest group of graduates received their awards at the training body's annual conference held at the Mini plant in Oxford.

For the first time in the ICFM's 24-year history the Peter Moxon Award for the training achiever of the year was shared. Julie Whyte, car fleet leader at Muller Dairy UK, and Sean Woodvine, assistant fleet manager at Rydon Group, each achieved the ICFM Certificate in Fleet Management with flying colours.

The winner of the ICFM Career Development Award was Richard Scruton, manager of the Northampton branch of Motofix, one of the UK's leading independent regional vehicle accident repair and bodyshop groups, who also passed the Certificate in Fleet Management.



ICFM chairman Paul Hollick (left) and special guest golfer Paul McGinley (third from left) with award recipients

It was the first time that an employee from the vehicle accident repair and bodyshop sector had won the award. Scruton achieved two distinctions and

three credits across the five modules taken.

Paul McGinley, golfer and TV commentator, who captained Europe's winning Ryder Cup team in 2014, presented the awards.

Commercial Fleet Van & Truck to join Fleet Management Live

Feedback gives resounding endorsement to bringing major events together

By Stephen Briers

Two of *Fleet News*' biggest exhibitions will be brought together under the same roof at the Birmingham NEC in a move that better reflects the responsibilities of fleet decision makers.

Commercial Fleet Van & Truck will be merged into *Fleet Management Live* next year to create an ever bigger and better show – one that is targeted at fleet decision makers responsible for all types of vehicle: cars, vans and trucks.

Just two years after launch, *Fleet Management Live* has become the fleet sector's biggest and most important event, bringing fleet managers, HR directors, finance directors and procurement together with manufacturers, leasing companies and fleet suppliers to network, share best practice and find out about new products and services.

This year, more than 1,200 visitors attended *Fleet Management Live*, with in excess of 100 exhibitors, up 30% on last year.



The event was the launch pad for a number of new vehicles, including the Audi A5 and Q2, Volvo S90 and V90, Honda Civic and Land Rover Discovery. In addition, eight best practice sessions provided fresh thinking on a variety of topics, from compliance to remarketing and funding to risk management; ACF0 ran its autumn seminar on the 'drive for mobility'; while finance, procurement and HR managers benefited from tailored sessions and those new to fleet management attended the Breakfast for Beginners session run by the ICFM.

Commercial Fleet Van & Truck, previously the *Commercial Fleet Summit*, was held over two days at Millbrook Proving Ground this year. However, many of the delegates are responsible for all company vehicles – for example, 85% of *Fleet News* readers run vans as well as cars.

Fleet News/Commercial Fleet editor-in-chief Stephen Briers said: "This made the choice to bring together the two events an obvious one – it reflects the wide roles of many fleet decision makers."

Fleet visitors and exhibitors at this year's two events have welcomed the move.

"We've spoken to visitors and exhibitors and the feedback was resounding," said Briers. "They told us they wanted a show that brought all vehicle sizes and all types of suppliers together. They wanted a comprehensive, must-attend show, and that's what we'll be looking to deliver."

■ Fleet Management Live, incorporating Commercial Fleet Van & Truck, will take place on October 3-4, 2017.

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HMRC urged to base tax relief for lessors on real-world depreciation

BVRLA claims such a move will result in a fairer and more transparent system

By Gareth Roberts

The Government is being urged to adopt a fairer, more transparent tax relief system to accommodate new lease accounting rules.

The changes, which take effect from January 1, 2019, will mean leased assets (including vehicles on operating leases) are brought on to companies' balance sheets. They are being introduced by the International Accounting Standards Board (IASB) with the aim of giving a more complete picture of a company's financial position.

However, HM Revenue & Customs (HMRC) says for lessees adopting the new standard, the link between accounting and tax treatment will be broken and changes will need to be made to the tax rules.

As a result, it proposed four options to change the tax treatment of the leasing of plant and machinery, including company vehicles, in a consultation which closed last month (October).

Option one involves minimal change to ensure that the current tax regime continues to function and deliver the same outcome for tax purposes.

Options two and three would involve a new tax regime based on the accounting entries, with option three providing an option to the lessee to claim enhanced or accelerated relief based on the value of the right to use the leased asset.

Finally, option four would see a new tax regime introduced based on the accounting entries, while also providing an option to the lessee to claim capital allowances based on the value of the right to use the leased asset.

HMRC has not signalled which option it prefers and says option one would change the total amount brought into charge to tax for a lessor or the amount of relief available to a lessee but options two, three and four could affect the timing of the charge and relief.

The British Vehicle Rental and Leasing Association (BVRLA) told *Fleet News* it supports option two and three which would involve a move away from capital allowances to a system where tax relief for lessors is based on the real-world depreciation rates used in profit and loss statements rather than the rate usually applied through capital allowances.

Leasing customers would claim tax relief on rentals charged to their profit and loss statements. The BVRLA says that providing a leasing allowance would create an opportunity for lessees to receive extra tax relief by selecting ultra-low emission vehicles.

BVRLA chief executive, Gerry Keaney said: "HMRC's review of the tax treatment of leases represents a real opportunity to introduce a simpler system that protects Government revenues while providing a fairer, more

HMRC is considering four options for changing the tax treatment of leased company cars



"The right tax regime could really help drive the uptake of ultra-low emission vehicles"

Gerry Keaney, BVRLA

transparent tax relief structure for the vehicle leasing industry.

"Our members spend billions of pounds on new cars, vans and trucks each year and the right tax regime could really help drive the uptake of ultra-low emission vehicles."

The BVRLA argues that under the current regime the timing of tax relief does not fairly reflect commercial realities and penalises lessors who are simply fulfilling an order placed by their customers.

In its response to the HMRC consultation, it said: "We would suggest it would be far simpler and effective from a behavioural perspective to follow the principle of the polluter, and only the polluter, pays."

Vehicle depreciation is the single biggest cost to a vehicle lessor and the deferral of corporation tax relief through the application of capital allow-

ances adversely affects cashflow and can distort pricing strategies as lessors of different sizes and tax circumstances seek to offset this situation, explained the BVRLA.

Some leasing companies report this can mean tax relief is being sought for vehicles for a period of 20 years or more, long after the vehicle has been sold. And, as the CO₂ thresholds applied to the capital allowances regime reduce, this increasingly disadvantages lessors of passenger cars and this progression may not necessarily be offset by improvements in manufacturers' technologies.

An HMRC spokesman told *Fleet News*: "We are currently considering submissions to the discussion document and will announce our next steps in due course."

The Government's preferred option is likely to be announced in next year's Budget.

Handheld penalties to double, but will new measures work?

Motoring bodies call for major road safety campaign to change driver attitudes

By Gareth Roberts

Tougher penalties for using a handheld mobile phone while driving will need to be backed up by enforcement and a hard-hitting road safety campaign, if a shift in attitude is to be achieved say industry bodies.

The Government has announced it will double the penalties for drivers who use a handheld mobile phone at the wheel, with offenders facing six points on their licence and a £200 fine once legislation is passed.

But the Freight Transport Association (FTA) and the RAC say new penalties alone will not deter drivers from flouting the law.

Ian Gallagher, FTA head of driver and vehicle licensing policy, said: "Increased penalties should work to dissuade use, particularly in new drivers who risk losing their licence altogether. However, what is needed is a new effort to ensure the rules are enforced. Without enforcement, increasing the fines and penalties could have little impact on habitual handheld phone users."

The number of full-time dedicated roads policing officers has fallen by 27% between 2010 and 2015, with 3,901 traffic cops in England and Wales – 1,437 fewer than six years ago.

However, while the number of traffic police has fallen, use of a handheld phone while driving has risen to epidemic levels, according to the RAC.

Almost half (48%) of motorists surveyed for this year's RAC Report on Motoring admitted to using a handheld phone at the wheel to talk, text or use other apps in the past 12 months. Just 8% admitted to having used a handheld mobile phone while driving in 2014.

RAC road safety spokesman Pete Williams said: "We welcome stiffer penalties for handheld mobile phone use and believe this will send a

A scene that will cost a driver double in terms of points and pounds



very strong message to motorists. However, we believe this has to be done in conjunction with a heavyweight road safety campaign."

The Department for Transport (DfT) has admitted that enforcement alone will not fully address behaviour and has promised to launch a Think! campaign to coincide with the new penalties which will focus on the dangers of mobile phone use while driving to raise awareness of the changes.

More than half (51.3%) of respondents to a *Fleet News* poll said they did not believe tougher penalties would deter drivers from using a handheld phone.

Williams said: "The Government, police, road safety and motoring organisations must accept some responsibility for failing to encourage motorists to change their behaviour and make handheld mobile phone use as socially unacceptable as drink-driving since handheld was made illegal in 2003.

"It has been allowed to go on for too long and we now need to send a shockwave out there and encourage any drivers still flouting the law to go cold turkey on handheld mobile phone use."

There had been calls for the DfT to take a two-tier approach to drivers, with HGV drivers facing tougher sanctions for falling foul of the

law. Eight out of 10 respondents to the consultation said they supported harsher penalties for truck drivers, but the Government has decided not to differentiate between cars and HGVs.

It said that for vocational drivers, the increase in points will have a higher impact as Traffic Commissioners can already revoke their HGV/PSV licence entitlement once six points are reached.

The DfT is also proposing a remedial course is not offered to first-time offenders as an alternative to the fixed penalty notice to provide a strong deterrent and change behaviour.

Novice drivers (those who passed their test in the past two years) will potentially be hardest hit, because they have their licence revoked by DVLA once they reach six points (rather than the usual 12 points) under the New Drivers Act.

To regain their licence they must reapply for a provisional licence and pass a further theory and practical driving test. The new proposals mean novice drivers will face losing their licence upon their first handheld mobile phone use offence.

The DfT said it recognise that this group will be disproportionately impacted, but the new drivers are also more likely to offend in the first place.



"Without enforcement, increasing the fines and penalties could have little impact on habitual handheld phone users"

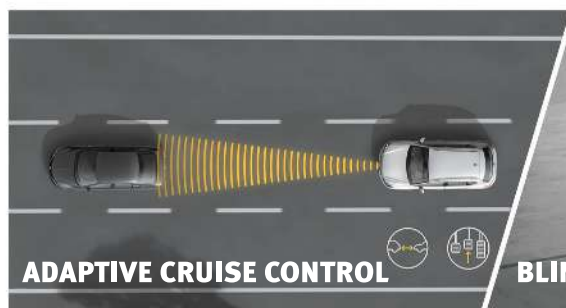
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*Provisional technical data, subject to final homologation. MPG's and CO₂ figures are preliminary and subject to confirmation. Fuel consumption and CO₂ figures are obtained under standardised EU test conditions. This allows a direct comparison between different manufacturer models but may not represent the actual fuel consumption achieved in 'real world' driving conditions. More information is available on the SEAT website at www.seat.co.uk and at www.dft.gov.uk/vca. Model shown: Excellence 2lr 4 drive. 129g CO₂. 25% BIK.

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A EUROPCAR COMPANY

Alphabet's data share deal gives BMW/Mini drivers a 'wow' factor

Leasing company's initiative allows it to be proactive about car servicing needs

By Sarah Tooze

Alphabet is urging more manufacturers to share vehicle maintenance-related data with leasing companies, following the successful launch of its Teleservices initiative with BMW UK earlier this year.

Since January, when Alphabet and its BMW parent began trialling data sharing, the leasing company has received more than 13,200 service maintenance repair (SMR) data alerts for its BMW- and Mini-maintained vehicles, enabling it to take a proactive approach, and use preferred repairers.

"Data is provided by the manufacturer which enables us to capture the servicing that is required on those vehicles, to liaise with the customer and steer the customer down the channel that we see fit, be that to the BMW or Mini network for repair, be that to an independent network or be that to a fast fit," said Kit Wisdom, head of technical services at Alphabet, who was speaking at the International Auto Finance Network (IAFN) conference.

Wisdom said that in some cases Alphabet is aware of a maintenance issue, such as engine oil being due for replacement, before the company car driver sees a message in their vehicle. Alphabet is also aware when the next service is due and when brakes are expected to be required based on usage of that vehicle, meaning it can contact the driver or fleet manager to get the vehicle booked in.

"Customer feedback is very positive," Wisdom said. "For us to say 'we know your brake fluid needs to be changed' or 'we know that your brake pads in the front need to be changed, we can book that in for you next week', it's a 'wow' moment for the customer. It has been really powerful."

For fleet managers this proactive approach can help avoid neglected service warning lights or unexpected maintenance issues and help reduce downtime.

Sometimes Alphabet is aware an inspection is due before the driver sees the message



The latest phase of Teleservices has seen Alphabet representatives gain access to BMW service centres' online service booking systems so they can view real-time workshop availability and book a service slot while the customer is on the phone.

Rather than there being numerous emails and/or phone calls between the driver, the leasing company and the servicing garage, which could take three to four hours, a vehicle can be booked in within three to four minutes.

"In terms of service booking, from January we've had an increase of 110% of us making bookings," Wisdom said.

Proactively contacting customers whose vehicle requires a service has also resulted in an increase in drivers taking up the 90-minute 'While You Wait' servicing option.

Alphabet is now having discussions with other manufacturers so it can expand Teleservices to its entire maintained fleet, not just BMW and

Mini vehicles with maintenance contracts.

"We're looking to reach out to other manufacturers; this isn't BMW specific," Wisdom said. "Alphabet is a multi-marque leasing company. BMW is only part of our fleet and that's why, for me, the other manufacturers coming on stream is critical."

He added: "We've just initiated our discussions with other manufacturers. It's going to take us a good 12 to 18 months to get some traction."

Wisdom is expecting "some challenges" with other manufacturers as some have developed their telematics and the collection of data for retail customers rather than fleets, which can make it difficult for them to share data.

He also acknowledged that "everyone wants to control [data]" as "data is power".

The debate over 'who owns the data' and should have access to it continues to rumble on in the industry (see *Fleet News*, June 9).

However, Alphabet and BMW UK have not had any data protection issues with collecting SMR data as it is vehicle-related data rather than personal data, Wisdom said.

The next step, after SMR data feeds, is having vehicle mileage data from every manufacturer.

"For the leasing industry, clean mileage is the holy grail in terms of us managing our contracts effectively and managing our customer base properly," Wisdom said.

He added: "We could do an awful lot of things if we had clean mileage on a daily, weekly or even monthly basis. It allows us to forecast better. It allows us to ensure we're billing the customer for the appropriate amount rather than there being a big invoice at the end of the contract potentially because they've gone over mileage. Mileage is a key one for us in the industry."



"Alphabet is a multi-marque leasing company. BMW is only part of our fleet and that's why, for me, the other manufacturers coming on stream is critical"

Kit Wisdom, Alphabet



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THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



John Lewis, the former BVRLA chief executive, and I were privileged to be recognised by the fleet education and training body ICFM this month with honorary fellowships.

We join former ICFM chairman Roddy Graham and ICFM director and treasurer Peter Eldridge as honorary fellows, both of whom are veritable industry stalwarts, much like John.

As we mingled among the latest ICFM fleet graduates (see page 8), I reflected on the tribute.

"Fellowship is recognition of the position and reputation Fleet News holds in sector"

For me, it is recognition of the position and reputation that *Fleet News* holds in the sector. This has been built over almost 40 years of understanding fleets' needs and providing them with insight and analysis to help them reduce costs and improve safety (and, in more recent years, be more environmentally aware).

It's down to former editors such as Mike Gunnell, Ashley Martin and John Maslen that *Fleet News* is the most respected media brand in fleet and, as the latest custodian, it's my responsibility to continue that tradition together with my outstanding team.

The foundations laid in 1978 bring me to sadder news, that of the death of Professor Peter Cooke. Peter was involved in *Fleet News* from the outset, almost single-handedly writing the editorial in early editions.

His knowledge of the sector was incomparable. I had the pleasure of working with him when he spoke at *Fleet News* and *Automotive Management* events and he was always highly regarded by audiences.

I'd also like to pay tribute to *Fleet News* Hall of Famer and former BVRLA chairman John Leigh, who passed away two weeks ago. He made a huge contribution to the rental and leasing industry, including a spell as vice president of industry charity BEN. Both will be missed.

YOUR LETTERS

SAFETY MEASURES

'Roads don't crash, drivers do'

EDITOR'S PICK



John Davidge wrote:

Having read 'Road travel could be as safe as rail or air, says Road Safety Foundation' (fleetnews.co.uk, November 15), it is unlikely that road travel will become as safe as rail and air until we deal effectively with the human component – the driver. Huge

resources are invested in training pilots and train drivers, but not car drivers. Drivers are just taught to pass a test but pilots are taught to fly and retrained regularly on different types of aircraft – no comparison. Of course road investments are good to see but roads don't crash, drivers do.

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

AIR QUALITY

London won't lose 'The Smoke' label

Bob the engineer wrote:

With regards to 'London mayor welcomes High Court ruling that Government has broken air quality laws' (fleetnews.co.uk, November 2), of course the mayor welcomes it as it gives more justification for his war on cars and even more importantly, revenue-raising measures. The real reasons the pollution levels can't be fixed: over-crowding and over-population. It's getting worse by the minute. It's too late now, but measures should have been taken decades ago to develop other areas in the country and reduce the point-less London-centric cycle.



HANDHELD MOBILES

You can't fine those the police can't find

John D wrote:

With regards to 'Department for Transport publishes results of handheld mobile phone consultation' (fleetnews.co.uk, November 8), the reason drivers persist in using phones widely is simple – there is a minimal chance of detection and penalty. Conversely, the reason average-speed cameras work is that likelihood of detection is high.

Nigel Janes added:

It's no good imposing penalties unless it can be effective from enforcement: people addicted to 'being connected' are well aware that getting caught is getting less likely. Ambivalence to rules of the road is becoming more widespread every day.



Bigzoot added:

This won't deter anyone! No enforcement equals no risk of being caught, plus I think the increased penalties are pathetic. If enforcement is low then the consequence of being caught has to be higher. Loss of licence should be the minimum penalty.

MOBILE PHONES

Week isn't long enough for a crackdown

Dave Skirrow wrote:

Having read 'Police launch week-long nationwide crackdown on mobile phone use at the wheel' (fleetnews.co.uk, November 15), why is this only for a week? Maybe they also need to look at phones stuck to windscreens with social media feeds being accessed and used while driving.

Darren added:

I saw someone the other day driving and watching television on his phone attached to the windscreen. Not sure that's legal either.

CONDOLENCES

Sad to lose industry stalwarts

Vib Verma wrote:

With regards to 'Automotive professor Peter Cooke dies' (fleetnews.co.uk, November 7), I would like to pay tribute to Peter, a remarkable man and a true icon of the industry. Rest in peace, Peter. My condolences to his family and friends.

Kathy Horsey wrote:

With regards to 'Former BVRLA chairman John Leigh passes away' (fleetnews.co.uk, November 9), it was very sad to hear of John's death. I had the privilege of working for him for a number of years. He was an inspirational leader and true gentleman. He will be

sadly missed. My thoughts go out to his family.

Stewart Whyte added:

I was very saddened to hear of John's death. He was a true giant of the rental and wider fleet industry. I knew him over very many years (from the mid-1960s) and always found him a true gentlemen in every sense. Condolences and sympathies to the family.

David Kershaw added:

I agree and endorse with the comments made by Gerry Keaney. I also send my heartfelt condolences to the families of both Peter and John.

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Burning question:

What would your favourite breakfast comprise?

Editorial

Editor-in-chief

Stephen Briers 01733 468024
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Muesli mixed with dried fruit and nuts, plus strong coffee and cranberry juice

Deputy editor

Sarah Tooze 01733 468901
sarah.tooze@bauermedia.co.uk

A Turkish breakfast (omelette, cheese, olives, bread, jam, tomatoes and cucumber) – eaten in the sunshine

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Eggs Benedict

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Eggs Florentine: poached eggs, spinach and hollandaise atop toasted muffins

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FLEET OPINION

TYRE STUDY

Get tyres in order, before changing law

By John Catting

“According to the recent pilot of our drive-over tyre pressure monitoring scheme at Keele Services, the UK is facing a tyre pressure crisis.

Over the course of our year-long study, we took more than 155,000 tyre pressure readings and discovered a significant lack of understanding among motorists regarding how often tyre pressures should be checked.

Of those surveyed, just 55% of women and 66% of men claimed to undertake monthly tyre pressure checks. This is worrying when you consider that, each year, there are still 25 deaths and almost 1,500 serious accidents on UK roads directly attributable to poorly inflated or defective tyres.

I believe that calls from some within the tyre industry to change the legislation surrounding tread depth are reductionist and do not consider other aspects of tyre safety.

Indeed, there is little evidence to suggest that moving up to a 3mm or even a 4mm minimum tread depth would have a demonstrable effect on improving road safety.

A change in the law would be costly and energy inefficient. Such legislation may require all tyres on UK roads to be replaced to meet guidelines. This would not only be expensive for motorists, but also costly for companies operating fleets.

Rather than changing current EU guidelines surrounding tread depth, I'd encourage fleet managers to consider more regular tyre checks – at least once a week, ideally. The technology exists to do this autonomously for drivers, so hassle will be at a minimum.

The benefits of adopting regular tyre pressure checks would be marked. Not only does correct tyre inflation significantly increase the safety of the vehicle, it could also save fleet operators money. Fuel costs have been shown to increase by up to 5% if tyres are just 20% below their recommended pressure, and tyres wear out 25% faster compared to their properly inflated counterparts.

If, as a country, we're truly serious about reducing road accidents and increasing the safety of our highways, we should be investing in technology and encouraging drivers to embrace regular tyre pressure checks – rather than just splashing cash on more rubber.”

“I'd encourage fleet managers to consider more regular tyre checks – at least once a week, ideally”



John Catting
chief executive of
WheelRight



David Brennan
CEO at Nexus Vehicle
Rental



MOBILITY

Technology key to delivering mobility

By David Brennan

“There has been much discussion around ‘mobility’ over the past two years to the extent it has become a buzzword within the fleet sector. With many fleet service providers now looking to position themselves as ‘mobility providers’, there are a variety of views about what the term really means.

Although many fleet providers are aiming to diversify their offerings, the transition to becoming a full mobility provider doesn't happen overnight.

Customers are increasingly seeking access to flexible modes of transport and a blended set of fleet solutions from rental to leasing, company cars to car clubs, and even Uber to bike hire.

The transition to offering a range of mobility options takes time and requires careful planning and execution.

It's clear technology is key to this as it can help organisations deliver a better mobility service and make life easier for fleet managers. The first step that needs to be taken on this agenda is advancement through technology or ‘Vorsprung durch Technik’ as a German manufacturer says.

Whether it's developing your own tech and software systems or buying in tech-enabled services, technology can give customers greater choice in terms of how they choose to access mobility.

However, it's important to avoid creating overly complex and expensive solutions which aren't needed. Fleet providers need to identify customers' pain points and decide whether technology can alleviate these and give clients what they want, whether that's happier drivers, less downtime, lower costs or all of these.

Ultimately, altering the fleet business model to become a mobility provider is about using technology to provide customers with multiple options while keeping costs lean.

McKinsey predicts on-demand mobility and data-driven services will create an additional 30% in revenue by 2030 across the automotive sector, and fleet service providers will clearly be paying great attention to the changing business model where technology provides the opportunity to service clients better.”

“The transition to offering a range of mobility options takes time and requires careful planning”



Carrot or stick? Telematics can help you to utilise both

More companies are embracing technology to improve efficiencies and reduce risk

By Andrew Ryan

Telematics and in-cab cameras are increasingly being used by fleets to improve driver behaviour and bolster safety.

The technologies can record events such as harsh acceleration, braking and cornering, while the data can be used to identify trends and areas which drivers need to be coached in.

Many of the fleet operators who attended a recent *Fleet News* roundtable, sponsored by Alphabet, already use the systems for these purposes.

The information can also be used to reward the best performing drivers, incentivising them to improve further.

How do you use telematics or in-cab cameras to reduce risk?

Kevin King, fleet services manager, Hermes Parcelnet: We are using telematics and cameras that look at the driver as well as forwards. The company we have gone with looks at

3m

miles a year for a total of 120 vehicles at Ideal Boilers

every incident the camera picks up and it feeds the ones it deems we should look at back to us so we can then manage those incidents. It takes all the chaff out of it. About a month before our supplier fitted the technology, it got all our drivers in a room and said 'right, this is what we are doing and this is the reason'. It also showed some of the clips from other companies and this approach meant that when the system went live, we had total buy-in.

Reg Sargeant, resources manager, Hortech: Within a couple of months of fitting telematics, we had a third party call us following a collision with one of our vans and said our driver was doing this and that. When we spoke to our employee he said this wasn't true. I said it was fine, our telematics recorded this journey and showed that when our driver hit this vehicle he was doing 16mph. We fed that into our insurance company and our driver was deemed not to be at fault. He told all his mates about it and after that everyone bought into telematics, so it was brilliant. As well as vans, every company car driver also has to have a tracker: it comes with the vehicle as part of the lease package. We sold it to our drivers from an HMRC perspective because their private and business mileage is there. It's indisputable. From the manager's perspective, they're fine with it, and we tell everybody the managers have it in their vehicles and why would we treat them differently from anybody else?

Kevin King: The camera is also a coaching tool for us so we can look at the footage and show the driver in real time what he's done. You can use that to identify training around the incident, such as how far the driver needs to be behind other traffic, or look at the reasons behind events such as sudden

"The arm around the shoulder approach is the easiest way initially to get people to improve and that should get 80% of the drivers onside"

Andrew Wearing, Bristow & Sutor



braking, which may be a case of judging traffic lights better so there is no need to stop sharply. At the end of the day, we're all managed and a driver needs to be managed in the cab: without cameras you can't manage that individual.

Dean Waters, fleet manager, Ideal Boilers: We've introduced driver assessments for employees who are new or have an issue. We want to expand that further but I've been told that you can't do assessments on car drivers because it's patronising, although it's not patronising to do it for van drivers. We all pass our test when we're 17 or 18 and then we spend the rest of our lives learning bad habits. I don't think there's any problem having a driving assessment every two years just to make sure the driving style is right and people stay safe. I don't see how trying to help them stay safe is patronising. I hear people say 'we're not professional drivers, we're professional boiler engineers'. We've got 120 vehicles doing three million miles a year, and if we're not professional drivers, then we've got a problem.

Do you use the stick or carrot approach to encourage improvements?

Andrew Wearing, fleet manager, Bristow & Sutor: With telematics, the arm around the shoulder approach is the easiest way initially to get people to improve and that should get 80% of drivers onside. Inevitably there may be a small percentage that you need to use the stick on at some point.

Dean Waters: I think there's a good case for using both. We have four regions – north, central, east and west – and our telematics system can be configured so it allows our regional managers to only see their guys. I am suggesting that each region runs its own reward scheme, but you have to be careful how you do this because all vehicles will offer different results. We are suggesting we have a reward for the biggest improver each month. If you just look at driver behaviour, each driver's improvement ability will be the same as everyone else's, so we think that going by biggest improver is the best way.

Kevin King: We've got a league table and then take the bottom 10% and retrain those guys. The league table format means people say 'actually, I don't want to be at the bottom, I want to be higher'.

Dean Waters: You are always going to have two or three drivers that are determined not to make it work, and they're the ones that you need to coach.

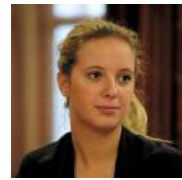
DELEGATES



Andrew Wearing
fleet manager,
Bristow & Sutor



Julie King
fleet manager (group),
Emcor Group (UK)



Cherie Price
junior fleet coordinator,
Emcor Group (UK)



Lianne Farr
fleet and motor insurance
administration manager,
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Kevin King
fleet services manager,
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Ryan Shepherd
logistics manager,
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Reg Sargeant
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Ideal Boilers



Tom Patrick
station manager,
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Mark Garner
fleet manager,
Moy Park



Paul Young
business support
manager – road
fleet, Network Rail



Dean Hedger
head of public
sector, Alphabet



Simon Barr
public sector sales
manager, Alphabet

"The league table format means people say 'actually, I don't want to be at the bottom, I want to be higher'"

*Kevin King,
Hermes Parcelnet*

Mark Garner, fleet manager, Moy Park: It boils down to the company's culture and the driver's attitude, because even if you offer £1,000 a month, some drivers are just going to say 'I haven't got a chance of winning that, I'm not bothered', or 'I've not started the week off well, so I'm not going to bother for the rest of the week', and that's the problem.

Andrew Wearing: That's where our driver policy works because if we need to take them to task we can do. I would hope it would never happen, but if it does you need the systems in place to be able to tackle that situation.

Is anyone saving money by having telematics or cameras?

Andrew Wearing: Before we fitted telematics, I was able to get accurate fuel spend data through our fuel cards, and the cost of telematics has already come out of the savings we've made on fuel without all the other benefits. Our fuel consumption immediately dropped by 10%. We were driving fuel spend savings quite hard before telematics, but we'd reached a line we couldn't get beyond. We had some drivers in small vehicles doing 60+mpg and others in the same vehicles doing less than 40mpg, so clearly we knew we had drivers who could do better. However, I don't think the biggest saving will be on fuel, it's going to be wear and tear. I know we are going to get major savings on brake pads and discs, tyres and general mechanical wear on the vehicle: telematics will get our fleet to a much higher mileage with less wear and tear. We also use telematics as a management tool. I knew who the good and bad drivers were before we fitted telematics three or four months ago, but the technology identifies what the problems are with the drivers in terms of acceleration, braking and changing direction. This allows you to target those drivers directly and the fact our telematics system has a light display on the dash will allow them to self-monitor.

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YOU HAVE TO THINK **BIG** WHEN YOU ARE SMALL

Derek Golding on why Ajax Couriers became the first operator to join the FTA's new Van Excellence Small Fleet Programme. *Matt de Prez reports*



Derek Golding still goes out to make deliveries which gives him an insight into the conditions his drivers face

Compliance and best practice are words that are frequently banded about in fleet and it's often the bigger players which lead the pack when it comes to the way things are meant to be done.

Small businesses that operate just a few vehicles often don't see themselves as a 'fleet' and can fail to realise that both the Corporate Manslaughter Act and health and safety legislation apply to them.

With a fleet of just 10 vehicles (nine vans and one pool car) it might therefore be easy to regard Ajax Couriers as just another 'white van man' operation, but the reality is quite the opposite.

Derek Golding, director of fleet operations at Ajax Couriers, has more than 30 years'

experience in fleet, with transport manager roles in the Army and at the Foreign and Commonwealth Office before he joined Ajax in 2010.

In the past year he has helped Ajax achieve both the Fleet Operator Recognition Scheme's (FORS) Bronze and the Freight Transport Association's (FTA) Van Excellence accreditation – the first business to do so through the FTA's new Small Fleet Programme, designed for businesses that operate 10 vans or fewer.

It was a slow journey to success for Golding though. While the company was experiencing growth an 'all-hands-on-deck' approach was required, meaning he spent most of his time on the road, doing deliveries, and had to manage the fleet remotely.

Golding explains: "Things had to change. One of our biggest customers started asking us for FORS and others were following suit.

We decided these accreditations were best for the company, worked out what we needed to do to get them and put it into action.

"Accreditations are good because people see them on our vehicles and it makes us look more professional. It shows we are actually there for the customers.

"We're not the cheapest company around, but they know they are going to get a quality service from us. Seeing accreditations reinforces that. It makes us look serious about our work."

It took Golding eight months to get the fleet FORS accredited and then another six months for Van Excellence.

"It was a lot of hard work as there was nothing in place. I was in the office for whole days writing processes, uploading information, making forms up and chasing drivers.

"But we've just renewed with





FACTFILE

Organisation: Ajax Couriers
Director of fleet operations: Derek Golding
Fleet size: Nine vans, one car
Average mileage per vehicle: 25,000 – 50,000
Funding method: Outright purchase and hire purchase



FORS and it only took a couple of weeks. If you're maintaining it properly then it should be easy. When Van Excellence comes up again I think it will be even quicker.

"Plus my life is a lot easier now, everything is automated or has a set process. If I go away and come back all I have to do is check on the system," Golding says.

As an existing FTA member, the company was invited to join the Van Excellence Small Fleet Programme.

The FTA also offered Golding the chance to trial FleetCheck fleet management software, which has resulted in FleetCheck becoming the approved system for Van Excellence.

Golding says: "FleetCheck has made my side of the operation easier because it tells me when a vehicle is coming up for MOT, insurance, tax and servicing. I can look at it and see when a licence needs checking or a driver's eyesight check is due – it is definitely making my life a lot simpler.

"A lot of it is about making sure that for everything we do there is a form that I've signed and the driver has signed to say it's been done.

"I used to do eyesight checks, for example, but I never got the driver to sign to say so. I knew his eyesight was fine – but I had no evidence that I'd done it. I just had to make a form and do it properly.

"The main challenge was getting the drivers in; some I might only see once a month. They were happy to do it though, so long as they weren't losing money. The key was to time it when there was a lull in the work or if they were on a job in the area."

The Corporate Manslaughter Act, which places responsibility with a business if one of its at-work drivers causes a death or serious injury that could have been prevented with proper procedures in place, was recently updated with tougher sentencing guidelines taking effect from February.

A micro organisation (defined as a company with a turnover of up to £2 million) found guilty with a high level of culpability could face a fine of up to £800,000, while a small organisation (turnover of £2m to £10m) could be fined up to £2,800,000.

This makes it more important than ever for a fleet operator to ensure it complies with regulations.

Golding says: "I think the Corporate Manslaughter Act is the biggest thing to push

fleets towards compliance. We are only a small fleet, but it certainly made us stop and think.

"We've clamped down even tighter now so hopefully others will be doing the same. There are quite a few cowboys out there – I see them every day when I'm out driving."

As fleet manager at a small business, Golding regularly gets involved in more than just managing the vehicles.

He spends about 5% of his time out delivering parcels just like the rest of his drivers, giving him valuable insight into what they experience day-to-day.

"When we are really busy me and the co-founder of the business will jump in and do our share.

"There's a definite advantage to that. I can keep an eye on the vehicles and see the conditions my drivers have to face. I think it gives me a better perspective than if I was stuck in the office all day."

When Golding isn't on the road he keeps an eye on the fleet using TomTom Webfleet. Initially it was introduced for its tracking capabilities but Golding soon saw the benefits of monitoring driver behaviour as well.

"We've had Webfleet for six years, I got it as soon as I started. We needed it because customers would phone up and ask how long the driver will be to the destination and we'd have to phone up the driver to ask because we had no way of tracking them," he says. "Now we can give the customer an answer straight away – you just look at the screen and it tells you."

Webfleet is making day-to-day management

"I think the Corporate Manslaughter Act is the biggest thing to push us towards compliance. We are only a small fleet, but it certainly made us stop and think"

Derek Golding, Ajax Couriers



Derek Golding finds his job easier now the company has put the proper processes in place to gain accreditations

of the business much easier, allowing the operations team at Ajax Couriers to find the nearest driver and send the route via the system. Golding says: "It saves the business time, speeds up deliveries and reduces dead mileage."

He adds: "We didn't have resistance when we introduced Webfleet. The drivers liked it because they got the job on screen, pressed start and it directed them right there."

When he started looking at speeding reports, Golding realised he could also reduce fuel consumption by letting the drivers know he was aware of their behaviour behind the wheel.

The system allows the business to save between 20 and 30 miles of dead mileage on a trip and Golding has seen modest increases in average mpg across the fleet.

To comply with FORS, all of Ajax Couriers' vans are Euro 5. The business did operate a 13-year-old vehicle but it was replaced as it



was too old to meet the standard and had covered 340,000 miles.

Currently, the oldest vehicle on the fleet is from 2007 and the newest is from 2013. The core vehicles that get the most use are five 3.5-tonne vans – either Ford Transit or Vauxhall Movano models. Golding also has two short wheelbase Vauxhall Vivaros and a Vauxhall Combo. A Luton box-van is only used when necessary due to its higher fuel consumption.

The fleet, which is serviced regularly by a local garage, covers between 25,000 and 50,000 miles, on average, per vehicle per year.

The business buys the vehicles and leases them to the drivers who are self-employed.

For Golding, driver behaviour isn't a major issue; the fleet has suffered no major accidents and some of the drivers have attended the FTA Driver CPC course.

A more pressing issue for the business is the road network. As a same-day courier

company the business relies on the road network to move parcels about for its customers.

Golding explains: "We are seeing an increase in the amount of time it takes to deliver something. You used to get in and out of London in two or three hours but now we are losing a driver for four hours, sometimes five if it's in the morning.

"The road infrastructure just isn't suitable, especially in London; the same amount of vehicles are coming in and out but nothing is being done to work alongside the transport industry.

"Pedestrian and cycle lanes are making it harder and harder for deliveries to be done in big cities. They all have restrictions on commercial vehicles. You can only deliver at certain times of the day or night.

"One of our bigger customers can't take delivery until 10pm which means we have to find a driver who has had enough rest

and who can do a job that late in London."

The service Ajax Couriers offers means its drivers generally do one job at a time rather than carrying around lots of parcels.

This means jobs are only assigned to a driver once they have completed the last one – taking the time pressure off.

"We pick up one person's goods and deliver it, and then when they are finished we give them the next job. There's no rushing around," Golding says.

"We deliver anything from one envelope [document/passport] up to a bunch of pallets. It's usually something the customer needs urgently; that's why they pay a premium for a same-day dedicated courier."



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

INCREASED FLEET FOCUS HELPS MERCEDES-BENZ HOME IN ON No1 SLOT

Mercedes-Benz admits its “inconsistent” approach to fleet was an issue. *Simon Harris* looks at how attitudes have changed and why it now has realistic hopes of becoming a premium car leader



Mercedes-Benz has been in the ascendancy in recent years. In the past its appetite for fleet business had been patchy, and, unlike BMW and Audi, it was seen as a brand that was more focused on retail sales.

Even as recently as five years ago, Mercedes-Benz was a distant third in the premium car sales rankings in the UK, behind BMW and Audi.

A new strategy emerged in 2010, and the brand has achieved significant growth since. With a target of overtaking both Audi and BMW, which looks increasingly likely as we approach the end of 2016, the business of driving growth in fleet now falls to Rob East.

East became head of fleet for Mercedes-Benz passenger cars in July, having previously been national fleet sales manager. He joined parent company Daimler in 2009 and spent time at Smart and the Mercedes-Benz Driving Academy.

In his previous role, he led a team of strategic account managers to record-breaking fleet sales in 2016, and now East is set to smash those records again as head of fleet.

He does, however, ensure credit is given to his predecessors Nick Andrews and Sally Dennis for the brand's huge improvement in performance in fleet and business sales.

“Before 2010 we were very inconsistent in fleet,” he says. “Post-2011 our doors were opened for business with fleets, and we ensured we were easy to do business with, behaved with consistency, and began a great product assault.

“In 2009 we had 20 different model lines. Now we have 30, and by 2020 we will have 40. There has been a massive shift in the market toward premium brands.”

The introduction of new models, expanding growth across a broader base, has allowed Mercedes-Benz to maximise volume while limiting its impact on residual values forecasts, ensuring demand for new model lines would also be created among used car buyers.

The revamped A-Class has much greater appeal than the previous generations, while the company has also added the CLA with four-door and ‘shooting brake’ estate versions, as well as the GLA crossover and B-Class using the same platform. A crossover based on the B-Class is also expected.

But although Mercedes-Benz has had its sights set on becoming the number one premium brand, it hasn't been checking out the opposition and crunching numbers on the hoof for short-term tactical gains.



Head of fleet for passenger cars Rob East says the expanding range is gaining attention from those who had not previously considered Mercedes-Benz



"We aim to be number one in fleet and business sales and we are on course to achieve that"

Rob East, Mercedes-Benz

East says: "We work closely with customers in the leasing industry and there is unprecedented demand.

"As our product offering has broadened people who hadn't previously considered Mercedes-Benz can increasingly find there is one suitable for them as a company car. Our overall volume is agreed with Daimler each year, and for us it's about maximising our potential and continuing to grow."

East says the transition from the previous A-Class to the current model defines what the brand has been trying to do as it sets about its ambition to grow, and the mix of models in each sales channel is also carefully measured when targets are set.

There has also been a transformation across the retailer network to ensure fleet and business customers using them felt as valued as a private owner.

East says: "We invested in 'brand sharpening', which manifests itself in the change from the old A-Class to the current A-Class, and our mission is to make Mercedes-Benz the default premium brand.

"We manage our channel mix very carefully to ensure we have the right balance, not just in fleet, but also retail, product planning and used cars.

"Our goal is to achieve simplicity, and to be open and transparent with our customers to help further develop our relationships. This has allowed us to create opportunities to talk to businesses we haven't previously been able to.

"We aim to be number one in fleet and business sales and we are on course to achieve that. We have grown our direct sales programme and we are now supporting retailers targeting local businesses to establish a relationship either with the Mercedes-Benz brand or with their dealer.

"We want to provide the best customer experience whether the interaction is with the end-user company or with the driver. The company car driver wants the same experience with Mercedes-Benz as our retail customers have."

East acknowledges that the road ahead might not be getting any easier, and there are a number of fresh challenges to face following the vote in June to leave the European Union, which has been followed by a devaluation of sterling against other currencies created by uncertainty in the markets.

"The platform created by Nick Andrews and Sally Dennis is a robust one," he says, "But we don't take things for granted. We are moving into uncharted territory. Post-Brexit

30

different model lines

40

the number of different models expected by 2020

FACTFILE

Company Mercedes-Benz
Head of fleet Rob East
Time in role Five months
2016 fleet sales (January-September) 136,892 (+17.5%)
Key fleet models A-Class, C-Class, E-Class, CLA, GLC, GLE, CLS, S-Class

our message is 'business as usual'. We have a clear road map that has been agreed with the dealer network.

"Daimler is a global business and is exposed to the challenges of currency fluctuations across the world. There is no plan to take a knee-jerk reaction to the recent fall of sterling, and we aim to maintain a consistent pricing strategy.

"For now it's too early to say this will be a lasting issue, and I don't think prices alone influence consumer behaviour.

"But it's about making the right product for the market at the right time, and all car manufacturers live and work in this environment."

Mercedes-Benz offers a number of plug-in hybrid variants alongside petrol and diesel models, as well as developing other alternative fuel models.

East believes it is important to be able to offer a mix of powertrain options to ensure he doesn't have to turn away customers. And, although some manufacturers have come up against a higher demand for plug-in cars than they originally anticipated, East says Mercedes-Benz is currently relaxed about the supply/demand equation in the UK.

"Our future powertrain strategy encompasses petrol, diesel, EV and plug-in hybrid," he says. "We want to ensure customers have the broadest possible choice around powertrains to ensure the best fit for their requirements.

"We are comfortable with the level of supply and demand for our plug-in hybrid products. Our best-selling one is the C 350e, which has been very positively received.

"We are committed to plug-in hybrid vehicles and it is technology we are genuinely excited about. Our next plug-in hybrid variant will be the E 350e, which is coming soon and has an order bank building."

The E 350e is part of a new E-Class range introduced in 2016, with the saloon in the spring and estate late summer. It will also eventually be offered as a raised, soft-roader in the All-Terrain variant in 2016, giving it a rival for the Audi A6 Allroad and Volvo V90 Cross Country, and maintaining the strategy of increasing sales through new model lines.

East says: "The new E-Class has been positively received. I think it's a tour de force and sensationally good.

"The diesel can achieve mid-60s mpg and the level of interior quality has moved up from the previous version. All future products will follow this template for interior quality and design."



Powertrain strategy encompasses petrol, diesel, EV and plug-in, like the C 350e



ALL NEW STATE-OF-THE

FIRST CLASS ALL THE WAY AT BCA BIRMINGHAM - PERRY BARR



A big turnout of buyers attended the opening event

The newly opened purpose-built site at Perry Barr enables BCA to extend its physical and digital remarketing offering, delivering a range of de-fleet, inspection, preparation, refurbishment, appraisal post-valet and logistics services.

As always, BCA sets the standard for remarketing centre facilities and Perry Barr is no exception. The 20-acre centre is located between Junctions 6 and 7 of the M6, a superb centralised location offering exceptional access from all points.

Remarketing facilities include:

- Three auction lanes
- State-of-the-art digital auction suite - unique within BCA's UK network
- Undercover viewing for 450 vehicles
- Customer parking for over 400 vehicles
- Restaurant and Barista kiosk
- Business suite
- Full range of buyer services available from the customer concourse

Digital displays throughout the centre keep buyers informed of sales activity and the specialist digital suite will stage online and e-Auctions.

BCA Birmingham - Perry Barr offers a full range of BCA's services, including de-fleet and storage, valeting and preparation bays, inspection and BCA Assured, appraisal post-valet and imaging suite, with full logistics capability, and is the 24th centre in BCA's UK network.



The unique Digital suite will stage a range of online and e-Auctions



BCA Auction Services offers a range of pre-sale preparation services



The customer concourse offers a range of buyer services



BCA Birmingham - Perry Barr represents the gold standard in remarketing centre design

MEET THE PERRY BARR TEAM

BCA has appointed an experienced cornerstone management team to drive the sales programme at the new Birmingham - Perry Barr centre.



Dominic Burr, General Manager, for the new facility will be responsible for managing the day-to-day operation, developing a remarketing programme to complement BCA's existing sales calendar and also recruiting and developing the team.

Dominic, who has been with the company since 2002, is supported by **Tom Mannon** as **Operations Manager**, **Tina Harper** as **Sales Manager**, **Riarna Sharma** as **Business Administration Manager**, **Emma Webb** as **Transport Manager** and **Louise Jacobs** as **Yard Manager**.

In all the cornerstone team boast over 50 years' experience.

Around 200 jobs will be created at the centre, ranging from technical, operational and administrative roles, to inspectors and vehicle preparation staff.



The first car sold at BCA Birmingham - Perry Barr, this MINI realised £6,800

ART AUCTION FACILITY FOR BCA

GOLD STANDARD IN REMARKETING CENTRE DESIGN



BCA Birmingham – Perry Barr is up and running: BCA MD Stuart Pearson, Corporate Account Manager Alan Gupwell, COO Simon Henstock, Regional Operations Director Robin Wilde and General Manager Dominic Burr

Stuart Pearson, Managing Director UK Remarketing commented "As BCA is handling growing volumes of stock from both our existing customers along with new business wins, we are investing in our physical footprint, logistics, technology and process to deliver a comprehensive nationwide remarketing service across 24 locations and the digital space."

He added "BCA Birmingham – Perry Barr represents the current gold standard in remarketing centre design, utilising the latest technology to deliver a first class physical and digital sales programme, fully supported by our logistics and technical services capability that will ensure we meet the needs of all our customers."



Back-to-back auction lanes at Perry Barr

EXCITING SALES PROGRAMME

The grand opening event held on 13th October featured 750 vehicles offered across three lanes with stock from BMW Group and Alphabet. A huge turnout of buyers attended on the day, with every vehicle offered sold as buyers competed both in the lanes and via BCA Live Online for the superb selection of cars on offer.

Following on from the success of the inaugural event, BMW Group staged a second sale at BCA Birmingham - Perry Barr on Friday 11th November featuring 500 cars.

Other weekly and regular sales now being held include Alphabet, Audi Select, BCA in association with Lex Autolease, BMW Group, Mercedes- Benz, Volkswagen Financial Services and Zenith, with more planned over the coming weeks.

Craig Purvey, BCA Chief Commercial Officer commented "Perry Barr is a state-of-the-art remarketing facility that will be staging a number of premium sales events offering an exceptionally desirable selection of stock over the coming months."



The undercover viewing area features plenty of natural light



BCA BIRMINGHAM - PERRY BARR CONTACT DETAILS

BCA Birmingham - Perry Barr, College Road
(Behind Esso Petrol Station)
Perry Barr, Birmingham, B44 8DU.
Phone: 0121 516 9300

For the full sales programme visit bca.co.uk/perrybarr



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 CO₂

**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). CO₂ emissions 89g/km. MPG figures are obtained from laboratory testing intended for comparisons between vehicles and may not reflect real driving results.



FLEETS AND SAFETY

In our eight-page safety special we look at some of the commitments drivers can make to reduce road incidents, how psychology and peer pressure can improve driver behaviour and call for clear policies on driver distractions

INSIDE



36 | Make the pledge for road safety

We explain the six 'S' pledges – to be sustainable, sober, secure, silent, sharp and slow

40 | Driver psychology

The application of clever psychology and peer pressure can form central pillars in helping fleet professionals to improve driver behaviour

42 | Driver distractions

Phones, food, drinking and looking at roadside advertisements are just some ways a driver can become distracted. Clear policies are needed



MAKE THE PLEDGE FOR

Road safety charity Brake is encouraging fleet managers to ensure their drivers commit to being 'sustainable, sober, secure, silent, sharp and slow'. Here **Andrew Ryan** looks at how to get these messages across

Brake launched its Pledge initiative 15 years ago to help fleet managers communicate key road safety messages to at-work drivers. Developed with input from academics and fleet operators, it has this year been selected as the theme of the road safety charity's Road Safety Week, which began on Monday (November 21) and runs until Sunday (November 27).

The initiative aims to get drivers to pledge to become safer behind the wheel and covers six separate pledges:

- Sustainable (journey planning and eco-driving).
- Sober (driver impairment through drink and/or drugs).
- Secure (vehicle maintenance and passenger security).
- Silent (driver distraction).
- Sharp (fit to drive, including driver eyesight and fatigue).
- Slow (speed).

Brake says the safety messages can be delivered through interactive group workshops, one-to-one sessions with individual drivers, full day training, or in shorter sessions throughout the year.

"When you plan a session, I would link it as much as you can to your company's strategy and vision so, although they may be doing a Brake Pledge, they know it is about their business," says Tracey Fuller, Brake Pledge course leader.

Here we look at the six pledges, why they are important and techniques fleet managers can use to get the safety message across to drivers.



SUSTAINABLE

The Pledge: I'll minimise the amount I drive, or not drive at all. I'll get about by walking, cycling or public transport as much as I can, for road safety, the environment and my health.

Why is it important? Minimising the amount we drive, and walking, cycling or using public transport instead makes communities safer and does the best we can for the environment and individual health.

Get the message across: "This can be whatever you want it to be," says Tracey Fuller, Pledge course leader for Brake. "It can be about minimising how much you drive, or making the route as safe as possible."

"This area can include some eco elements about driving efficiently, you can make it about car sharing, or reducing the amount of business journeys by supporting video- and teleconferencing."

"Think about your audience and whether your company supports initiatives such as car-sharing. For example, advice could be on wellbeing, such as switching to cycling or walking for short journeys is better for staff and their communities."

She says fleet operators could also think about the positive effect travelling less could have on the safety of vulnerable road users.



ROAD SAFETY

SOBER

The Pledge: I'll never drive after drinking any alcohol or taking drugs – not a drop, not a drag.

Why is it important? Having even one drink before getting behind the wheel can affect your ability to drive. Department for Transport figures show that in 2013 one in 10 (11%) drivers/motorcycle riders killed in a crash had alcohol present in their body, even though they weren't over the legal blood-alcohol limit. One in seven road deaths are at the hands of someone who has driven while over the limit.

Get the message across: Morning-after drink-driving can be caused by drivers by not knowing how many units of alcohol they consumed during the night before.

It generally takes one hour for one unit of alcohol to leave the bloodstream, while Brake recommends drivers should then leave a further hour before getting behind the wheel.

"I've got a short quiz in which I have a bottle of cider, a bottle of ale, a pint of lager, a large red wine, a small red wine and a shot of whisky, and I get people to put them in order of strength of drink," says Fuller.

"Very rarely do people get it right because they can't work out the relationship between volume and strength.

"People, for example, are influenced by the strength of whisky and say that if I get you a double shot of whisky, which is 40%, it must be the strongest. They don't think that the large red wine at 13.5% is more units.

"It's quite a good, visual way of engaging people."

Fuller says the Brake website has a morning-after calculator which can be used to determine when someone can drive after drinking, while drinkaware.co.uk sells cardboard unit/calorie calculator wheels for 45p each.

"They're really great things to give out," she adds.

SECURE

The Pledge: I'll make sure everyone in my vehicle is belted up on every journey and children smaller than

150cm are in a proper child restraint. I'll choose the safest vehicle I can and ensure it's maintained.

Why is it important? Using a seatbelt reduces the chance of dying in a crash by 50%, reports the National Highway Traffic Safety Administration.

Get the message across: "You can ask 'what do you think of seatbelt use as a driver? As a driver, you are legally responsible for passengers 14 and under, so you could be prosecuted. Over 14s can be fined on the spot'," says Fuller.

"You can ask the drivers to make it their mission to ensure everybody has their seatbelt on."

Secure can also cover head restraints, loads and vehicle maintenance checks, says Fuller.

To communicate the importance of a correctly adjusted head restraint, fleet managers can use an illustration which shows the effect of a collision on the neck as the head is swung violently backwards and forwards.

"Whiplash is nasty: you might also want to ask if anyone in the room has had whiplash to encourage debate," says Fuller.

Items carried in the back can be like a 'loose missile', she adds.

"A policeman told me about a guy who died in a collision, not from the impact, but from his golf clubs coming through the boot and hitting him in the back of the head," says Fuller.

"Tell people that if they have heavy items in the boot and are not carrying people in the back, to connect rear seatbelts as this will stop the seats coming down and anything flying forwards in a collision."

SPONSOR'S COMMENT

Selwyn Cooper, head of business sales for Volvo Car UK



The continuous development of smarter technologies that can analyse the factors leading to a potential incident will play an invaluable role in Vision 2020 – Volvo's aim that nobody should be seriously injured or killed in a new

Volvo from 2020.

The company's aggressive short-term development, research and testing of semi-autonomous technologies will only bring this target closer, as we prioritise semi-autonomous technologies that assist the driver in avoiding a collision, rather than immediately introducing fully autonomous cars that are capable of removing the driver's control of the vehicle.

With this in mind and with the majority of crashes caused by human error, Volvo has decided to focus its technology on assisting drivers in mitigating or avoiding an incident, as part of the wider development of its human-centric Advanced Driver Assistance Systems (ADAS).

"Technology focused on assisting drivers in mitigating or avoiding an incident"

From our perspective, this approach towards autonomous driving technologies is crucial in assessing the level of involvement needed from the driver in all situations. For example, Pilot Assist, which operates at speeds of up to 80mph, supports the driver with steering, accelerator and brake inputs to keep the car in its lane and at the desired speed, is currently a supervised, hands-on-the-wheel system, which requires the driver to still be in ultimate control of the vehicle at all times.

Nonetheless, the move towards fully autonomous vehicles is well underway, and Volvo is embracing the opportunities they will create. These include cost savings, safety, fuel economy, improved connected mobility, comfort and traffic flow for the modern fleet driver, not to mention increased productivity and reduced risk of an accident.

This is important for the fleet industry as companies need to be comfortable building these technologies into car choice lists in a structured and measured fashion, to ensure drivers

understand and appreciate how they will assist their use of their car as a business tool.

For more information call the Volvo Car Business Centre on 0345 600 4027





SILENT

The Pledge: I'll never take or make calls, read or type when driving. I'll put communication devices out of reach and stay focused.

Why is it important? Drivers who perform a complex secondary task, such as using a mobile, while at the wheel are three times more likely to crash than non-distracted drivers, reports the US Department of Transportation.

Get the message across: Fleet managers need to take into account their company policy when delivering the message on the dangers of driver distraction.

"As well as speaking on the phone, it also applies to things like operating sat-navs, texting and social media," says Fuller.

"Brake wants everybody to pledge to not make or take any calls or texts when driving, but we appreciate different company policies may give you a challenge. You have to educate, educate and educate drivers on the dangers."

Fuller says a useful exercise to do with a group is called 'catch and count'.

"This sees people standing in a circle passing a ball around while counting, and at the same time I throw something randomly at them," she says.

"It's basically trying to demonstrate that you can't do two things at once, you have to stay completely focused on the road."

SHARP

The Pledge: I'll stay focused on safe driving. I'll take regular breaks and never drive if I'm tired, stressed or on medication that affects driving. I'll get my eyes tested every two years and wear glasses or lenses at the wheel if I need them.

Why is it important? RSA Insurance Group reports that road crashes caused by poor driver vision are estimated to cause 2,900 casualties and cost £33 million in the UK per year. **Get the message across:** "This is not too difficult as a message, but is one where education plays a vital role," says Fuller.

Fleet managers should be able to access plenty of research which highlights the correlation between crashes

and factors such as tiredness and stress, and this can be used to raise awareness.

For example, a report entitled Sleep-related vehicle accidents found the peak times for fatigue-related crashes are between 2am-6am and 2pm-4pm when drivers are naturally more sleepy.

"A driver policy should include taking regular stops," says Fuller. "We say that on a working day of 12 hours, driving should make up no more than 50% of that."

A Brake and Direct Line survey of UK drivers found that 71% had lost concentration at the wheel in the past year due to stress or annoyance. Thirty-nine per cent of these said this was work-related stress.

SLOW

The Pledge: I'll stay under speed limits and slow down to 20mph around schools, homes and shops to protect others. I'll slow right down for bends, brows and bad weather, and avoid overtaking.

Why is it important? According to Department for Transport figures, breaking the speed limit or travelling too fast for the conditions is recorded by police at crash scenes as a contributory factor in more than one in four (27%) fatal crashes in Great Britain.

Get the message across: Fleet managers can take a positive approach when talking about speeding to ensure drivers are receptive to the message and not instantly put on the defensive.

"You can say 'do you know what, we've got a really good population of drivers, we don't go out and intend to speed. There is a small number who are at risk, but we can just slip into some bad, unintentional habits where we speed,'" says Fuller.

"You can engage drivers by saying something about the number of speeding fines your drivers have, or could ask if anybody knows how many employees have six or more points on their licence. It could be an interesting fact to put out there."

"I would recommend showing one of our safety films if you are treating speed as a section on its own. It's a powerful way to end."



WINTER IS COMING

EVERY YEAR, THE BRITISH WINTER DOES ITS BEST TO CONFUSE AND CONFOUND THE WEATHER FORECASTERS. SO IT MAKES SENSE TO BE PREPARED FOR ANY EVENTUALITY.

In Sweden, the winters are cold – really cold. So it's unsurprising that Volvo Car knows more than most about driving in snow and ice. And with drivers six times more likely to have an accident during the winter months in Britain – more when it's icy – this knowledge comes in handy.

If your business depends on keeping people on the road, there are some precautions you can take to maximise on-road time and the safety of your drivers. Most importantly, fitting winter tyres to your fleet vehicles.

TRUE GRIP

Winter tyres are made from a softer rubber compound, with special tread patterns to improve grip in wet and icy conditions and when the mercury drops below 7°C.

Winter tyres can reduce stopping distances by 4.8m on wet roads and 11m on icy roads when travelling at 20mph. At 50mph in the ice and snow, the stopping distance is improved by 40m – the difference between a serious shunt and a minor knock.

ADDING UP THE BENEFITS

Winter tyres should save you money in the long term. Standard tyres degrade up to 40% faster in winter. If you swap and store your fleet tyres as the seasons change, your regular rubber will last even longer.

Winter tyres don't wear as quickly in the summer as summer tyres do in winter. So you might want to consider using winter tyres all year round. Plus, fitting winter tyres can make a difference to insurance claims, leading to lower premiums and excesses – an added saving, whatever the winter has in store.



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MIND YOUR MANNERS:

HOW PSYCHOLOGY AND PEER PRESSURE AFFECT DRIVING ATTITUDES

TRL head of transport psychology *Shaun Helman* and sustainable travel lead *Scott Davidson* explain how fleet managers can use a range of psychology interventions to change the way drivers behave

The challenge: as an industry, we have known for decades that 95% of road collisions have at least one contributing driver behaviour or human error factor. However, while driver behaviour is often identified as the problem, rarely do academics, marketers or fleet managers take it one step further and answer the question 'what are we going to do about it?'. While not professing to have all the answers, this article does at least seek to frame a possible solution.

Take as a starting point the term 'driver behaviour'. A broad, catch-all description, this covers a multitude of possibilities such as: errors; intentional and unintentional violations; deliberate risk taking; aggression; impairment due to fatigue; drugs or alcohol; distraction and lack of good hazard anticipation skills to name just a few.

In other words, saying that 'driver behaviour' is the problem when trying to reduce road collisions is like saying 'pathogens' are the problem when treating malaria; it just isn't specific enough.

Back in 2011, we undertook a review of studies that have properly evaluated interventions that seek to improve work-related road risk (Grayson & Helman, 2011).

We found almost none. However, we do know that some companies have had success with so-called 'holistic' approaches, often involving training, education, organisational changes, technology to monitor drivers, incentives and things like 'pledges'.

We also know that other companies have tried similar approaches without much success.

Of course, the companies that have success are more likely to shout about it than those that do not!

Luckily, there is some good news. We also found in our review that, as an industry, we understand the broad risky behaviours that fleet operators need to try and control.

To continue with the medical analogy, we know which pathogens are to blame. These are distracted driving, speeding and fatigued driving.

Individual fleet operators may have specific risks beyond these – for example fleet companies operating HGVs in London and other large cities need to pay special attention to cyclist and pedestrian safety – but, broadly, these are the three behaviours that should be targeted first in any intervention.

The bad news is that, while there is some interesting science out there to help us design interventions, there is nothing 'off the shelf' that is known to work in the same way for every fleet.

So, what should you do? At TRL, our group of behaviour scientists have settled on the following list of specific intervention goals that any fleet manager should work through when starting out:

- 1** Make sure you have data on behaviours, collisions and near misses; you cannot manage what you do not measure.
- 2** Have a risk management system based on 'plan-do-check-act' (see HSE Guidance INDG382).
- 3** Reduce the amount of driving people do by using technology and smart meeting planning.
- 4** Schedule necessary driving so that it avoids the peak periods for sleepiness (2-6am and 2-4pm).
- 5** Have a policy that requires drivers not to use their mobile device while driving.
- 6** Allow sufficient time for journeys to remove time pressure.

After this, it is a case of applying knowledge about behaviour change and psychology. Again, there are no off-the-shelf solutions, but there are some general principles.

For example, using a 'threat appeal' in campaigns (such as showing people a video of a 'hard-hitting' collision scene caused by distracted driving) is not enough to promote behaviour change.

While the fear someone feels on seeing the campaign might make them engage with the message, such campaigns also need to present people with plausible alternative behaviours they can use to reduce the threat.

The campaign also needs to be compatible with your policies. Even if your campaign on distracted driving manages to engage people, if your policy requires people to be contactable by phone while driving, then the behaviour required to reduce the risk (not using the phone) is no longer plausible.

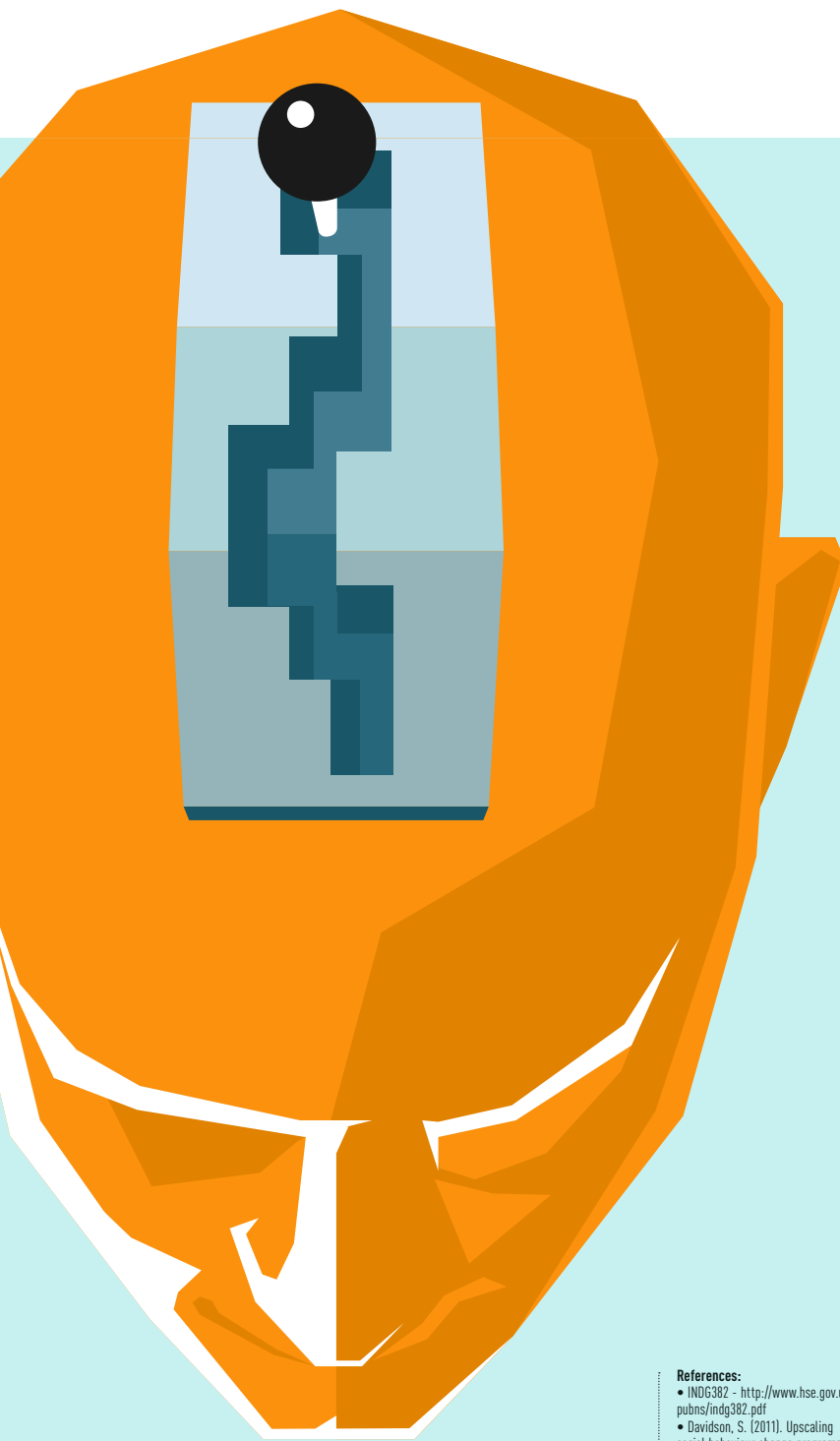
People will control the fear they feel through maladaptive behaviour, making excuses like 'I am highly skilled; I'll be ok', rather than changing the behaviour (Witte, 1992).

Some other key techniques which have been shown to work in other sectors, such as health and sustainability, include maximising social norms, incorporating group discussion and focusing on feedback.

CREATING A SOCIAL NORM

Make safe behaviour appear 'normal' in your campaigns. People like to 'fit in' with what is normal so, rather than highlighting the fact that lots of people admit to using their phone occasionally, why not highlight the fact that, at any point in time, the clear majority of people do *not* use their phone while driving?

Social norms are most effective when the example is closely matched to the target audience, e.g. if you want your young, male



fleet driver to tailgate less, show them examples of other young, male fleet drivers who keep a safe distance.

The classic study usually discussed here is of hotel towels (Goldstein, Cialdini and Griskevicius, 2008). A hotel was trying to get its customers to re-use towels, rather than cleaning all towels from every room every day. It would reduce their costs and be good for the environment by saving energy and water at the same time.

The study tested the effectiveness of three in-room messages which read:

- 1** Help save the environment. You can show your respect for nature and help save the environment by reusing your towels during your stay.
- 2** Join your fellow guests in helping to save the environment. In a study conducted in Fall 2003, 75% of the guests participated in our new resource savings programme by using their towels more than once. You can join your fellow guests in

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"All the great behaviour change programmes use measurement and feedback, often in a social setting in front of peers so progress is celebrated and supported"

this programme to help save the environment by reusing your towels during your stay.

3 Join your fellow guests in helping to save the environment. In a study conducted in Fall 2003, 75% of the guests who stayed in this room (#xxx) participated in our new resource savings programme by using their towels more than once. You can join your fellow guests in this programme to help save the environment by reusing your towels during your stay.

Statement 2 resulted in a 26% increase in towel re-use over statement 1; statement 3, with a subtle change compared to statement 2, was even more successful and resulted in a 33% increase in towel re-use.

The lesson is that social norms are powerful, so getting your messaging right and delivered by target audience peers, is important.

GROUP DISCUSSION

If a training provider doesn't incorporate group discussion among the target audience and instead 'educates from the blackboard', question their effectiveness.

Group discussion has been shown to be effective in changing habits towards new target behaviours through bringing automated behaviours into conscious awareness.

MEASUREMENT AND FEEDBACK

All the great behaviour change programmes, from Alcoholics Anonymous to Weight Watchers to Eco Teams use measurement and feedback, often in a social setting in front of peers so progress is celebrated and supported (Davidson, 2011).

Seeing and sharing our progress appears to be important to maintaining that development.

The inclusion of social psychological tools like those above is helpful, but their application is not always straightforward.

To apply behavioural science properly to the change you're trying to achieve, it is important, therefore, to engage with independent expert advice to choose the approach that is right for your circumstances.

For example, TRL's Eco Stars programme, a fleet efficiency programme proven to significantly improve fleet operational efficiency through behaviour change, uses several these tools, but tailors each appropriate to the context, and to the company engaged.

Likewise, other psychological tools are also available for fleet managers, including point of choice reminders, implementation interventions, gamification and the use of social contracts.

The most important factor when undertaking any form of behavioural change within an organisation is understanding what you want to achieve, by when and how you are going to measure success.

Benchmarking and evaluation are critical to demonstrating that the interventions in which you have invested have worked.



CUT ROAD RISK WITH CLEAR DRIVER DISTRACTION POLICY

Implementation and enforcement of a code of practice can reduce the threat from one of the biggest dangers facing road users. *Andrew Ryan* reports

Driver distraction has become one of the biggest risks in road safety. The increased proliferation of technology such as smartphones and sat-nav systems has provided more reasons for drivers to take their eyes off the road than ever before.

Unfortunately, many are giving in to the temptation. A survey by road safety charity Brake found that 55% of the 25- to 34-year-olds questioned had sent or read a text message on their mobile while driving in the past year.

Despite it being illegal to use a hand-held mobile phone while driving, more than four in 10 (42%) said they sent or read messages at least once a week.

The dangers of distraction, such as using a phone while behind the wheel, are well documented. EU data shows that distraction is a contributory factor in up to 30% of collisions, while research from TRL found reaction times of drivers talking on a hands-free phone to be 50% slower than driving under normal conditions.

"In road safety, we used to have the 'fatal four': speed, drink and drugs, seatbelt and fatigue," says Will Murray, research director at eDriving Fleet.

"Increasingly, it is the 'fatal five' with driver distraction joining them, so it is right up there with all the other big risk factors," he adds.

A driver is distracted when they pay attention to a second activity while driving, which may cause them to become less observant or to make worse decisions about how to control the vehicle safely.



"Let it be known that if they do break it (the policy) and something bad happens, they are on their own"

Will Murray, eDriving Fleet

This lower standard of driving means that a driver is more likely to fail to anticipate hazards, and means accidents can occur due to the distraction.

With the Health and Safety Executive estimating that one-third of road accidents involve at-work drivers – as many as 20 fatalities and 250 serious injuries every week – distraction is a significant area of risk for company vehicle drivers.

"Busy lifestyles, technological advances and potentially perceived expectation to maintain a fully contactable and responsive 'mobile office' may pressurise drivers into taking potentially lethal risks while driving," says Ken Buckley, head of sales at TCH Leasing.

"Irrespective, employers have a legal duty to manage all risks associated with driving for work purposes," he adds.

These risks can be mitigated and reduced through the introduction of a driver distraction policy.

Murray says: "This needs to focus on examples of visual and



Drivers being distracted by their mobile phone was a contributory factor in 440 accidents in Britain last year

manual distractions, and cognitive or behavioural distractions (see panel top right)."

Mobile phone use is one of the biggest distractions faced by drivers, with Department for Transport figures showing that a driver impaired or distracted by their phone was a contributory factor in 440 accidents in Britain last year, including 22 which were fatal and 75 classed as serious.

Although use of hands-free mobile phones is legal, some fleets, such as Ocado, issue a blanket ban on phone use while driving. However, this may not always be practical due to operational demands.

BT, for example, had a "very animated debate" around two years ago over whether employees should be banned from using hands-free mobile phones while driving, says Dave Wallington, head of safety at BT.

"The operational team said they couldn't sustain the ban, our sales team said they couldn't work with it," he says.

This led BT to commission specialist benchmarking research which found that few companies had introduced a complete ban, with the majority of businesses introducing some form of restriction on incoming/outgoing calls on hands-free devices.

While BT's driver distraction policy does not ban all hands-free mobile phone use, it does tell drivers that the use of hands-free mobile phones must be strictly limited.

It also tells drivers:

- Do not participate in conference calls while driving.
- Do not read, write or respond to emails or texts while driving.
- Do not accept multiple calls while driving.
- It is against its policy to smoke (including vapour cigarettes) in company vehicles.
- Employees must not eat or drink while driving.
- If you're using satellite navigation, programme it before you start driving. If you need to change the settings, don't do this while you're driving – find somewhere safe to stop and then do it.

Network Rail's distraction policy also specifies that drivers must stop to change any setting on their sat-nav systems.

"It's zero tolerance," says Paul Young, business support manager – road fleet, at Network Rail. "We have life-saving rules and another one is that you never use a mobile phone in any way while driving."

TYPES OF DISTRACTION

Driver distraction can be classified into the following four sub-categories, dependent on what the source of distraction is:

- **Cognitive or mental distraction:** occurs when the driver's mind is engaged with other tasks not necessary for safe driving, and that compete with mental or cognitive resources needed for driving.
- **Visual distraction:** occurs when a driver takes their eyes off the road. Typically this is caused when the driver looks away from the road to engage in a secondary activity either inside (e.g. radio, telephone, sat-nav) or outside (e.g. signs, advertisements) the vehicle.
- **Auditory distraction:** occurs when a driver is subjected to noise that diverts attention from activities necessary for

safe driving. Auditory distraction is likely to be combined with other distractions such as looking to establish the source (e.g. to locate a ringing telephone) or paying attention to a phone conversation impacting on cognitive resources. Audible vehicle warnings meanwhile may offer a positive form of 'attention grabbing' when they highlight an essential safety risk (e.g. seatbelt warning or lane departure warning).

- **Manual distraction:** occurs when a driver takes their hands (either one or both) off the vehicle controls to attend to an activity that is not required for safe driving. The most common examples are eating, drinking and interacting with portable electronic devices (e.g. texting).

EXAMPLES OF DISTRACTION AND THEIR EFFECT

■ = high (H); ■ = medium (M); ■ = low (L)

| Distraction example | Cognitive | Visual | Audible | Manual | Exposure time |
|---------------------------------|-----------|--------|---------|--------|---------------|
| Mobile phone – texting | H | H | L | H | M |
| Mobile phone – dialling | M | H | L | H | L |
| Mobile phone – conversation | H | L | H | L | H |
| Sat-nav (following route) | M | M | L | L | M |
| Eating and smoking | L | M | L | H | M |
| External signage or advertising | M | H | L | L | L |
| Speech-to-text or voice control | H | M | M | L | L |

Source: IAM Driver Distraction Report

"No hands-free, nothing. If we find anybody doing it then we treat it as gross misconduct straightaway."

BT will consider disciplinary action against any employee who uses a hand-operated electronic device while driving. At Ocado, punishment is up to, and including, dismissal.

Ocado uses technology to police the ban: its delivery vehicles are fitted with camera systems which record both what happened in front of the vehicle and inside the cabin if a collision or harsh braking has taken place. This allows the company to see if the driver was on the phone at the time of an incident.

When a driver distraction policy is being developed, employees should be consulted and encouraged to provide their input and feedback on any potential scheme as this creates a level of ownership, aiding compliance, says Buckley.

Murray adds: "The policy needs to be clear and backed up by communication and education, and you should make sure managers commit and lead by example."

Once developed, employees should sign the document or online policy notice to prove they have understood and committed to complying with the policy.

"People may break the policy, but if you let it be known that if they do break it, and something bad happens, they are on their own," says Murray.

"That may seem draconian, but as long as the policy is robust and people have signed up, that gives the organisation a defence against the driver."

Cars and vans retained longer but business mileage increases

In times of belt tightening, Fleet200 organisations bid to eke more out of their vehicles and to get drivers to consider more carefully the need to travel at all

NEED TO KNOW

- Average HGV mileage has rocketed to 181,279 miles
- Average van replacement cycles have reached five years
- Company cars are averaging 73,796 business miles

By John Charles

Average company car and van replacement cycles across Fleet200 organisations have increased slightly in the past 12 months, according to 2016 data. Furthermore, average annual business mileage has accelerated upwards for both company cars and vans since last year's Fleet200 report.

The average age at which company cars are replaced across the Fleet200 is four years. That's the highest figure for the past three years – 46 months last year and 47 months in 2014.

The trend is perhaps reflective of fleets' service, maintenance and repair expenditure experiences when many organisations extended replacement cycles during the banking crisis-inspired recession. It could also be a result of longer new vehicle order lead times being reported.

Meanwhile, average van replacement cycles among Fleet200 organisations have now reached five years, up from 58 months last year and 56 months in 2014.

For the second year Fleet200 organisations were asked to report on their HGV replacement cycles. This year's average has increased to seven years from the 6.75 years of last year.

Turning to average mileage, for company cars and vans and both have increased year-on-year. Mileage for company cars has increased to 90,034, which is up from 85,700 and 89,900 in 2015 and 2014 respectively. Van mileage is up to 103,110 miles (2015: 100,560 miles and 2014: 94,310 miles).

Average HGV mileage has rocketed since last year reaching 181,279 miles (2015: 115,630 miles), but that may be skewed by the number of organisations reporting and different fleets as the make-up of the top 200 fleets changes year-on-year.

Cars currently average 18,449 business miles a year, which is fractionally up on last year's 18,300 miles but reduced from 2014's 18,629. Over the four-year average replacement cycle that's equivalent to a further 596 miles being driven per year.

Taken at face value it means that company cars across the Fleet200 are averaging 73,796 business miles against an operating replacement cycle of 90,034 miles over four years. That suggests some 16,238 miles on average are private (4,060 miles a year).

Meanwhile, vans are averaging 22,140 business miles annually, which is reduced from last year's 22,803 miles and fractionally below 2014's 22,179 miles. That means an average reduction of 3,315 business miles over the average five-year operating cycle.

If the numbers are taken at face value it means that across the Fleet200 company vans are averaging 110,700 business miles which exceeds organisations' declared replacement cycles mileage by 7,590.

Looking at the Fleet200 industry sectors in more detail it is no surprise, given the focus on budget tightening, that the longest

"We are very conscious of the number of journeys made by car. Employees are continually asked whether they can use telephone conferencing facilities, consolidate meetings or share journeys with a colleague"

Claire Bowman,
Rolls-Royce

replacement cycles are reported by government departments/public sector/education/health fleets at five years for cars and six years for vans, a slight increase on last year in each. Average mileage per vehicle is also rising across a model's lifetime reaching 84,545 miles (cars) and 109,000 (vans) up from 76,670 and 105,560 a year ago.

Among bluelight/NHS trust fleets, average replacement cycles are four years for company cars and five years for vans and average mileages during those periods – 107,667 and 115,000 respectively – are relatively stable.

However, analysing annual business mileage and there appears to be a focus on reducing fuel usage. Among government/public sector/education/health fleets, this year's average company car business mileage was 11,433 miles, which is down from 12,083 miles last year and 12,738 miles in 2014. Similarly average van business mileage has reduced to 15,192 from 15,458 last year, but is up on 2014's 13,389 miles.

A similar average business mileage trend has emerged across bluelight/NHS trust fleets with average company car business mileage in 2016 at 21,514 miles, which is down from 23,822 in 2015 and 25,143 two years ago. Average van business mileage across the sector has also reduced in the past 12 months to 21,648 miles (2015: 22,044 miles) and the total is fractionally lower than 2014's average of 21,667 miles.

Public sector fleet bosses also frequently highlight their ability to extend vehicle replacement cycles due to improved build quality and that decision is also underpinned by reducing average mileage, meaning less wear and tear.

Vehicles on the fleet operated by Betsi Cadwaladr University Health Board, which covers North Wales, currently clock up some 16 million business miles a year.

However, that figure is reducing year-on-year with the board rolling out a variety of measures targeted at cutting fleet mileage and thus delivering fuel cost savings across the 1,250-strong fleet of cars and commercial vehicles.



VEHICLE REPLACEMENT CYCLES

| Sector | Average car replacement cycle (yrs) | Average car replacement cycle (miles) | Average van replacement cycle (yrs) | Average replacement cycle (miles) | Average lorry replacement cycle (yrs) | Average lorry replacement cycle (miles) |
|--|-------------------------------------|---------------------------------------|-------------------------------------|-----------------------------------|---------------------------------------|---|
| Architecture/construction/building | 4 | 93,611 | 4 | 105,000 | 7 | 164,286 |
| Bluelight/NHS trusts | 4 | 107,667 | 5 | 115,000 | 8 | 128,000 |
| Business services | 4 | 92,000 | 4 | 106,071 | 7 | 144,167 |
| Government/public sector/education/health | 5 | 84,545 | 6 | 109,000 | 7 | 210,000 |
| Heavy industries/mining/engineering/other industries | 4 | 93,750 | 5 | 98,500 | 6 | 700,000 |
| Insurance/accountancy/banking/finance/other | 3 | 56,643 | 5 | 70,000 | 8 | n/a |
| IT/software/leisure/media | 4 | 89,556 | 4 | 89,133 | 4 | 100,000 |
| Transport/communications/distribution | 4 | 97,333 | 5 | 111,818 | 7 | 195,714 |
| Utilities/energy/water/forestry/fishing | 4 | 91,765 | 6 | 96,176 | 8 | 171,429 |
| Wholesale/retail/food/medical | 4 | 89,615 | 4 | 110,125 | 6 | 500,000 |
| Average | 4 | 90,034 | 5 | 103,110 | 7 | 181,279 |

Initiatives include car sharing as well as video conferencing facilities and desk-top cameras for employees to hold 'meetings' without leaving their offices with colleagues who work in other authority buildings and employees at other agencies.

Transport manager Trystan Lewis said: "Over the past two years we have reduced business mileage by about one million miles." However, he added: "While measures we have introduced reduce mileage travelled by some employees, most business mileage is travelled by clinical staff – nurses, physiotherapists and other employees working directly with patients. We will not stop that mileage; we just have to ensure those journeys are made as economically as possible."

Among the other eight industry and business sectors comprising the Fleet200, the shortest average company car replacement cycle is reported by the insurance/accountancy/banking/finance/other sector at three years. It is a trend which follows the previous two years.

Organisations in that sector, not surprisingly given the likelihood that many company cars are perk vehicles, report the lowest replacement cycle mileage at 56,643 miles.

All other business and industry sectors across the Fleet200 report average car replacement cycles of four years.

Leaving aside public sector fleets and the professional insurance/accountancy/banking/finance/other sectors, the average car replacement cycle mileage is relatively stable

90,034

average mileage for
company cars in past year

103,110

average mileage for
company vans in past year

across the remaining seven Fleet200 segments. It ranges from an average 89,556 miles for IT/software/leisure/media organisations to 97,333 miles in the transport/communications/distribution sector.

Engineering company Rolls-Royce has seen company car replacement mileage on its 2,350-strong fleet reduce from 60,000 miles over three years to 50,000 (compared to a sector average of four years/93,750 miles with average annual business mileage reported at 16,818 miles).

Fleet manager Claire Bowman says the company is on the cusp of reducing it still further.

With business trips now accounting for an average 3,000 miles per year on the largely perk fleet and employees' private mileage relatively stable, Rolls-Royce has seen mileage reducing by as much as 15% over the past five to six years.

Bowman said: "We are very conscious of the number of journeys made by car. Employees are continually asked whether they can use telephone conferencing facilities, consolidate meetings or share journeys with a colleague. If employees don't have to travel to a meeting they are encouraged not to. It helps reduce risk and saves money. We ask employees to treat the company's money as if it was their own."

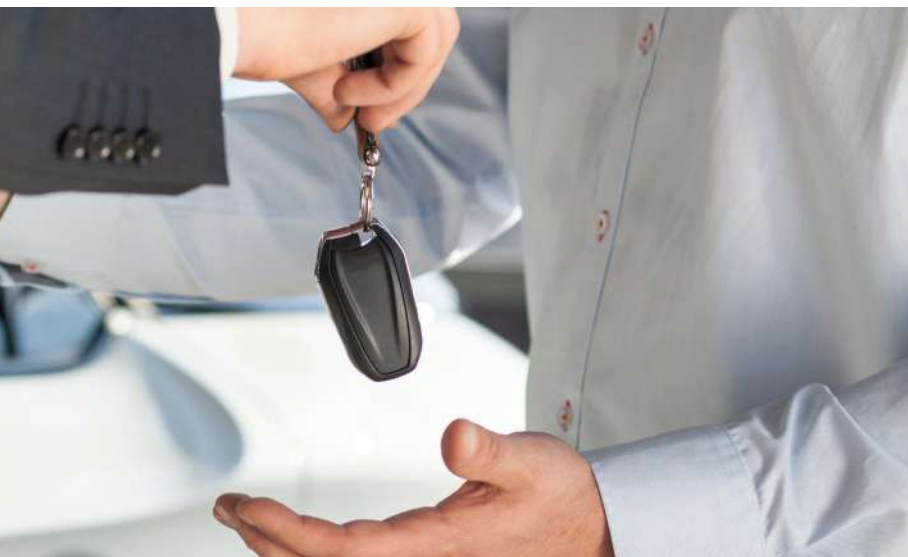
For vans, average replacement cycles and the six-year policy adopted by government/public sector/education/health fleets is replicated in the utilities/energy/water/forestry/fishing sector. However, average operating life mileage in the sector is the third lowest across the 10 Fleet200 employer segments at 96,176 miles.

The lowest average van business mileage reported is in the insurance/accountancy/banking/finance sector at 70,000 miles over a five-year replacement cycle followed by the IT/software/leisure/media sector at 89,133 miles over a four-year replacement cycle.

Also operating an average four-year replacement cycle are architecture/construction/building, business services and wholesale/retail/food/medical with average mileage reported at a remarkably consistent 105,000 miles, 106,071 miles and 110,125 miles respectively.

That leaves three further Fleet200 employer sectors operating five-year van replacement cycles with average mileage ranging from 98,500 across heavy industries/mining/engineering to 115,000 miles in the bluelight/NHS trust sector.

Average annual company car business mileage across the private sector is hugely varied with the lowest at 11,962 miles (IT/software/leisure/media) and the highest at 27,031 miles (transport/communications/distribution) – the average up on 12 months ago by 4,762 miles and 2,573 miles respectively.



Car numbers fall by 5.5% as average mileages rise 22%

Mix of companies result in differing fleet profiles, from salary sacrifice to van heavy operators, but overarching trend is one of a reduction in fleet sizes

NEED TO KNOW

- Oil and gas giant BP sees fleet reduced by 744 cars
- Rolls-Royce reports 80% of its fleet is taken as perks
- Tarmac takes second slot as cars increase by 143

By Matt de Prez

The same four names occupy the top of the heavy industry/mining/engineering/other category in this year's Fleet200, but the order has changed due to BP dropping 744 cars from its fleet.

Reductions in fleet size are the story in this sector, with both cars and vans dropping year-on-year for a 4.8% total drop (1,410 units).

Veolia has retained pole position in the category and is placed 41st overall in the Fleet200. Its fleet size is unchanged year-on-year after a big rise in 2014 when it added more than 1,000 vans following a restructure which saw Veolia Environmental Services, Dalkia and Veolia Water combine into a 3,097 vehicle fleet.

BP recorded a substantial drop in its fleet size from 2,544 cars to 1,800 cars. The oil giant had been the category leader since the first Fleet200 in 2010, only losing top spot to Veolia last year. Its car fleet includes 950 salary sacrifice cars, a scheme which was introduced in 2010.

The company announced job losses of 4,000 employees globally, on top of cuts of 3,000 the year before, after suffering the worst losses in history. Around 600 are believed to be at its UK operations.

In third is engine manufacturer Rolls-Royce, which was wrongly elevated to third last year due to a reporting error in its van fleet (published as 1,000, but actually 100).

The company is one of the few to buck the general sector trend by increasing its car fleet from 1,450 to 2,350 cars after the introduction of a salary sacrifice scheme. To date, it has

"The biggest fleet growth in the category this year came from Babcock Rail, which advanced from 17th place to sixth"

26.2
hybrid vehicles on
average in each fleet

5
fully electric vehicles
across entire sector

signed up 900 employees. It continues to operate 100 vans.

Rolls-Royce fleet manager Claire Bowman suggested in the survey that the fleet may shrink slightly next year, due to a re-organisation within the business.

Nonetheless it makes Rolls-Royce's salary sacrifice scheme one of the biggest in the data sample. Only five companies in the Fleet200 reported larger numbers (including BP) and only three in the heavy industry/mining/engineering/other category offer a salary sacrifice option at all – this remains unchanged from last year.

The category contains a varied collection of businesses: some have van-heavy fleets like Otis (350 cars vs 700 vans) and Tube Lines (422 cars vs 1,007 vans) which run at 100% business-need, so the figures are not fully representative of one specific industry.

Rolls-Royce and BP have far fewer vans and a lot of company cars, therefore their figures paint a different picture to the rest of the category.

At BP, 70% of the car fleet is perk while at Rolls-Royce it is 80%. Surprisingly, these companies also have the highest CO₂ in the category (123g/km Rolls-Royce and 148g/km BP) although these are expected to fall to 131g/km for Rolls-Royce and 135g/km for BP by the end of 2016.

It's surprising because salary sacrifice schemes tend to be the most effective for employees when they choose low CO₂ cars, as the savings on the salary sacrificed are greater.



TOP 10 HEAVY INDUSTRY/MINING/ENGINEERING/OTHER

| | Fleet200 Ranking | Organisation | Cars/LCV fleet total | Cars | Vans/ LCV | Job-need car to perk user ratio | CO2 avg (cars) | No of car brands on fleet | No of van brands on fleet |
|----|------------------|-----------------------------------|----------------------|-------|-----------|---------------------------------|----------------|---------------------------|---------------------------|
| 1 | 41 | Veolia Environmental Services | 3,097 | 1,512 | 1,585 | n/a | n/a | 9 | 13 |
| 2 | 54 | Tarmac Limited | 2,489 | 1,432 | 1,057 | 80:20 | 113 | 7 | 2 |
| 3 | =55 | Rolls-Royce Plc | 2,450 | 2,350 | 100 | 20:80 | 123 | 9 | 2 |
| 4 | =82 | BP International | 1,850 | 1,800 | 50 | 30:70 | 148 | 12 | 2 |
| 5 | =85 | J Murphy & Sons Limited | 1,800 | 600 | 1,200 | 100:0 | n/a | 5 | |
| 6 | 99 | Babcock Rail | 1,565 | 765 | 800 | 90:10 | n/a | 4 | 3 |
| 7 | 105 | Speedy Hire Plc | 1,431 | 561 | 870 | 75:25 | 113 | 4 | 1 |
| 8 | 106 | Tube Lines (Transport for London) | 1,429 | 422 | 1007 | 100:0 | n/a | n/a | n/a |
| 9 | 109 | Hanson | 1,350 | 750 | 600 | 95:5 | n/a | 8 | 3 |
| 10 | =112 | Honeywell | 1,315 | 1,240 | 75 | 90:10 | n/a | n/a | n/a |

The average car CO2 emissions for the sector stand at 122g/km, significantly more than the 116g/km average for the Fleet200, leaving these fleets with higher tax bills.

Targets by the companies that responded in the survey suggest the category average will fall to 119g/km by the end of the year – still a fair way off the 113g/km average predicted by the entire Fleet200.

On top of the 1,850 salary sacrifice staff, there are currently 3,851 employees taking cash in lieu of a car in this category. The largest number is at BP where 2,500 employees are cash-takers.

Across the Fleet200 around 64,000 employees take a cash option, which equates to an average of 3,200 per company.

The biggest fleet growth in the category this year came from Babcock Rail, which advanced from 17th place to sixth. The company is a division of Babcock International which holds a number of defence contracts with the Government and designs, builds and maintains large infrastructure projects.

Babcock Rail added 600 cars and 196 vans to its fleet, bringing its total vehicle count up to 1,565. Its 800 vans are used by rail engineers who are responsible for more than half of the country's rail network and fleet manager Frederick Stachan stated that the increase in the car fleet, which is 90% business need, was due to growth across various parts of the business.

J Murphy & Sons now occupies fifth place, moving up from seventh. Its fleet size remained unchanged from 2015 but a reduction in the Honeywell fleet (previously sixth), from 1,864 vehicles to 1,315, made way for the engineering and construction firm to move further up the table.

Tarmac also climbed the table to second place, adding extra strength to the engineering fleets. It recorded a modest fleet size increase of 143 cars, following its acquisition by Irish materials giant CRH.

The construction industry is proving hard to predict following the decision to leave the European Union.

A survey from financial information and services company Markit found that construction was at its highest level for seven months in October, but also noted that companies across the industry have been delaying decisions on certain building projects amid Brexit fears.

Waste management specialist Biffa has remained low down in the table as our data only accounts for car and van fleets; however with 2,000 trucks its total fleet size is actually the highest in the category at 3,560.

Smurfitt Kappa, a packaging supplier, also reduced its car fleet by a significant amount, shedding 640 cars taking its fleet from 1,000 to 360.

Digital Technology specialist ABB entered the category this year, replacing oil giant Shell, with a reported fleet size of 925

vehicles, consisting 850 cars and 75 vans.

Overall the sector shows a 7.5% decrease in fleet size over last year, dropping from a total of 30,155 vehicles to 27,891.

It would appear companies are looking to reduce the number of non-business need vehicles on fleet as the category average has risen from 74% business need to 77%, which is above the 75% average for the Fleet 200.

Van usage remains unchanged with average mileages for the category staying at 20,000 per year, following a drop from 22,000 in 2014.

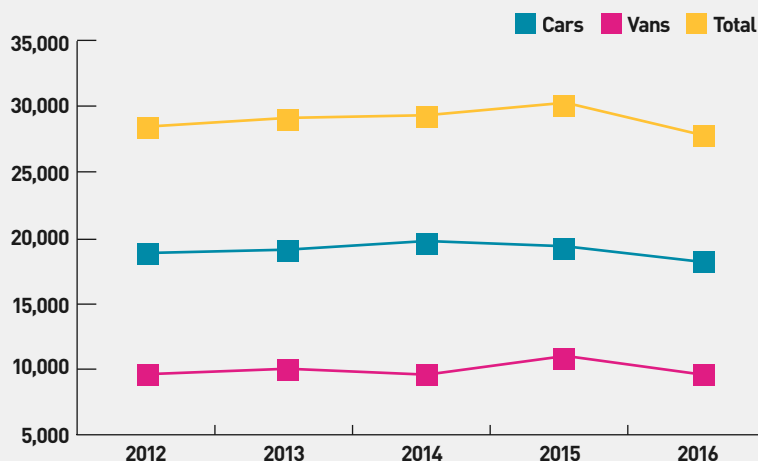
But car mileages rose by 22% to an average of 16,818 from 13,714. This is still below the average for the Fleet 200, which stands at 18,449, but Rolls-Royce has an extremely low figure of 3,000 miles compared to the rest of the businesses in the category.

There has also been a push towards alternative fuel vehicles but, as with CO2, the heavy industry/mining/engineering/other category is behind the curve.

On average there are 26.2 hybrid vehicles in each fleet against a figure of 28.5 for the Fleet200 in full. This represents a jump of eight from the 2015 figures. The biggest single fleet of hybrids belongs to BP, which has 50.

For fully electric vehicles, the figure is more bleak with just five reported among respondents' fleets. This figure (1.4 per fleet average) falls short of the Fleet200's 4.5 average.

TOP 20 FIVE-YEAR SECTOR TRACKER



Viewed against the previous year there has been a dip in terms of both cars and vans in this sector. Cars are on a two-year decline.

Perk car remains a big draw in financial circles

More than half of all cars in this sector are viewed as fringe benefits to attract and retain the best staff; next nearest is 18 percentage points back

NEED TO KNOW

- Vans in sector's top 20 has noticeably decreased by 400
- Average business mileage is around 12,000 miles a year
- CO₂ emissions expected to average 112g/km by year end

By Christopher Smith

Retention and reward is the name of the game in the Fleet200's insurance/accountancy/banking and finance sector – a competitive grouping where the overall package offered to staff is key.

The industry's vehicle fleets have seen growth this year, after a modest decline of 61 vehicles last year. It's not stellar growth, though – the increase is just 3.4%, or 1,563 vehicles.

Royal Bank of Scotland has made one of the most striking fleet reductions – from 4,000 to 2,354. The 71.5% state-owned bank has been subject to significant shake-ups in recent years, and, as the business has been parcelled up and had its exposure to risky markets reduced, the number of vehicles it operates has shrunk accordingly.

Other banks, including Lloyds, HSBC and Barclays, have seen fleet sizes remain largely static.

In the automotive sector, staff working for manufacturers have been rewarded, with more being given the opportunity to opt in to some kind of vehicle programme.

Vauxhall has seen an increase in its fleet size, thanks to new allowances for staff, and Volkswagen has also allowed more drivers to join its employee car ownership scheme, doubling from 1,809 to 3,600.

As expected, vehicles in the sector are predominantly cars,

"There hasn't been a noticeable clampdown on choice – drivers are allowed broadly the same number of brands as last year"

2,354

vehicles in the Royal Bank of Scotland fleet – down from 4,000 last year

3,600

vehicles in Volkswagen's employee car ownership scheme – nearly double

and the number of vans in the sector's top 20 has noticeably decreased by 400, or 16% – to 2,006.

The majority operate no vans at all, notable exceptions being managed services provider Capita and motor manufacturer Ford.

Moving into the top 20 this year are Legal & General, and the RNLI (Royal National Lifeboat Institution), while Ernst & Young and the RSPCA (Royal Society for the Prevention of Cruelty to Animals) fall out of the rankings.

What does the next year hold? The financial services and insurance sectors may see a shake-up in the coming months as the ramifications and implications of leaving the European Union start to become a little more clear.

Several have already threatened to move their headquarters away from the UK, but it is not yet obvious if this will affect fleet sizes – many of the businesses and jobs in the sector that could potentially be affected are London-based. Those based in London may not opt to take a vehicle on a company scheme, so the impact on fleet schemes may not be as great as could be expected.

There is a fairly even split of perk and business in isolation – 52% to 48% – but compare that to the rest of the Fleet200 and the difference is stark. It has by far and away the largest percentage of perk cars, with the next category – IT/software/leisure and media – featuring just 34% of fleet as perk cars.

That mix is made up of a few 100% perk fleets – these include professional services giants KPMG and PwC (PricewaterhouseCoopers).

Even job-need vehicles are a key part of the staff package for many firms in this sector, helping them recruit and retain the cream of the crop.

As a result, a high proportion of fleets in this sector have open choice lists or a generous range of brands on offer.

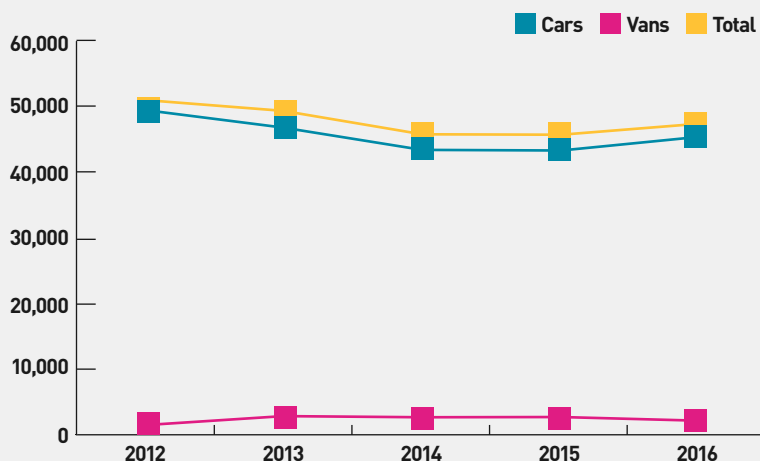
Some businesses have up to 30 brands on fleet, but 10-15 is more the norm. Those operating vans are more restrained, with one to five brands on fleet.

There hasn't been a noticeable clampdown on choice, either – drivers are allowed broadly the same number of brands as last year.

These perk users are generally low mileage vehicle users – replacement cycles are once again the lowest in the Fleet200, at marginally over three years; all other sectors surveyed see an average of four- or even five-year cycles.

Mileage-based replacement cycles are less common in the sector, as several of the perk drivers may not reach high mileages during their short terms. Average business mileage is around 12,000 miles a year, one of the lowest.

TOP 20 FIVE-YEAR SECTOR TRACKER



The disparity between cars and vans is most marked in this sector. Car numbers advanced compared to last year but are still short of the high of five years ago

TOP 10 INSURANCE/ACCOUNTANCY/BANKING/FINANCE

| | Fleet200 Ranking | Organisation | Cars/LCV fleet total | Cars | Vans/LCV | Job-need car to perk user ratio | CO ₂ avg (cars) | No of car brands on fleet | No of van brands on fleet |
|----|------------------|----------------------------|----------------------|--------|----------|---------------------------------|----------------------------|---------------------------|---------------------------|
| 1 | 5 | Lloyds Bank | 10,000 | 10,000 | 0 | 40:60 | n/a | 5 | 0 |
| 2 | 24 | Vauxhall | 4,550 | 4,550 | 0 | n/a | n/a | 1 | 0 |
| 3 | 34 | Capita Plc | 3,700 | 3,000 | 700 | 75:25 | 120 | 5 | 5 |
| 4 | =36 | Volkswagen | 3,600 | 3,600 | 0 | 30:70 | n/a | 4 | 0 |
| 5 | 42 | Barclays Bank | 3,090 | 3,089 | 1 | 27:73 | 119 | 16 | 1 |
| 6 | =46 | HSBC | 2,800 | 2,800 | 0 | 100:0 | n/a | 3 | 0 |
| 7 | =50 | KPMG | 2,500 | 2,500 | 0 | 0:100 | n/a | n/a | 0 |
| 8 | 61 | The Royal Bank of Scotland | 2,354 | 2,354 | 0 | 16:84 | 108 | 30 | 0 |
| 9 | 69 | Aviva | 2,130 | 2,100 | 30 | 85:15 | 111 | 5 | 2 |
| 10 | =70 | Ford | 2,000 | 1,000 | 1,000 | n/a | n/a | n/a | n/a |

Those fleets that do operate a mileage cycle tend to replace before vehicles reach 60,000 miles – at 56,500 miles the average car replacement cycle is a staggering 28,000 miles lower than that of the next lowest sector; public sector fleets, replacing at 84,500 miles on average.

Low business miles means a case could be made for a shift towards mobility – though this may not be met favourably by drivers who enjoy the perk of a modern, dedicated vehicle.

That said, 27% of fleets say they expect daily rental spend to increase next year – so fleet and travel managers could be reducing fleet size and just supplying vehicles on a case-by-case basis on occasions.

Vehicles on fleet are mostly funded with sole or dual supply, although there is a variety of funding methods.

Contract hire is still king, though there are a number of Employee Car Ownership (ECO) schemes in operation, along with multiple salary sacrifice schemes.

At the time of writing, these businesses were likely to be waiting with baited breath for November 23's autumn statement, at which the chancellor was expected to outline the future for car salary sacrifice schemes following the HMRC consultation (for the outcome of the proposals, visit fleetnews.co.uk).

The BVRLA and industry voices have previously cited the environmental benefits of salary sacrifice, which often replaces older staff vehicles with newer, better maintained low-CO₂ cars.

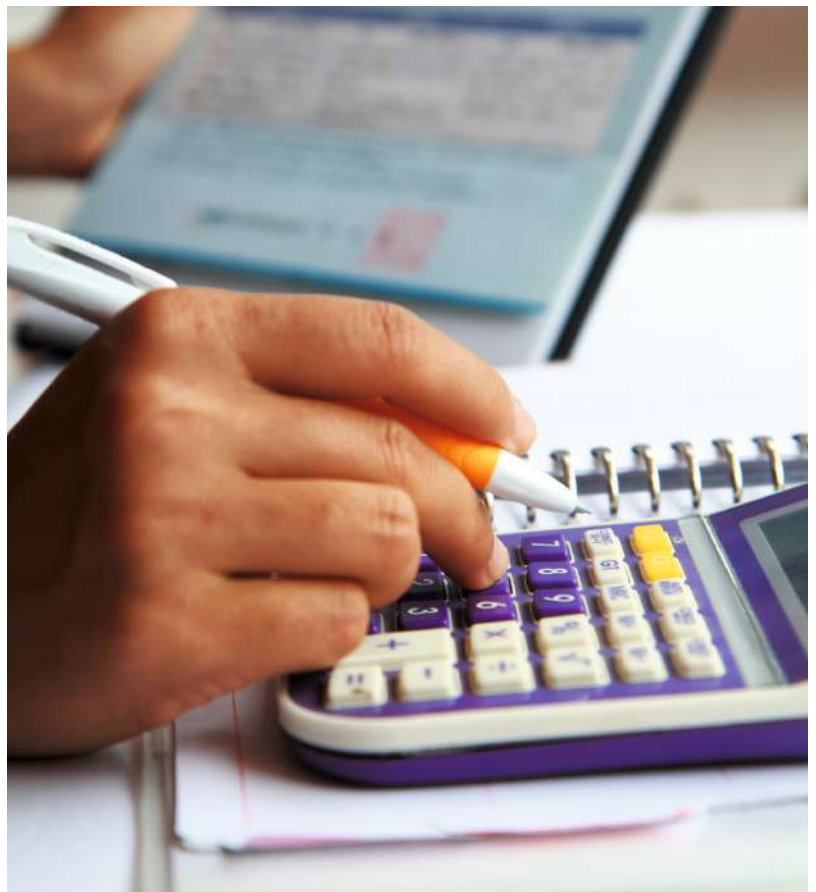
The sector has seen another reasonable CO₂ fall, no doubt thanks to its young fleet age, from 120g/km to 115g/km.

This figure, while good, is still a way off the 102g/km average now achieved by the public sector, though comparable to the other Fleet200 sectors, and is 1g/km below the whole Fleet200 average.

What's more, it's now firmly mid-table in terms of emissions rankings, down from third highest, compared with the other sectors.

Fleet decision makers told us they expected the sector's average emissions to be 112g/km by the end of the year, which seems a reasonable target – this year's figure was 1g/km lower than their end of 2015 prediction.

Data supplied by fleets tells us the take-up of hybrid and



electric vehicles in this sector has remained broadly static, despite the rise in popularity of plug-in hybrid vehicles.

As taxation on low emission vehicles gets tougher, it remains unclear – but likely – this trend could continue.

Fleet decision makers in this sector told us they are facing a broad range of challenges in the next few months. A couple cited currency and cost concerns following the vote to leave the European Union, while outsourcing, accident management and duty of care were also on the radar.

Fleet budgets are expected to remain broadly similar or decrease – just 10% expect an increase in funds to be made available to them.

And one company expressed concern at a falling number of staff taking up the option of a car, telling the Fleet200 survey that marketing activity internally needed to be reviewed.

“At 56,500 miles the average car replacement cycle is a staggering 28,000 miles lower than that of the next nearest sector”

FleetNews

AWARDS
2016

"My dealer network is interested in supplying and looking after fleet businesses"

James Douglas, Audi

83,053

fleet sales in 2015

6.3%

fleet market share in 2015

AUDI A4

'Drivers talk about being treated like a retail customer'

Network focus on fleet customers helps German manufacturer hold market share

By Gareth Roberts

It could be argued that Audi escaped relatively unscathed from the VW Group emissions scandal. While 393,450 Audis out of a total of 1.2 million cars were affected in the UK, the German manufacturer is enjoying another strong year in the fleet market.

True fleet market share at the end of Q3 was 9.2%, while its full year true fleet market share in 2015 was 9.1%.

"Year-to-date at the end of September, we were around 2,000 units ahead of last year in true fleet," says James Douglas, fleet sales director at Audi UK.

"Our order bank is 3,600 units up year-on-year and most of that growth has come from A4. It has just flown for us in true fleet."

The A4 was named the best premium car at the *Fleet News Awards* in a year that witnessed the launch of the new Jaguar XE and a revised BMW 3 Series.

"It's been hugely successful and very well received not just by business, but by drivers as well," says Douglas. "It's a fantastic product; it's very quiet, it's very comfortable and the tech is superb. It's also helped us secure some sole supply deals this year."

Audi gave fleet managers their first look at the A4 at last year's Fleet Management Live; this year it was the Q2 which was given an exclusive outing.

The Q2 officially arrives in the UK this month, offering power outputs from 115hp to 190hp in petrol and diesel variants, with CO₂ emissions starting from 114g/km.

Audi will be hoping its new compact SUV will appeal to fleets just as much as the A4, but with all-new Q5, A5

Sportback and a face-lifted A3, the wider model line-up appears geared for further success.

Fleet News: What challenges does a growing market bring?

James Douglas: We don't have a great deal of headroom in terms of production so if the market is growing it's not always easy for us to chase that market quickly. It's not deliberate; the factories are pretty much at full capacity. However, the company has quite a considerable plan of expansion of factories across the world, especially in Germany which will help us in the long term.

FN: Has the market as a whole changed in terms of lead times?

JD: The market changed at around the time of the financial crash [in 2008/09]. Pre-crash there were quite a lot of short lead times in the market. Post-crash a lot of manufacturing plants wanted to take as much cashflow pinch out of their business as possible and that has led to more extended lead times.

The market has moved to where Audi already was and during that period Audi has consistently improved, and increased, its production base. But every time we increase production, demand increases.

FN: How competitive is the company car market in terms of product?

JD: The premium market has grown massively, with BMW and Mercedes-Benz reporting huge growth, but we haven't seen them taking share away from us. I'm not 100% sure where they're getting share from; I can only assume it's from volume manufacturers because we're not seeing any decline in our share. In fact, we're winning business from them.

FN: How are you delivering that growth on the ground?

JD: We have got 116 dealerships and within those we've got 128 local business sales people. Above that we then have a tier of almost 30 corporate sales managers.

We have corporate agreements with 1,500 businesses, I can't possibly run all of the sales relationships with them so I need a network to do that. Fortunately for me, my dealer network is interested in supplying and looking after fleet businesses. It means we're extremely well geared-up for long-term relationships with real businesses.

We have quite an organic customer base and our interest is in building long-term business relationships with fleet customers.



Audi A4 was voted best premium car in a hotly contested category



James Douglas, head of fleet, Audi UK (right), is presented with the award by Stephen Briers, editor-in-chief, *Fleet News*

FN: How important is that 'local' relationship to your fleet customers?

JD: If you're a fleet buyer you have to make a purchase decision which you then have to live with for the next three years – good or bad.

That decision will not be based around what price the car is or what colour it was, it will be based on how well the manufacturer and the dealership look after your business and your drivers.

We spend an enormous amount of time working with the network to get behind that, but, to be honest, they have a genuinely high ethos of customer care, anyway. For example, Lex Autolease do a driver survey every year and this year their customers' drivers voted the Audi network number one for aftersales care.

We also take part in the Expert Eye survey, with all the other manufacturers, and we finished joint top with BMW for feedback and number one for aftersales.

FN: How have you achieved that level of customer care?

JD: Drivers talk about being treated like a retail customer and businesses talk about being treated like a business. That sounds really obvious, but for a busy dealership to get the nuances of those relationships right that takes an understanding of what they're trying to achieve and a strategy for each of those dealerships.

You can have the best relationship you want with a fleet buyer, but if your network can't support that once they've got the cars you will never sell them another car.

FN: How does Audi's model line-up complement that customer focus?

JD: One of the reasons we're winning a lot of solus deals is because with A1, Q2, A3, Q3, A4, A5, Q5, A6, A7, Q7 and A8 we have a complete range of cars. We have a solution for everything and, with the running costs and residual values, we can make a car work financially for pretty much every grade of fleet policy.

We're not growing by reinventing the wheel, we're growing by having the right product for the customer today in the marketplace and I see that continuing next year.

FN: How is technology changing your product offering?

JD: Connected cars is something we're talking about a lot with end-users and leasing companies, because it opens a gateway for the driver to be connected not just to the internet, but anybody they want to through that connection. Whether that's the leasing company, their employer, us or a third party who may want to sell them something, there's a big commercial opportunity and we're working hard to ensure the race to sell the driver something is under some kind of control.

You want the driver to have additional functions and benefits in the car, but you don't want it to become a shop window.

I can also see the benefits for the employer and for the leasing company of being able to talk to the car. I think most manufacturers have developed their connected car technology thinking about a retail customer, but we work in a slightly different environment where you've got driver, employer and leasing company.

Douglas joined Audi from Nissan four years ago; a manufacturer with a plug-in pedigree not shared by the German carmaker. Nissan launched the fully-electric Leaf in 2010, while Audi launched its first hybrid, the A3 e-tron, last year and the order book for its plug-in hybrid Q7 opened in May.

Audi did however, give fleets a glimpse of things to come at the Frankfurt motor show last year, when it unveiled an all-electric concept SUV, with a range of 310 miles.

The concept car uses the power of three electric motors: one drives the front axle, the two others act on the rear, effectively creating an 'electrified quattro'.

Douglas was remaining tight-lipped about what Audi will eventually bring to market, but the road-going model, which the SUV concept will help to spawn, will be launched in 2018.

"That's exciting for us, because it will be the first of a family of electric products that I've now seen which we will be developing over the next 10 years," he says. However, as well as fully-electric cars, the e-tron offering will also be expanded.

Douglas concludes: "Dependent on whether you're talking about a sports car, a saloon car or an SUV, you will have different drivetrains coming through. There will be something for everyone."

FACTFILE

Organisation Audi
Fleet sales director James Douglas
Fleet sales (2015) 83,053
Overall sales (2015) 166,709
Fleet market share (2015) 6.3%
Overall market share (2015) 6.3%

Judges' comments

“The old car was good, but Audi has addressed every single niggles, no matter how small, and put it right – the attention to detail is astonishing. The A4 is class-leading in refinement, specification, breadth of range (saloon, estate, engines – even four-wheel drive Quattro) and looks. Low running costs and strong residual values are the icing on the cake.”



works better
with **US** in it.



You don't get to understand how a business works by standing on the outside looking in. Every business is different, with its own set of issues and demands. Which is why we'll never suggest an off the shelf, one size fits all solution for fleet.

Our team of experienced fleet managers will spend time getting to know your business; the good bits and the bad. So, together with you, they can work out exactly what it is your business needs to make it work better and smarter. Even though we are the world's fourth largest car manufacturer, we still pride ourselves on providing a personal service, no matter how big, or small your business.

Our range of cars are well equipped, economical to run and extremely reliable. What's more, we're the only brand that offers both strong residuals and a 5 Year Unlimited Mileage Warranty. Meaning, our products are as desirable for you to buy new, as they are for those who buy them off you. Something that should keep your CFO very happy.

All proof enough we think, that business works better with US at its heart. To find out more about our multi-award winning fleet service and vehicles visit hyundai.co.uk/business



BMW 740e

Latest 7 Series hybrid dips below the 50g/km emissions tax threshold



The BMW 740e retails at a price considerably lower than its key rival

NEED TO KNOW

- Plug-in hybrid replaces ActiveHybrid in latest 7 Series
- CO₂ from 49g/km for standard wheelbase car
- Executive Lounge option for rear passenger on LWB

By Simon Harris

A few years ago, BMW offered a range of hybrid models. Customers could choose petrol-electric versions of the 3 Series, 5 Series and 7 Series. But, with reducing CO₂ emissions at the cornerstone of the EU's emissions strategy for all vehicle manufacturers, those with large cars are increasingly turning to plug-in technology to meet average range CO₂ targets.

Like other BMW plug-in hybrids, the new 740e uses a turbocharged 2.0-litre four-cylinder petrol engine, producing 258hp on its own. It is accompanied by a powerful electric motor that's good for 122hp. The combination of the two achieves 326hp, which gets the 740e from 0-62mph in 5.4 seconds – almost a match for the plug-in hybrid version of the Mercedes-Benz S-Class, the S500e, which has a 442hp output with engine and electric motor.

The hybrid components have been accommodated relatively well with only around a 20% loss in luggage capacity – the boot volume is 420 litres instead of 515 in the standard 7 Series.

The standard length car is able to travel up to 29 miles under electric power alone on a full charge, with the long-wheelbase version reaching up to 27 miles, while CO₂ emissions range from 49g/km on the standard entry-level variant and Exclusive, with the M Sport at 50g/km, and LWB variants at 54-56g/km.

While the 50g/km threshold is an important one for personal taxation, it's significantly better than the only plug-in hybrid luxury saloon currently on the market, the LWB-only Mercedes-Benz 500e, which has CO₂ emissions of 65g/km and an electric range of up to 20 miles.

COSTS

| | |
|------------------------|---------------|
| P11D price | £76,325 |
| BIK tax band (2016/17) | 11% |
| Annual BIK tax (40%) | £1,679/£3,358 |
| Class 1A NIC | £1,159 |
| Annual VED | £0 |
| RV (4yr/80k) | £20,975/27% |
| Fuel cost (ppm) | 12.34 |
| AFR (ppm) | 13 |
| Running cost (4yr/80k) | 89.33ppm |

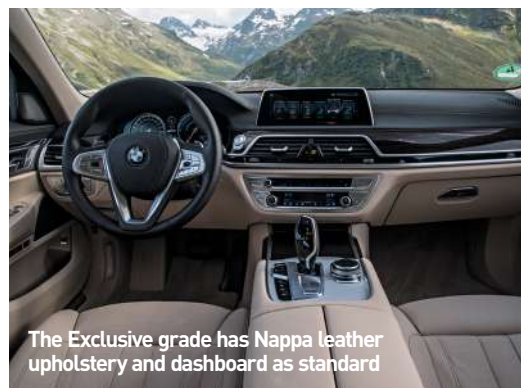
SPEC

| | |
|----------------------------------|---------|
| Power (hp)/torque (lb-ft) | 326/369 |
| CO ₂ emissions (g/km) | 54g/km |
| Top speed (mph) | 155 |
| 0-62mph (sec) | 5.3 |
| Fuel efficiency (mpg) | 117.7 |

KEY RIVAL

| | |
|---------------------------|---------------|
| Key rival Mercedes-Benz S | |
| 500eL AMG Line | |
| P11D price: | £90,110 |
| BIK tax band (2016/17) | 11% |
| Annual BIK tax (40%) | £1,982/£3,965 |
| Class 1A NIC | £1,368 |
| Annual VED | £0 |
| RV (4yr/80k) | £22,425 /25% |
| Fuel cost (ppm) | 11.12 |
| AFR (ppm) | 13 |
| Running cost (4yr/80k) | 104.54ppm |

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



The Exclusive grade has Nappa leather upholstery and dashboard as standard

Both the BMW and the Mercedes-Benz qualify for a 100% discount on the London congestion charge, but the BMW is priced much lower (taking account of its lower power output), and has more equipment as standard, so would appear to be better value overall.

The Exclusive grade is expected to be the best-selling one in the new 7 Series and has been designed with chauffeured passengers in mind. It comes with standard Nappa leather upholstery and dashboard, a massage function in the front seats, soft-close doors, four-zone air conditioning, glass sunroof, air suspension, reversing camera, LED headlights and heated seats front and rear.

The LWB model can also be specified with the Executive Lounge in the rear, with extra legroom behind the front passenger, and increased back-rest tilt. A higher version of this option includes massage, seat ventilation and rear-seat entertainment interface.

Whether on electric or in hybrid mode, the 740e performs serenely on the road, usually in complete silence at low speeds. The driver can choose to lock in EV mode should there be sufficient charge, or charge using the engine when driving.

Increased use of lightweight materials means the car also feels more agile than you might expect off the motorway.

VOLKSWAGEN GOLF

More optional features and upgraded functionality set the new model apart

By Simon Harris

Volkswagen has unveiled an updated version of the Golf for 2017, which promises drivers better fuel efficiency, improved safety and new hi-tech features. Many of the current car's engines will be carried over, but a new petrol variant could prove interesting to fleets with CO₂ emissions from 104g/km. Customers will also have access to more optional features and upgraded functionality.

Orders open in February, with first UK deliveries in April. Prices will be announced closer to the on-sale date.

Fleet News saw the updated Golf 'in the flesh' at the unveiling in Wolfsburg.

DESIGN

Subtle styling changes, with mildly redesigned front and rear ends, disguise a range of newly available features, and perhaps inevitably after Volkswagen's diesel emissions scandal in 2015, there's a big focus on new petrol engines.

With redesigned bumpers and a 'hidden' radar for versions with adaptive cruise control or Front Assist, the Golf will feature LED rear lights on all versions, with LED headlights replacing xenon headlamps where previously available as standard or optional.

The radar housing will no longer be visible in the lower cooling air intake in the bumper, but will instead be hidden behind the VW logo in the upper radiator grille.

There will be new seat fabrics and trim inserts available for doors and dashboard.



CONNECTIVITY

The latest generation of the modular infotainment matrix allows the Golf to connect to current Apple and Android smartphones via App Connect, because, along with MirrorLink (Android), App Connect can now also integrate CarPlay and Android Auto into vehicle infotainment systems.

This is the first time Volkswagen has offered the Security & Service package in the Golf. This gives the driver mobile access to assistance in a wide range of situations. The highlights include services such as automatic accident notification, breakdown call and service scheduling (for maintenance appointments).

Breakdown Call allows the driver to contact the Volkswagen Emergency Call Centre, which can then arrange for prompt assistance or medical attention, while the system already sends the vehicle data and its location to the emergency services when the driver calls for roadside assistance.

Over and above this, Security & Service offers functions like online monitoring of doors and lights as well as information on parking location (by smartphone or web).

ENGINES AND TRANSMISSIONS

The six-speed DSG in outgoing versions will be replaced by a more responsive and efficient seven-speed DSG, while a new 150hp 1.5-litre TSI engine, with cylinder deactivation, will replace the earlier 1.4 TSI. A less powerful 130hp variant with Bluemotion badging will also be available, offering CO₂ emissions from 104g/km, thanks to a hybrid-style plug-in extended coasting function.

GTI versions will get a 10hp boost to 230hp, while the GTI Performance variant will be 245hp. GTD and GTE plug-in hybrid variants will continue, as will the high-performance R.

Other engines, including 1.6 TDI and 2.0 TDI, will be carried over from the existing model.

"As soon as the sensors detect that the driver is not making any steering, braking or acceleration movements, the system initiates various escalating actions to alert the driver"



TECHNOLOGY AND SAFETY

Larger touchscreens feature on the dashboard, while 'gesture control' is now offered, allowing the driver to use a swipe gesture to reach different controls.

It is also offered with an optional digital instrument display. The driver can select from Classic, Consumption & Range, Efficiency, Performance & Driver Assistance or Navigation profiles.

While the previous Golf had been available with a number of safety systems, including adaptive cruise control (ACC), autonomous emergency braking and pedestrian monitoring, there are enhanced features available in the new one.

Traffic Jam Assist combines the lane departure warning system and ACC for all Golf models with a DSG gearbox. The system makes traffic jams or stop-and-go driving in the Golf more comfortable and aims to make driving in slow traffic safer, as the assistant helps the driver to avoid rear-end collisions.

A new lane-keeping assistant can be activated at lower speeds (which helps with the Traffic Jam Assist function), while with Emergency Assist, the new Golf can also detect if the driver has been taken ill and slow to a safe stop.

As soon as the sensors detect that the driver is not making any steering, braking or acceleration movements, the system initiates various escalating actions to alert the driver, and if the driver remains inactive, it initiates an emergency stop.

The hazard warning lights are activated automatically and the Golf executes a gentle steering manoeuvre to make surrounding traffic aware of the situation. ACC prevents the vehicle from colliding with the traffic ahead.

THINKING CAP



By Martin Ward, manufacturer relationships manager

cap hpi

Monday/Tuesday Down to Swindon to have a preview of the all-new British-built Honda Civic. We saw this car (along with many others) at the Paris motor show back in September. Although new and with hardly any shared parts, the Mk10 is still very recognisable as a Civic.

Most of the nine previous models have been revolution, not evolution. Some have been a rip-roaring success, others not quite as popular. The VW Golf, on the other hand, has been a quiet evolution with no shocks on the way, so you have to wonder which carmaker has got it right.

This new Civic will be available early 2017. It will be launched with an all-new 1.0-litre three-cylinder engine, which means Honda is joining the ever-growing band of manufacturers who are going down this small, petrol engine route. I recently drove a Seat Ateca and VW Golf fitted with its 1.0 engine. Both proved to be quiet, refined and good on fuel.

"When I first saw the Q2 I really wasn't sure that I cared for its styling"



Wednesday/Thursday

To a place I have never been before – a county

that doesn't have a motorway, but has plenty of small, slow single carriageway roads. However, that did not spoil this first drive of the Audi Q2 in Suffolk.

The Q2 has definitely got a new direction on design, and is different compared to other Audis. It is slightly shorter than an A3 Sportback, but a bit wider and taller, so appears to have more interior space.

It is priced between the A3 Sportback and Q3, and will be available as SE, Sport and S Line. When I first saw the Q2 I really wasn't sure that I cared for its styling. But, having seen it on the road, driven it and had a good look around, it is growing on me. I'm sure it will be a huge success. Although a premium compact SUV, it is every inch an Audi.

Tackling air pollution in London

The Mayor, Sadiq Khan, received a positive response from thousands of Londoners who gave their views in the first of a series of consultations organised as part of his commitment to improve the quality of the air and the health of Londoners.

Emissions Surcharge

The Mayor and TfL would now like your views on proposals to introduce a new Emissions Surcharge (also known as the "T-charge") in 2017. This would be a £10 daily charge for cars, vans, minibuses and heavy vehicles driving within Central London that do not meet the emissions standards. It's mostly for vehicles registered in 2005 and older, and would be in addition to the Congestion Charge.

Ultra Low Emission Zone (ULEZ)

This is a separate scheme that will operate 24/7

and introduce stricter emissions standards for vehicles. The Mayor and TfL would also like your views on the following ideas:

- Introducing Central London ULEZ in 2019, rather than 2020.
- Extending the zone up to the North and South Circular in 2019 or later.
- Extending the zone London-wide for heavy vehicles only in 2019 or later.

To have your say visit tfl.gov.uk/airquality-consultation or write to us at: FREEPOST, TFL CONSULTATIONS

**Consultation ends
18 December 2016**

Have
your
say

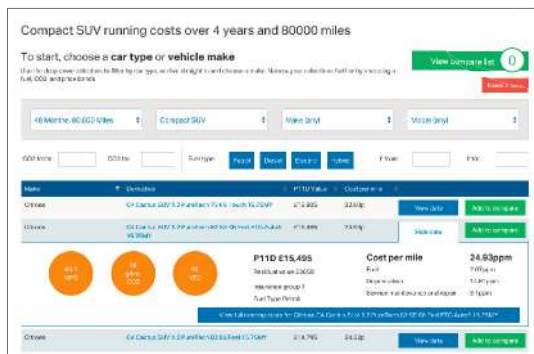


MAYOR OF LONDON



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CITROËN SPACETOURER

Nine-seat MPV is based on Picasso to widen fleet appeal for families and taxi firms



The SpaceTourer rides on a C4 Picasso platform

NEED TO KNOW

- Available in three body lengths and two trim levels
- Business version carries up to nine people
- Power option available on side and rear doors

By Maurice Glover

Citroën is banking on a novel solution for all-purpose transport to give it a major boost in fleet market registrations next year. Executives from the French firm are confident that SpaceTourer, a nine-seat multi-purpose vehicle with high levels of driving refinement, will have wide-ranging appeal.

Product manager Jane Hewitt explains to *Fleet News*: "Other MPV models (of this size) tend to be based on commercial vehicles but ours is different because it's been inspired by a car. This is a new idea that has already been given an enthusiastic reception. With different versions tailored to differing needs, we believe there will be lots of opportunities for it in many areas of the fleet market."

She adds: "We think the potential for SpaceTourer is broad because it will meet the needs of anyone who has to carry people or loads and because it will be positioned to be very competitive, we are expecting this car to become an increasingly popular part of our range."

Low tailpipe emissions deliver competitive benefit-in-kind (BIK) rates for the SpaceTourer, which comes in three body lengths and two trim levels – Feel for family users and Business for taxi and hotel shuttle operators.

"With agile performance and class-leading fuel consumption, we think our range will soon establish itself strongly to broaden the appeal of Citroën," says Hewitt.

Riding on a C4 Picasso platform modified to cope with heavier loads, the SpaceTourer uses a new rear suspension layout to improve interior capacity and the Business version carries up to nine plus more than 500 litres of luggage in bodywork under five metres long. Significantly, a height of less than 1.9 metres means it is also able to negotiate barriers at car parks, shopping centres and airports.

COSTS

| | |
|------------------------|----------|
| P11D price | £30,035 |
| BIK tax band (2016/17) | 27% |
| Annual BIK tax (20%) | £1,622 |
| Class 1A NIC | £1,119 |
| Annual VED | £130 |
| RV (4yr/80K) | £6,550 |
| Fuel cost (ppm) | 9.70 |
| AFR (ppm) | 9 |
| Running cost (4yr/80K) | 43.77ppm |

SPEC

| | |
|----------------------------------|---------|
| Power (hp)/torque (lb-ft) | 114/221 |
| CO ₂ emissions (g/km) | 137 |
| Top speed (mph) | 99 |
| 0-62mph (sec) | 13.4 |
| Fuel efficiency (mpg) | 54.3 |

KEY RIVAL

Volkswagen Transporter Shuttle T30LWB TDI 102 SE

| | |
|------------------------|----------|
| P11D price: | £33,984 |
| BIK tax band (2016/17) | 31% |
| Annual BIK tax (20%) | £2,107 |
| Class 1A NIC | £1,454 |
| Annual VED | £185 |
| RV (4yr/80k) | £10,900 |
| Fuel cost (ppm) | 10.93 |
| AFR (ppm) | 11 |
| Running cost (4yr/80k) | 42.43ppm |

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



The SpaceTourer's raised seating position offers good visibility

The new design gives ample space and legroom and easy access via sliding side doors that can be powered as an option. Seats for passengers in rows two and three have independent slide and recline adjustment plus armrests and large glazed areas provide a light and airy interior. Front seat occupants have walk-through cab convenience and swinging up the big rear door – which can also be power operated – reveals a practical, boxy space for luggage.

On the road, the SpaceTourer feels more like a large car than a van, with neat handling, an unruffled ride when unladen and a subdued demeanour thanks to efficient sound-deadening measures. Performance is lively and a top gear ratio that has the engine spinning at only 2,000 revs at 70mph makes for relaxed cruising.

Visibility is good from a raised seating position and the dashboard features ample storage areas and a seven-inch touchscreen. For the first time in the segment, a head-up display is available to put essential information in the driver's line of vision.

With air conditioning, height and reach-adjust power steering, tinted glass, automatic lights and wipers, rear parking sensors, electronic parking brake, hill start assist and cornering fog lights, the Business version is well equipped for busy life as a taxi or hotel shuttle transport.

VAUXHALL ZAFIRA TOURER

Manufacturer expects 90% of new model's registrations to be from fleets



The Zafira Tourer has been refreshed with fleets in mind

NEED TO KNOW

- Three engine options: 1.4i Turbo, 1.6-litre and 2.0-litre
- Eight levels of trim ranging from Design to Elite Nav
- Stolen vehicle recovery technology now standard

By Sarah Tooze

Vauxhall launched the latest version of its Zafira Tourer seven-seat MPV last month and expects most sales to come from fleets. Of the 10,000 Zafira Tourers registered to the end of September, 87% were to fleet and the carmaker expects the fleet/retail split on the refreshed model to be 90/10.

The exterior of the Zafira Tourer has a new front end which echoes the Astra, while the interior features a redesigned instrument panel. The screen of the infotainment system, which previously sat on top of the centre console, has been replaced with an integrated screen.

The car retains the Flex7 seating system (which allows the seating layout to be altered without removing and reinstalling seats), FlexRail centre console armrest (which can be removed to store large objects between the seats) and Flex-Fix bicycle carrier.

There are three engines on offer: a 1.4i Turbo and the 2.0-litre CDTi (which are both available in either manual or automatic transmission), and a 1.6-litre CDTi EcoFlex (manual only). The latter, which has CO₂ emissions of 119g/km and a combined fuel economy figure of 62.8mpg, will be the most popular with fleets.

Key rivals the Ford Grand C-Max and the Citroën Grand C4 Picasso are both more efficient with the Grand C-Max offering 113g/km and 64.2mpg, and the Grand C4 Picasso achieving sub-100g/km and 74.3mpg.

Of the eight trim levels available (Design, Energy, SRi, SRi Nav, SE, Tech Line, Elite and Elite Nav) Tech Line will appeal most to fleets and includes the updated Navi 950 IntelliLink touchscreen navigation and infotainment system, which is

COSTS

| | |
|-------------------------------|-------------|
| P11D price | £23,115 |
| BIK tax band (2016/17) | 23% |
| Annual BIK tax (20%) | £1,063 |
| Class 1A NIC | £734 |
| Annual VED | £0 then £30 |
| RV (4yr/80k) | £5,650/24% |
| Fuel cost (ppm) | 8.73 |
| AFR (ppm) | 9 |
| Running cost (4yr/80k) | 34.79ppm |

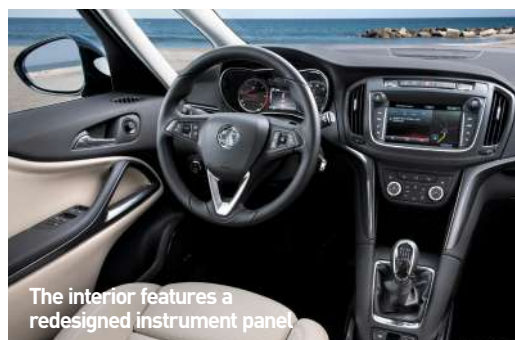
SPEC

| | |
|--|---------|
| Power (hp)/torque (lb-ft) | 132/236 |
| CO₂ emissions (g/km) | 119 |
| Top speed (mph) | 120 |
| 0-62mph (sec) | 10.4 |
| Fuel efficiency (mpg) | 62.8 |

KEY RIVAL

| |
|---|
| Ford Grand C-Max 1.5 TDCi
120 Titanium Nav |
| P11D price: £24,640 |
| BIK tax band (2016/17) 22% |
| Annual BIK tax (20%) £1,084 |
| Class 1A NIC £748 |
| Annual VED £0 then £30 |
| RV (4yr/80k) £5,625/23% |
| Fuel cost (ppm) 8.39 |
| AFR (ppm) 9 |
| Running cost (4yr/80k) 36.37ppm |

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



The interior features a redesigned instrument panel

compatible with Apple CarPlay and Android Auto.

New to the Zafira Tourer is full LED adaptive forward lighting headlamps, which Vauxhall says improves drivers' safety and night time visibility and has a longer running life than previous lighting technologies.

OnStar, which provides a high-speed 4G LTE mobile network, emergency response notification and stolen vehicle recovery technology, is now standard across the Zafira Tourer range, following its introduction to the Astra last year.

A smartphone app also allows drivers to locate their vehicle and lock/unlock their car doors remotely, as well as displaying diagnostics such as tyre pressure, fuel and oil levels.

Company car drivers can trial OnStar free of charge for the first 12 months, followed by an annual subscription fee of £89.50. The Wi-Fi Hotspot is free for up to three months or 3GB of data volume usage (whichever comes first). Subsequent Wi-Fi data packages are available for purchase after this point. For example a 28-day package costs £20.

Following concerns from leasing companies (*Fleet News*, June 9), Vauxhall contract hire and leasing manager Richard Roberts said: "We are not in disagreement with leasing companies and are working with them so they continue to have control over their processes; for example, we don't send drivers to a different dealer than the owner wants to use."

FleetNews

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Vauxhall Astra 5dr 1.0 SRi Nav



Another month, another Astra. That's how it feels as our long-term Astra Elite's brake light issue returned (*Fleet News*,

October 27). The latest Astra demonstrator is the SRi Nav with the same 1.0-litre engine as the Elite.

This car is finished in emerald green, which does its best to disguise the good looks Vauxhall has bestowed on its latest generation lower medium hatch. Lighter and brighter colours like the silver, white and red really show off the sharp creases and crisp bodywork of the new car.

SRi Nav is likely to be a popular trim level, particularly in retail, though some fleet buyers may opt for this over the Tech Line trim we tried last time the car was in repair.

What are the differences? SRi Nav is 3.5ppm more expensive than Tech Line, and adds a few features that fleet drivers may appreciate.

The Driver Assistance Pack includes lane departure warning, traffic sign recognition, and forward collision alert. Other nice benefits include automatic lights and wipers, front fog lights and Vauxhall's OnStar driver help service.

If you were to opt for the Elite, like our silver long-(lost) term, you gain leather seats, electric handbrake, heated seats (an option on the SRi Nav), an additional split in the rear seats, and some handily placed USBs for rear passengers.

Christopher Smith

Renault Kadjar 1.5 DCI 110S NAV



In the past month I've noticed a drop in our long-term Renault Kadjar's average miles per gallon from 56 to 51. Initially I thought

it was due to colder weather. But, with October being tyre safety month, I was reminded to check the tyre pressures.

Given the car is only six months old I wasn't expecting any drastic changes but the reality was quite the opposite. All four wheels were at least six PSI under the recommended figure, with the fronts performing slightly worse.

Five minutes later I had them all inflated with the correct amount of air, and the difference is remarkable. I have restored my missing mpg and the car feels much more eager than before.

The exercise is a perfect example of why basic regular checks should not be ignored (our policy is weekly). Not only is the car now safer but also cheaper to run.

The Kadjar does have an on-board tyre pressure monitoring system, which apparently will warn me if there is a significant drop, such as a blowout – but I'm pretty sure I wouldn't need a warning bong in that situation. With the correct conversion mentally noted, I'll be sure to keep a closer eye on the readout in future.

Matt de Prez

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

1.3 I-VTEC EX NAV

HONDA JAZZ

Jazz hits high notes despite buzzy acceleration



The Jazz averaged more than 50mpg in its six months with us

COSTS

P11D price £16,700

BIK tax band 21%

Annual BIK tax (20%) £701

Class 1A NIC £484

Annual VED £0 then £30

RV (4yr/80k) £4,600/28%

Fuel cost (ppm) 9.57

AFR (ppm) 11

Running cost (4yr/80k) 28.25ppm

SPEC

Engine (cc) 1,318

Power (hp) 102

Torque (lb-ft) 91

CO₂ emissions (g/km) 120

Fuel efficiency (mpg) 56.5

Max speed (mph) 118

0-62mph (sec) 11.3

Test mpg 51.3

Current mileage 12,353

By Andrew Ryan

The Honda Jazz has proved to be a hugely practical and roomy supermini in its six months as a *Fleet News* long-term. Over this time, in which it covered 12,353 trouble-free miles, its clever 'magic seats' system was called into action numerous times to carry different shaped loads, including bags of manure, a bicycle, golf clubs and furniture.

Each time the system, which allows you to fold and slide seats in different permutations to create flexible load spaces, was able to create an area ideal for the item I needed to carry.

It is easy to use, with one of its best features being the ability to fold the front passenger seat back flat to form a 'tunnel' able to carry a load up to 2.48 metres long.

The Jazz also has plenty of leg and headroom, while its high driver's seating position and large windows mean all-round visibility is excellent; qualities which persuaded my mum's cousin to buy a Jazz SE after looking at our test car.

This visibility, together with its light steering and gear change, means it is at its best in urban areas: a view reinforced by the characteristics of its engine.

While it has proved efficient – I've averaged 51.1mpg, compared to the official combined figure of 56.5mpg – the way it delivers its power reduces its appeal for long journeys.

On paper, the 1.3 i-VTEC's power output of 102hp appears plenty for a car of its size, but the engine's maximum torque of 91lb-ft comes at 5,000rpm, meaning acceleration is sluggish until 2,700rpm, when the torque begins to kick in.

However, the buzzy engine note becomes intrusive from 2,500rpm and increases from there, meaning if you need to accelerate briskly, for example when joining dual carriageways or motorways from slip roads, then progress is noisy.

However, this will not be an issue for many potential Jazz drivers who use their vehicles primarily in urban areas. So, if their main priority is for a comfortable, practical, well-built and reliable supermini, then it has plenty to offer.

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

"One of its best features is the ability to fold the front passenger seat back flat to form a 'tunnel' able to carry a load up to 2.48 metres long"

SEAT ATECA

SUV dangles four-day test 'carrot' to fleets



Ateca has just four engine types
but no shortage of optional extras

COSTS

| | |
|------------------------|-------------|
| P11D price | £23,370 |
| BIK tax band | 22% |
| Annual BIK tax (20%) | 984 |
| Class 1A NIC | £679 |
| Annual VED | £0 then £30 |
| RV (4yr/80k) | £7,100 |
| Fuel cost (ppm) | 8.20 |
| AFR (ppm) | 9 |
| Running cost (4yr/80k) | 30.94ppm |

SPEC

| | |
|----------------------------------|-------|
| Engine (cc) | 1,598 |
| Power (hp) | 113 |
| Torque (lb-ft) | 184 |
| CO ₂ emissions (g/km) | 113 |
| Fuel efficiency (mpg) | 65.7 |
| Max speed (mph) | 114 |
| 0-62mph (sec) | 11.5 |
| Test mpg | 53.2 |
| Current mileage | 2,180 |

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

By Luke Neal

The Ateca is set to be a significant car for Seat with hundreds of fleet and retail orders being made even before the car could be driven.

Seat is targeting 3-4% share of the SUV sector, the third largest and fastest growing segment in fleet, making the Ateca its second-best seller behind the Leon. It has also introduced a four-day test drive to encourage as many fleets as possible to the brand.

Available with either 1.0-litre or 1.4-litre petrol engines and 1.6-litre or 2.0-litre diesels (the latter offered with the option of four-wheel drive) our test vehicle is the 1.6 litre TDI ecomotive six-speed manual.

Standard equipment on the SE trim level includes cruise control, dual-zone climate control, rear parking sensors, Seat Drive Profile which allows you to alter the characteristics of the car (normal, eco, sport and individual) and an eight-inch colour touchscreen media system with voice control and full link.

Our test model also has a number of optional extras, including: navigation system (£525), convenience pack (£170), full LED headlights (£820), tinted rear windows (£180), and 17-inch dynamic alloys (£340). The silver exterior trim and mouldings are also optional, costing an additional £1,420.

The Ateca scores a full five stars for safety from Euro NCAP, gaining protection scores of 93% (adult), 84% (child) and 71% (pedestrian) thanks to its Front Assist, City Emergency Braking and Pedestrian Protection technology. It has hillhold control and tiredness recognition as standard on the SE trim level.

Slightly longer and taller than the Leon ST, the Ateca has a spacious cabin and also one of the largest load areas in its class (510 -1,604 litres).

The Ateca's exterior styling is influenced by the Leon and the interior also has more than just a passing resemblance, there is no denying the SUV's bloodline.



Jaguar XE Portfolio 2.0 I4 180BP RWD

The XE is continuing to prove itself a more than capable company car (note its recent accolade as the ACFO fleet car of the year), combining good levels of efficiency – average 56mpg – with comfort and an engaging drive.

The stylish, soft-touch interior with its chrome accents and ebony veneer features (a £310 option) impresses most passengers, including one who presently drives the previous generation XF. At night, the pale blue mood lighting (another £310 option) is classy and functional (it lights the door handles, for example).

The widescreen 10-inch sat-nav has excellent definition, is easy to use and provides clear directions, while the real-time traffic flow reporting is highly accurate. So I'm told by actual customers anyway, as our XE was delivered without the necessary sim card, which means we have been unable to access most of the multi-media functions via the InControl Navigation Account (including satellite view, street level images, live apps and door-to-door routing) and Wi-Fi hotspot which allows up to eight wireless devices to be used simultaneously.

"At night, the pale blue mood lighting is classy and functional"

Another feature which stands out on the XE is the remote boot opening. This is the best we've used; one brief click on the keyless fob and the boot opens – no repeated clicking required.

While the car receives multiple plaudits, there are some niggles. The eight-speed gearbox can be pensive when trying to briskly pull into a gap, but using the paddle shifts is a simple solution.

More worrying is the reversing sensor, something many drivers are becoming increasingly reliant on as its becomes more of a standard fit. The XE's system is slow to engage and raises the real risk of hitting objects if you reverse a little too quickly.

** In the first test (September 27), we mentioned our XE's AdBlue woes. Since then, we've been contacted by Rob Chisholm, from Applewood Vehicle Finance, who tells us: "I've had my 2.0d 180ps (manual) R Sport for 15 months, and covered 19,000 miles. To-date I have had no AdBlue warnings at all."

Better news for prospective fleet purchasers.

Stephen Briers

"The Ateca scores a full five stars for safety from Euro NCAP, gaining protection scores of 93% (adult), 84% (child) and 71% (pedestrian)"

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

PAUL WALTERS

MANAGING DIRECTOR-DESIGNATE, JCT600 VEHICLE LEASING SOLUTIONS

He is due to assume the leading role in his company in the new year but Walters hopes there are several pivotal moments in his career and life still awaiting him

Knowing what I was like at 18, I would probably not have listened, but, if I could tell my 18-year-old self anything, it would be "not to wait". Time passes much quicker than one imagines. So don't think "I will do it tomorrow, or next month, or next year – do it now".

The book I would recommend is *An Instant in the Wind* by Andre Brink. The first book my partner bought for me. She has good taste, it is a beautifully written.

The three vehicles I would like in my garage are my partner's and my children's. Then I would know they are home and safe.

I'd like to be remembered for leaving the world a marginally better place than when I joined it.

The most pivotal moment in my life? I am hoping there may be a few more to come yet!

One of my earliest memories associated with a car was sitting between my mum and dad on the bench front seat of his company Morris Minor. No seat belts either!

Away from the office I enjoy cycling, badminton, theatre, films, walking in the glorious Dales close by. Enough to keep me busy.

My favourite film is Wim Wender's *Wings of Desire* (a fantasy about two angels observing life in Berlin). It would take too long to explain why. Just a great film.

If I was Prime Minister for the day I would take us back into the EU. Is that controversial?

My pet hate is the use of commas after conjunctions.



First fleet role I joined Avis Lease and Fleet Management, as it was called in 1990, as an area sales manager and have been in the fleet industry ever since. GE acquired Avis in 1993 and I had a fantastic career travelling the world. Cars and travel, why wouldn't you stay?

Career goals at JCT600 Vehicle Leasing Solutions I take over as MD in January 2017 and my ambition for the business is relatively simple: to build on our solid foundations, ensuring that JCT600 VLS is a competitive, reliable, quality focused, innovative and flexible fleet funding and services supplier which meets the needs of the UK's SMEs.

Biggest achievement in business Being appointed managing director of JCT600 VLS.

Biggest career influence Dan Farrar, if you are out there reading this. A really inspirational leader who was the European CEO of GE Fleet in the late '90s and early 2000s. I learnt a lot from him.

Biggest mistake in business Too many to mention. I think overall, it is: don't try and do everything yourself. There are lots of talented, enthusiastic people out there who can help. The secret is to surround yourself with them and listen.

Leadership style I believe in being inclusive, but evidence focused. I like to see the data and rationale around decisions and see that people understand the challenges facing them and, more importantly, have come up with an intelligent, researched solution.

If I wasn't in fleet I have no regrets about being in the fleet industry. However, if pushed, I have thought now and again that I may have liked to have pursued an academic career. Maybe one for when I retire.

Childhood ambition I'm from the Airfix and Victor comic generation. I wanted to be a fast jet pilot, of course. Alas, the Walters eyesight gene was not up to the job...

Next issue: Jonathan Reynolds, head of fleet sales, Infiniti



The Ford Mondeo is available with intelligent all-wheel drive

AWD looks favourite to find traction with buyers

Ford has launched its fourth generation All-Wheel Drive (AWD) in Transit models powered by the all-new state-of-the-art Euro 6 EcoBlue engine.

As well as Transit, Ford offers all-wheel drive or four-wheel drive (4WD) technology on seven others of its car and commercial vehicle line-up in Europe – enhancing driving experience, road-holding and off-road capability.

The Ford Galaxy, Mondeo, S-MAX, Edge and Kuga – including Vignale – are available with Intelligent AWD that delivers enhanced traction and road-

holding with a seamless transition between front-wheel drive and all-wheel drive performance to provide a more secure footing on the road, especially in slippery conditions.

The Ford Focus RS introduces Ford Performance AWD with Dynamic Torque Vectoring to deliver a new level of handling capability.

Twin electronically-controlled clutch packs manage the car's front/rear torque split, and also can control the side-to-side torque distribution on the rear axle – delivering the “torque vectoring” capability, which has a

dramatic impact on handling and cornering stability.

The Ford Ranger pickup offers driver-selectable 4WD featuring a two-speed transfer box, and enables drivers to switch between rear-wheel drive and four-wheel drive high-range with a knob on the centre console at speeds of up to 70mph.

For low-speed torque or additional downhill braking in challenging terrain, Ranger drivers also can engage low-range 4WD. An electronic locking rear differential also helps to improve traction in difficult conditions.

EURO 6 TRANSIT OFFERS AWD ON WIDER RANGE THAN IN THE PAST

The new Euro 6 Ford Transit is available with AWD on a much wider range of models than offered previously on Euro 5 Transit. Fleets can now specify AWD on single rear wheel L2 and L3 Base series versions of Transit Van, Transit Double Cab in Van, and both Transit Single and Double Chassis Cab.

AWD appeals to drivers who frequently face slippery surfaces and light duty

off-road situations, such as utility companies and maintenance engineers operating in all weather conditions, road recovery services and emergency services.

An enhanced driveline combines the front differential and AWD coupling into a single, compact unit reducing weight by 10kg. A heavy duty 1850kg front axle is standard.

Calibration of the Electronic Stability

Control and AWD systems provides improved traction and stability, with AWD lock mode enhancing traction in more extreme driving situations

Ford's AWD system automatically distributes engine torque to front and rear wheels using a specially developed electronically controlled AWD coupling and can vary the front/rear distribution between 0:100 and 50:50.

NEW MOKKA X

TECHNOLOGY WHERE IT COUNTS

P11D FROM £17,400 | UP TO 72.4MPG | CO₂ FROM 103G/KM



Vauxhall OnStar* with Vehicle Diagnostics and 4G Wi-Fi**. 7-inch colour touchscreen with Apple CarPlay™ and Android Auto™. The New Mokka X. Go drive it.



SEARCH NEW MOKKA X FLEET



VAUXHALL

Fuel consumption information is official government environmental data, tested in accordance with the relevant EU directive. New Mokka X range fuel consumption figures mpg (litres/100km): Urban: 32.8 (8.6)-64.2 (4.4), Extra-urban: 49.6 (5.7)-78.5 (3.6), Combined: 42.2 (6.7)-72.4 (3.9). CO₂ emissions: 155-103g/km.

Official EU-regulated test data are provided for comparison purposes and actual performance will depend on driving style, road conditions and other non-technical factors. 2016-17 tax year. General Motors UK Limited, trading as Vauxhall Motors, does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their particular tax position. New Mokka X Design Nav (non-ecoFLEX) model illustrated features Amber Orange two-coat metallic paint (£555) and premium LED Adaptive Forward Lighting (£1160), optional at extra cost. * = Includes 12 months of OnStar services from date of first registration and a 3 month/3 GB Wi-Fi free trial period (whichever comes first) effective from the date the customer accepts the nominated network operator Wi-Fi T's & C's. Destination download feature only operates on models fitted with Navi 900 IntelliLink satellite navigation system. The OnStar Services require activation and are subject to mobile network coverage and availability. ** = Wi-Fi Hotspot service requires account with nominated network operator. 4G is subject to mobile network coverage and availability. Charges apply after the free trial period. The OnStar subscription packages could be different from the services included in the free trial package. Check www.vauxhall.co.uk/onstar for terms and conditions, details of availability, coverage and charges. Apple CarPlay and Apple are trademarks of Apple Inc. registered in the U.S. and other countries. Android is a trademark of Google Inc. † = Terms and conditions apply and vehicles are subject to availability. Please call 0870 240 4848 for full details. All figures quoted correct at time of going to press (November 2016).