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	MPG (combined)

Official fuel economy figures for the BMW X2 range: Urban 39.2-55.4mpg (7.2-5.1l/100km). Extra Urban 55.4-68.8mpg (5.1-4.1l/100km). Combined 47.9-62.8mpg (5.9-4.5l/100km). CO₂ emissions 134-118g/km.

Figures are obtained in a standardised test cycle. They are intended for comparisons between vehicles and may not be representative of what a user achieves under usual driving conditions.



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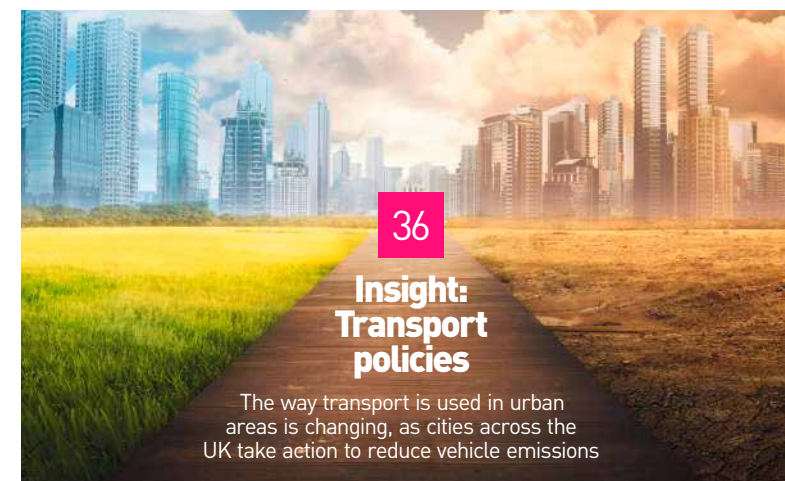
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Diesel in flux as sales drop and drivers eye electric for next car

More than half of new fleet registrations this year are petrol, but diesel remains a popular choice for many

By Gareth Roberts

Diesel is no longer the dominant fuel for fleets, with petrol now the powertrain of choice for company car drivers, newly released sales data reveals.

Air quality concerns, tax increases and uncertainty around clean air zones (CAZs) have taken their toll on fleet and business diesel registrations over the past 12 months.

Figures from the Society of Motor Manufacturers and Traders (SMMT), show petrol holding a 53.2% market share in fleet for the first quarter of 2018, up almost 13 percentage points from the 41.5% it held in the first three months of 2017.

Diesel however, held just 41.5% market share in Q1 2018, significantly down on the 54.4% of the fleet and business market it accounted for in Q1 2017. The share of alternative fuel vehicles (AFVs) grew slightly over the same period, up from 4.1% to 5.3% this year.

Volumes overall were down by some 11% compared to Q1 2017, but the number of diesel registrations to fleet and business have seen an even greater decline, down by almost a third, year-on-year.

In Q1 2017, 236,081 diesel cars were registered to fleet and business, compared to just 159,704 units this year – 76,377 fewer cars.

Mike Hawes, SMMT chief executive, said that the year-on-year fall in overall volume for the new car market was not unexpected given the huge surge in registrations in March last year to beat increases in vehicle excise duty (VED).

However, he said: "All technologies, regardless of fuel type, have a role to play in helping improve air quality while meeting our climate change targets."

NEXT COMPANY CAR

A *Fleet News* poll offers diesel some respite however, with 40% of respondents saying they will choose a diesel as their next company car.

Petrol's rise also appears short-lived as it was only chosen by 14.9% of respondents. The majority of drivers, some 44.5%, said their next car will be an alternative fuel, with one in four (27%) wanting a petrol hybrid and one in eight (13.7%) looking to adopt a fully electric car.

Help could also be on the horizon for the beleaguered diesel, as scientists say they have developed technologies which could significantly cut harmful NOx emissions.

Academics from Loughborough University's

School of Mechanical, Electrical and Manufacturing Engineering have developed a technology that effectively increases the capacity of existing after treatment systems to cut NOx (see page 7).

Meanwhile, in the past week, engine parts manufacturer Bosch claimed it had achieved a "breakthrough" in diesel technology.

It says that in RDE (real driving emissions) testing, emissions from vehicles equipped with its new diesel technology are not only significantly below current limits, but also those limits scheduled to come into force from 2020.

EU TARGETS

Since 2017, European legislation has required that new passenger car models, tested according to an RDE-compliant mix of urban, extra-urban, and motorway cycles, emit no more than 168 milligrams of NOx per kilometre. As of 2020, this limit will be cut to 120mg.

Bosch claims that, in tests, vehicles equipped with its diesel technology achieved as little as 13mg of NOx in standard legally-compliant RDE cycles (fleetnews.co.uk, April 26).

That is approximately a tenth of the EU limit that will apply after 2020. And, even when driving in particularly challenging urban conditions, where test parameters are well in excess of legal requirements, the average emissions of the Bosch test vehicles, it says, are as low as 40mg/km.

Talking at the company's annual press conference in Germany last week, Bosch CEO Volkmar Denner said: "There's a future for diesel. We want to put a stop, once and for all, to the debate about



"We want to put a stop to the debate about the demise of diesel technology"

Volkmar Denner, Bosch



Bosch claims a "breakthrough" in diesel technology while separate university research has found a way to reduce NOx emissions

the demise of diesel technology."

Bosch claims a combination of advanced fuel-injection technology, a newly developed air management system and intelligent temperature management has made such low readings possible.

"Bosch is pushing the boundaries of what is technically feasible," said Denner.

The reduction in NOx has also been achieved by refining existing technologies, removing the need for new components, which won't add to costs.

Denner continued: "We firmly believe that the diesel engine will continue to play an important role in the options for future mobility.

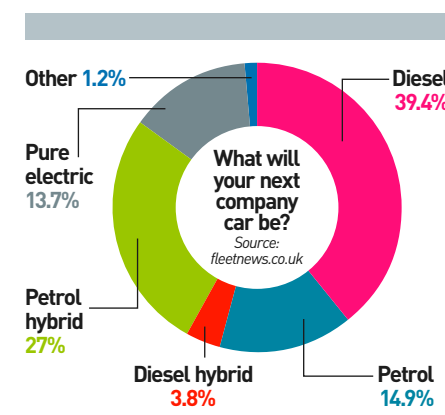
"Until electromobility breaks through to the mass market, we will still need these highly efficient combustion engines."

However, environmental campaign group Client Earth reacted to Bosch's NOx-cutting claims with typical scepticism. Client Earth clean air lawyer Ugo Taddei said: "We've not yet seen a combustion engine that's clean for people's health and the environment and the car industry has shot itself in the foot when it comes to consumer trust. For diesel, it might just be too late."

JOB LOSSES

A sceptical market has already contributed to some job losses at UK factories. Nissan's plant in Sunderland is planning to reduce its output this year as it moves to a new range of powertrains and reacts to lower diesel sales both here and abroad.

It is understood the carmaker is talking to employees about the changes, with some being



offered a financial package and the chance to be retrained if they choose to leave.

Nissan has said it expected production volumes to recover as it begins to make the new models.

Steve Bush, acting national officer at Unite, said the union was working with the manufacturer "to minimise job losses associated with a short-term reduction in volumes".

He added: "Going forward we expect to see temporary workers at the plant move into permanent positions as volumes pick up again in future."

The threat of job cuts follow those at Jaguar Land Rover, where up to 1,000 contract staff could be laid off (fleetnews.co.uk, April 13).

Diesel sales account for around 90% of the brand's overall sales in the UK.

It confirmed output at the company's Solihull and Castle Bromwich plants will be cut. In a statement, JLR said it "regularly reviews its production

schedules" to ensure market demand is "balanced globally".

"In light of the continuing headwinds impacting the car industry, we are making some adjustments to our production schedules and the level of agency staff," it said.

JLR added that it is continuing to recruit large numbers of highly skilled engineers, graduates and apprentices as it continues to invest in new products and technologies.

The news comes three months after the brand said it would temporarily reduce production at its Halewood plant later this year, in response to weakening demand due to Brexit and tax increases on diesel cars (fleetnews.co.uk, January 23).

It is scaling back production of Discovery Sport and Range Rover Evoque models this year, but told fleet decision-makers lead times will not be affected.

Meanwhile, Honda told *Fleet News* it remains committed to diesel engines, despite dropping it from its latest CR-V in favour of petrol-electric hybrid.

Phil Webb, Honda head of car, said: "Diesel remains an integral part of the UK market and, particularly, the corporate market, so we are committed to diesel in the current Civic."

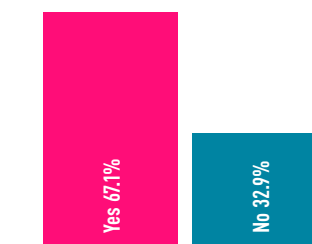
Marc Samuel, fleet sales operations manager at Honda, added: "We think there will be a place for diesel in our car line-up until 2025, and for now, diesel is still the best engine option for many roles."

The move contrasts with Toyota's decision to phase out diesel in its passenger car range, retaining it only in larger 4x4 vehicles, and launching the new Auris in 2019, a rival for the Honda Civic, with petrol or hybrid options.

FLEET FACTS AND FIGURES

OPINION POLL

Do you think new drivers should face passenger-carrying restrictions?



FleetNews view:

About two-thirds of respondents believe new drivers should face passenger-carrying restrictions. It's a measure which road safety charity Brake advocates as part of graduated driver licensing (GDL), which is currently being looked at by the Department for Transport. While we believe GDL could reduce risks for inexperienced drivers, the measures must be carefully thought through. A passenger who is an experienced driver could provide guidance for a new driver, for instance.

This week's poll: Are you confident about meeting your GDPR (general data protection regulation) obligations towards your fleet drivers?
fleetnews.co.uk/polls

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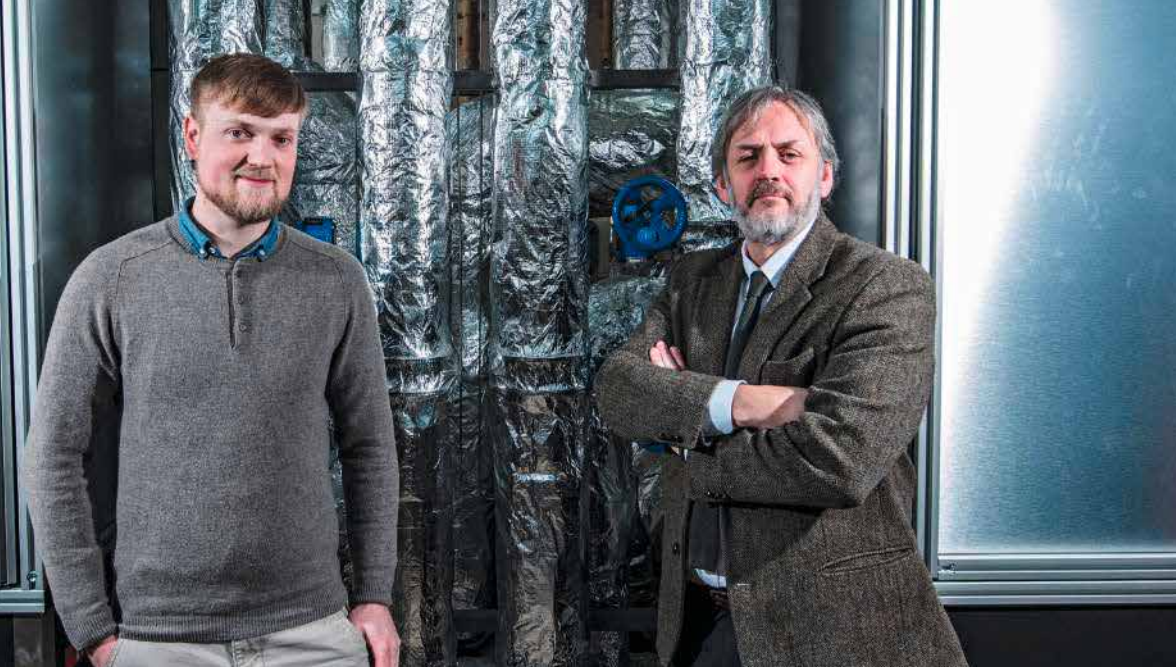
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Official fuel consumption for the SEAT Leon SE Dynamic Technology 1.2 TSI 110PS in mpg (litres per 100km): urban 45.6 (6.2); extra-urban 65.7 (4.3); combined 56.5 (5.0). CO₂ emissions 116g/km. Standard EU Test figures for comparative purposes and may not reflect real driving results. Business users only. *Source: CAP, March 2018 data for the SEAT Leon SE Dynamic Technology on a 36-month/60,000-mile agreement. Excludes metallic paint. Leon 1.2 TSI SE Dynamic Technology Winner of WhatCar? Car of the Year, Best Family Car less than £18,000. T&Cs apply.

NEWS

Emissions-reducing technology:
Jonathan Wilson (left) and
Professor Graham Hargrave



College researchers may have the answer to lower diesel emissions

Loughborough University reports interest from number of vehicle manufacturers

By Simon Harris

New technology that could dramatically reduce real-world emissions of diesel engines could be just two years away.

Researchers at Loughborough University have created a world-first technology, and they claim to have had interest from a number of manufacturers who want to fit it to their diesel cars.

Nitrogen Oxide (NOx) emissions are higher from diesel engines than from petrol engines, and have required vehicle manufacturers to introduce exhaust after-treatment systems to clean up the level of pollutants from diesel to comply with European legislation.

While all new vehicles sold comply with the latest emissions requirements in the official tests, they have been criticised for producing much higher amounts of NOx in real-world driving that exceed EU limits.

They came under greater scrutiny in 2015 after it was revealed Volkswagen had included a so-called 'defeat device' on its diesel cars in the US to produce lower NOx emissions for official tests than were achievable in real-world driving.

The problem of NOx on local air pollution has prompted London to introduce a supplementary fee for older vehicles in the congestion charge zone, while other cities and urban areas have been considering their own strategies to improve air quality (see page 36).

Now, almost all new diesel vehicles are fitted with a selective catalytic reduction (SCR) system to try to remove NOx produced by combustion. This system uses AdBlue, or diesel exhaust fluid, to safely provide the ammonia required to reduce NOx to harmless nitrogen and water.

One problem with AdBlue is it functions best

"Our system enables the SCR systems to work at much lower temperatures"

*Professor Graham Hargrave,
Loughborough University*

at high exhaust temperatures, typically in excess of 250°C. Therefore, the SCR does not necessarily operate at all engine conditions, for example, during short, stop-start commutes in urban areas or on construction sites.

And the use of AdBlue at these problematic lower temperatures can result in severe exhaust blockages and subsequent engine damage, which means it's often deployed in lower quantities and NOx emissions are increased.

Ammonia creation and conversion technology (ACCT) has been created by academics from Loughborough University's School of Mechanical, Electrical and Manufacturing Engineering. It effectively increases the capacity of existing after-treatment systems.

ACCT is an AdBlue conversion technology that uses waste energy to modify AdBlue to work effectively at these lower exhaust temperatures.

By greatly extending the temperature range at which SCR systems can operate, the new technology significantly enhances existing NOx reduction systems. It is the only technology of its kind, according to Loughborough University.

Loughborough professor Graham Hargrave, an

internationally acclaimed expert on the optimisation of combustion engines, developed the technology with research associate Jonathan Wilson.

"We are all familiar with the 'cold start', where diesel vehicles spew out plumes of toxic emissions before their catalytic systems are up to temperature and able to work effectively," said Hargrave.

"Unfortunately with many vehicles doing short, stop-start journeys, such as buses and construction vehicles, many engines never reach the optimal temperature required for the SCR systems to operate efficiently. The result is excessive NOx being released into the urban environment, especially in large cities.

"Our system enables the SCR systems to work at much lower temperatures – as low as 60°C. This means the NOx reduction system remains active through the whole driving cycle, leading to significant reductions in tailpipe emissions."

Initially meant for HGVs, Wilson said the technology is applicable to any diesel engine, and a number of car manufacturers have been in touch to investigate adopting ACCT.

On cold and wet days, many cars' current SCR systems are also challenged by surface water preventing them reaching optimum temperature, meaning that NOx emissions could be higher than the prescribed limits.

Wilson said: "We would prefer to see ACCT given widespread use rather than being exclusive to one vehicle manufacturer. The cost of the system would be relatively inexpensive."

He added that it could also make diesel-hybrid powertrains more feasible, with those facing a particular challenge from reduced opportunity to reach high temperatures in urban driving, as the electric motor is programmed to run alone for short distances.

Purchase of Transflex means it's 'business as usual' for customers

Assets of TOM subsidiary, along with 80 staff, are transferred to Dawsongroup

By Tom Seymour

Dawsongroup has acquired Transflex, the former TOM Vehicle Rental subsidiary, for an undisclosed sum. TOM Group, Transflex's parent company, went into administration last month citing "challenging trading conditions" and "low utilisation of its fleet" (*Fleet News*, April 19).

The addition of the 3,600 Transflex rental fleet takes Dawsongroup to 9,000 vehicles. It also adds four branches to Dawsongroup with locations in Stockton, Manchester, Bristol and Buckingham, taking the total number of branch locations across the group to 12.

The sites join Dawsongroup's existing van rental branches at Cardiff, Doncaster, Ipswich, Milton Keynes, Newcastle, Reading, Skelmersdale and Stoke-on-Trent.

The trade, business and assets of Transflex Vehicle Rental, along with 80 staff, including sales director Gary Henry and finance director Tina Lynas, transferred to Dawsongroup on April 16.

The business will be rebranded under the Dawsongroup van rental name "in the next few months".

Henry and Lynas are the only directors transferring across and Transflex will be led by the existing Dawsongroup vans senior team as part of the overall business.

Steve Miller, Dawsongroup chief executive, told *Fleet News*: "We've been acquisitive for the past few years but we hadn't been able to find the right operation."



"If we didn't acquire this business it would have been broken up"

Steve Miller, Dawsongroup



Dawsongroup has been an admirer of Transflex and how it operates

"We knew TOM couldn't keep trading as it was and we were talking to the administrators. Transflex's management did try to put a buyout together, but when that wasn't going to go ahead we stepped in. It all happened in a week and people were working flat out to make this happen. If we didn't acquire this business it would have been broken up."

Miller said the troubles TOM Group faced came down to the pressure facing the entire rental industry on margins. He said: "You have some companies looking for market share at any cost without looking at the bottom line. You cannot write business that is not profitable."

"We have been lucky that the van disposal process for us can be profitable, but you also have to have a rental price that is sustainable in the first place."

The Transflex locations in Bristol, Manchester and Stockton will be new market areas for Dawsongroup. Miller acknowledged there is some geographic crossover between Buckingham and its existing Milton Keynes location, but both would continue to operate. Miller said the existing Dawsongroup fleet is running at high capacity, so there is scope to expand.

Dawsongroup has already contacted all of Transflex's customers to inform them of the changes and from their point of view, Miller said, it will be "business as usual".

Tony Coleman, Dawsongroup finance director, has been liaising between the administrators and the banks funding the 3,600 vehicle fleet in order to transfer rental contracts with customers over to Dawsongroup.

Miller said: "We're learning about the business and its customers. We're seeing what we can

learn and change ourselves from how Transflex does things. We have always admired the business and how it operates."

"These people have been through the washing machine and have faced disappointment in the past, so we need to be respectful of that."

Miller is confident the strength of the Dawsongroup business over the years puts it in a confident position to rescue Transflex.

He also said Dawsongroup is not looking to trade with customers that are just looking for the lowest price possible, instead putting focus on high levels of customer service and "a fair price on rental".

He said: "We undertake this rescue with confidence: confidence in the Transflex team, confidence in the quality of their fleet and confidence in our own ability to put the two operations together to make an even stronger whole."

"What we will bring to the mix is a strong customer-focus, supported by proven management styles and disciplines honed while developing our own hard-earned success over the past 40-plus years."

Dawsongroup has gone through its own refocusing in the first quarter of this year with Dawsonrentals rebranding to Dawsongroup to highlight the range of the company's services and reflect the changing nature of the business.

TOM Group administrators are still working to find buyers for the remaining parts of the business. It has already sold another TOM subsidiary, Alistair Fleming, a new and used Citroën dealer, to Arnold Clark for an undisclosed sum.

A spokesperson said: "Beyond the sale of Transflex and Alistair Fleming to Arnold Clark, there is no update."

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NEWS

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www



The system will pick up the unique addresses of smartphones to gauge traffic patterns

York takes one giant STEP to cut congestion and emissions in city

Traffic flow trial using smartphones and connected car data goes live in June

By Tom Seymour

York will start using smartphone and connected car data from June in a bid to cut congestion and emissions in the city.

Called the Smart Travel Evolution Programme (STEP), the two-year project has been made possible thanks to a grant of £450,000 from the Department for Transport (DfT).

Initially, it will fund a pilot scheme on the A59 entering York, before being rolled out across the city, funded by a further £2.85 million.

The City of York Council said the project was also made possible because of the network of fibre broadband connections in the city.

STEP uses detectors located on traffic lights, bollards and other street furniture to track vehicle movements by anonymous signatures collected using mobile data services.

It will also collect data about weather patterns so that traffic light sequences can be changed to make traffic move more efficiently in different weather conditions.

The data will be used to inform traffic flows,

junction designs and road improvements.

Data is being processed using the council's real-time traffic data analysis system. The system will also work with the latest generation of connected vehicles and will prepare the city for future driverless vehicles.

The council's own data shows that average peak time speed across the city is less than 20mph and is significantly slower on key corridors.

Councillor Ian Gillies, executive member for transport and planning at City of York Council, said: "This will make York one of the most advanced cities in the country."

"Being able to build things like traffic light signalling based on the journeys people really make every day will mean better decisions, less congestion and improved air quality."

"We can't simply build more roads in the city, so this is a really innovative way to get it moving as efficiently as possible."

The intention is that the programme will make a positive impact in terms of reducing congestion in York, as well as emissions by reducing choke points and stop/start travel. However, a council spokesman said it was not possible at this stage to put a figure on what sort of improvements could be made due to the project still being at "the very early stages".

The council said the programme will place the city in a leading position to react to the challenges and opportunities represented by connected and autonomous vehicles in future.

"As the global technical community continues to develop standards for communications between vehicles and infrastructure and the types and forms of data services that can be supported, there will be a growing need for highway authorities to react," said the spokesman.

He explained that York has to evolve a programme to move to smarter travel and swapping to new approaches can't happen "wholesale".

"STEP will have significant impacts on the ability of the city to support connected and autonomous vehicles, but by looking at vehicles and people as a source of data, the first steps can be taken," he said.

He also said that concerns around driver privacy will not be a problem as all data is "totally anonymised before we receive it".

Each smartphone device has a unique code – called a 'MAC address' – which it broadcasts while searching for Wi-Fi networks or Bluetooth devices.

For those drivers that still don't want to transmit their data, they can disable Bluetooth or Wi-Fi on their smartphone.

York's traffic network monitoring officers will use the data to help influence traffic management, but the long- to mid-term aim is to introduce more automation to the system as it develops.

The DfT will be monitoring the results of STEP with a view to supporting investment for similar initiatives across the UK.

A DfT spokesman said: "We are always looking at ways to use technology to revolutionise the way we travel."

"That's why we invested £3m in this innovative scheme in York, which will help us to explore how vehicle technology can be used to improve road networks for drivers."

"As with all our funded projects, we will monitor the results of this trial and remain committed to supporting future investments in ground-breaking technology."



"We can't simply build more roads in the city"

Councillor Ian Gillies,
City of York Council

Desire to cut London congestion may adversely impact business

TfL agenda to reduce car travel will have economic repercussions, warns RHA

By Matt de Prez

Initiatives to shrink London's road network and invest in public transport risk stunting economic growth in the capital if businesses and their fleets can't operate effectively.

This warning comes from the Road Haulage Association (RHA), which believes that London's policymakers must consider all types of road users when implementing the mayor's Transport Plan.

Speaking at a policy forum in Westminster last week, Mike Brown, commissioner at Transport for London (TfL), said: "London has the highest population that it has ever had and it is forecast to grow to 10 million by 2040.

"Therefore, we will increasingly have to look at new ways to help our city function.

"We need to invest in new and improved services to support this growth in population and innovate to find new ways to deliver them."

TfL has committed to a series of projects in its latest budget that are part of the mayor of London's vision for 80% of journeys in the capital to take place on foot, cycle or public transport by 2041 (fleetnews.co.uk, March 13).

The organisation is making significant investment to increase capacity in the existing tube network and in other rail projects, but has also outlined a £2.2 billion Healthy Streets project which will include reallocating road space to pedestrians and cyclists.

Oxford Street will be the first road to be pedestrianised in what Brown called "an opportunity to reshape London and make sure it grows in a way that improves the quality of life for everyone".

Duncan Buchanan, policy director at the RHA told forum delegates: "Roads exist to link people to people, link people to business and to link

businesses to other businesses. The roads have to meet all of our needs whether it's cars, vans, lorries, cycles, pedestrians.

"To do this we need a road network of sufficient quality and space that allows access for all the people that need to use it."

Matthew Pencharz, urban sustainability consultant and former deputy mayor of London for environment and energy, added: "What is going on in London is congestion is going up despite the fact that car usage has gone down.

"We can't realistically expect this increasing number of people to be in the city without there being more road reallocation, but we still need a lot of vehicles coming in to create the development.

"The city authorities need to look at congestion

"We need to invest in new and improved services to support this growth in population and innovate to find new ways to deliver them"

Mike Brown, Transport for London



management very carefully and make more rational decisions about how to move these goods around more quickly."

TfL doesn't currently have any way of funding London's road network, having lost its annual £700m cash injection from the Government.

"We are in the ridiculous situation now where those buying a ticket to travel on the tube are cross-subsidising the maintenance of the strategic road network in London, because I have no other income by which to fund it," said Brown.

"That, from any transport economic perspective, is clearly insane and we'll continue to make the case to the Treasury and the Government more broadly," he added.

The mayor's Transport Strategy promises a 10-15% reduction in congestion in London by 2041, despite the projected population uplift of more than two million.

"That's a profound decrease in vehicular traffic," said Pencharz.

He explained that the Ultra Low Emissions Zone (ULEZ), which charges older, more polluting vehicles to enter parts of the city, will eventually incentivise more operators to switch to low pollution or zero emission vehicles.

But, combined with the overall reduction in vehicle numbers, Pencharz raised fears that the revenue loss will leave significant black hole "to the tune of £9-23bn" with road charging providing the only viable long-term solution.

However, mayor of London Sadiq Kahn and Mike Brown told the London Assembly, in March (*Fleet News*, March 22), that road-user charging, which takes account of emissions and miles driven, will not be introduced any time soon.

Instead the pair will focus on developing the technology for the ULEZ.



Oxford Street will be pedestrianised as part of the mayor of London's plan



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Model shown is Kadjar Signature Nav dCi 110 at £25,820 MRRP with optional metallic paint at £550 MRRP. Renault UK Limited does not offer tax advice and recommends that all Company Car Drivers consult their own accountant with regards to their particular tax position.

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Models shown are a 2008 SUV Allure 1.2L PureTech 110 S & S, 3008 SUV Allure 1.2L PureTech 130 S & S with optional LED headlights, optional Grip Control, optional Black Diamond Roof and optional Roof Bars, All-new 5008 SUV Allure 1.2L PureTech 130 S & S with optional Black Diamond Roof and optional Grip Control. Award logos relate to the following awards: 2008 SUV won Best Small SUV in the Driver Power 2017 New Car Survey, 3008 SUV won Best SUV in the Carbuyer 2018 awards and Car of the Year in the Driver Power 2018 New Car Survey, and the all-new 5008 SUV won Best Large SUV in the WhatCar? Car of the Year 2018 awards. Information correct at time of going to print. ^Calls are free of charge from all consumer landlines and mobile phones. If you are calling from a business phone, you should check with your provider whether there will be a charge for calling an 0800 number.

NEWS



The Venturer Wildcat car is being tested
at the University of the West of England

Who is in charge? Self-driving car report looks at delays in handover

Researchers say retaking control can take between two and three seconds

By Gareth Roberts

Lawmakers will need to carefully consider how drivers retake control of a self-driving car after an on-the-road trial identified potential dangers.

Researchers have discovered that drivers take two to three seconds to take control of a vehicle once alerted to handover.

The findings, from the Venturer self-driving car trial, have been published in a new report by Axa Insurance UK and law firm Burges Salmon, examining the insurance and legal ramifications of autonomous cars.

David Williams, technical director at Axa, said the technology "raises questions regarding practicalities, liability and, most importantly, safety".

The report investigates just one aspect of the driverless experience – the handover stage – and calls for greater understanding of how motorists will adapt to this new process.

"Setting the boundaries of driver and autonomous system liability will require a detailed understanding of how users interact with tech-

nology," said Chris Jackson, head of transport sector at Burges Salmon.

"Defining the parameters of handover is an important step in delivering the driverless experience which people will expect."

Venturer's trials, which are taking place in the laboratory and on the roads of the University of the West of England (UWE) campus in Bristol, have highlighted the potential issues.

They have revealed better performance in frequent handover scenarios than might have been expected from earlier studies. But they showed delays in regaining control of various lengths at different speeds.

The study also revealed slower driving by participants following handover and a marked delay when retaking control at speeds ranging from 20-50mph.

The 'handover problem' arises more as a feature of autonomous vehicles that are 'high-level driver assist' – so-called level three vehicles – but are not 'highly or fully' autonomous (levels four and five). This is where drivers do not need to engage with a range of tasks in the driving process when the autonomous mode is selected, but do need to be able to take control when necessary.

Manufacturers have said this is of central importance in the development of self-driving cars, with Ford intending to bypass level three completely and move directly to level four.

The Government, for its part, is dealing with some of the issues around liability in the Automated and Electric Vehicles Bill, which was published last October.

Under current legislation, the insurers of the driver who is at fault pay out to third parties who have suffered damage. The question then arises as to where liability should sit where a driver

relies on an automated system and is not, therefore, directly in control of the vehicle.

The Bill has defined a framework for how self-driving cars involved in accidents will be treated for insurance purposes. It proposes to extend the requirement on the insurer to pay out to affected third parties where the system, rather than the driver, is at fault.

It removes the need for an affected third party to seek redress from the manufacturer or other third party who might have some responsibility for the defective performance of the technology.

For insurance purposes, the system will effectively become the driver under these proposals (to the extent the behaviour of the system triggers a claim), with the insurer then separately being entitled to pursue the manufacturer or other third party responsible for the system's failure to recover any compensation which it has paid to affected third parties.

Additionally, in a situation where there is a product failure when the vehicle is in an autonomous function, the driver may be the victim of a personal injury that he or she did not cause. Under existing legislation, a driver's insurance only needs to cover third parties and not the driver themselves.

After extensive consultation, the Government has decided to widen insurance cover so that this includes damage to the driver where the automated vehicle is driving itself.

As the report suggests, the question of liability becomes more complex when the handover point between autonomous and manual driving phases is considered. Determining at what point fault lies either with the driver or with the system will be critical in determining where liability and financial responsibility, and potentially criminal liability, ultimately rests.



"It raises questions regarding liability and, most importantly, safety"

David Williams, Axa Insurance UK

Government is urged to compel transport providers to share data

Legislators must give interested parties a 'nudge' to aid development of MaaS

By Gareth Roberts

The Government must show political leadership when it comes to the availability of data if new mobility services are to succeed in the UK, experts have warned.

Public transport operators, taxi companies, car clubs, bike share services and even carmakers, should make their data accessible to mobility service providers.

Furthermore, that open data must include a payment option, Members of Parliament on the Transport Select Committee were told.

The committee is investigating the potential of Mobility-as-a-Service (MaaS) and the barriers to its implementation and heard from a panel of mobility experts in Parliament, late last month.

Sampo Hietanen, CEO of MaaS Global, explained the data sharing issue. "MaaS needs the coming together of public transport, taxis, car shares, ride shares, car OEMs and many others within this field and it's hard to get a joint vision," he said. "You need political leadership to say this is what the market will look like."

He also stressed the importance of the concept that open data should include a payment option for services. "Open data without the payment is of little value, because the end-user value for that is zero," he told MPs.

Mobility platforms targeting the fleet market, such as Mobilleo from Fleetondemand, have launched in recent years, but if the mobility market is to reach its full potential and, as some experts suggest, reshape the company car market, intervention is needed.

Head of trade strategy at KPMG, Dr Sarah Owen-Vandersluis, suggested to the committee that some data, which could help develop the MaaS market, was "probably being withheld for competitive reasons". And some of it, she said, is "not occurring in a form that's easy to share".

She told MPs that without a "nudge" from legislators it was going to be very difficult for MaaS operators to grow.

In fact, Johan Herrlin, CEO of transport data delivery firm Ito World, argued that it was the duty of public transport operators to provide third-party providers with open data. He said: "There are some impediments to people sharing [data], but I don't think we should accept that."

Herrlin argues that if a private company is offering public transport, sharing data should be the "trade-off" for operating services. "The responsibility for central Government is to define the standards for that data and an open mechanism by which the data gets shared," he said.

However, despite the difficulties with accessing data, Hietanen told MPs there is a great deal of potential for MaaS to be a success in the UK.

"Many of the payers are market-driven so



For MaaS to work it needs open data that includes a payment option

they're keen on developing services," he said. "There is also a lot of tradition [in the UK] of how to regulate markets so they can actually bloom."

The benefit to Government is it could use MaaS to achieve policy objectives such as improving air quality or cutting congestion, with employees incentivised through the tax system to swap their



"You need political leadership to say this is what the market will look like"

Sampo Hietanen, CEO of MaaS Global

company car allowance for a mobility budget, for example.

Hietanen told the committee such tax measures were a "really smart move," but in Belgium, where legislators are pushing through tax changes favouring a mobility budget over a company car, the plan has been criticised.

Due to the way it has been constructed, critics say it is no different from giving employees a cash lump sum and will push company car drivers into the grey fleet.

The mobility budget, which is only available to existing company car drivers, allows the employee, if the employer agrees, to exchange their vehicle for a cash amount that is taxed at the same rate, which is less than their regular salary. The amount is increased by 20% if the employee also has a fuel card.

Polling by ALD Automotive among Belgium's company car drivers suggests a 'carrot' system that encourages employees to use mobility services, without being forced to give up their company car, would be a much more effective.

Whatever future legislative path the UK Government takes, Owen-Vandersluis was clear.

"MaaS is coming," she said. "It's going to happen. If we then want it in a framework that has the best chance of meeting policy goals... then some level of data sharing and protocols will be essential."

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THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



Has there ever been a more challenging time to be a fleet decision-maker? The sheer level of external factors that have an influence over the future direction of your fleet, and the decisions you are making today, is extraordinary.

WLTP, alternative fuels, urban transport policies, air quality, car vs cash and OpRA, GDPR, Brexit, connectivity, technology, autonomy, mobility, tax uncertainties... one fleet manager described it as a "minefield", adding: "I've never before been in a position where I can't advise my company what to do."

It can get overwhelming, and you need a strong and reliable network of peers and supply chain partners to stay up-to-date and take soundings.

"I've never before been in a position where I can't advise my company what to do"

Throughout all the change and new challenges, it's important not to lose sight of the here and now: the need to run an efficient, effective, safe fleet.

Safety is the key message being promoted by Highways England in its partnership with Driving for Better Business (DfBB – see interview page 32).

Adrian Walsh, who set up DfBB 11 years ago, was one of the first people I met when I joined *Fleet News* in 2009. Its funding was pulled in 2010, but I'm delighted to see DfBB now going from strength to strength.

It embodies the operational nature of fleet, with Business Champions revealing the initiatives they have introduced to tackle safety, and the benefits they enjoy from taking such action, so that others are inspired to implement their own ideas.

As decision-makers juggle future needs with the demands of running their fleet today, help is at hand. Fleet Live in October mixes strategy seminars with best practice sessions, plus the UK's biggest fleet exhibition, to give you all the tools, knowledge and inspiration you need. I'll see you there!

YOUR LETTERS

VEHICLE EMISSIONS

Tax 'mess' may force drivers out of cars



EDITOR'S PICK

Nigel Boyle wrote:

Having read 'Fleets fear how new emission values will impact company car costs' (*Fleet News*, April 19), what an unmitigated mess.

To introduce a tax on people without telling them what the impact will be is probably the worst error I have witnessed.

As per your article, we need clarity. Most drivers are close to revolting with the ever-increasing benefit-in-kind tax costs and now this.

Clearly, the manufacturers needed to clean their act up, but why should the business driver be punished for it? The tax has to be neutral or the Government will lose out big time with tax revenues.

The company I work for is close to offering cash, not car. This (before this new increase) will save both the employer and employee tax in many cases and after will be a no-brainer for everyone except the tax man. The straw that breaks the camel's back.

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

Sage and Onion added:

WLTP is supposed to be a tool to provide honesty and clarity on what car emissions and mpg would be like in more realistic driving conditions.

And, as Nigel has said, it should be cost-neutral in tax because, let's face it, the same car when measured on NEDC and NEDC-equivalent, will still produce the same CO₂ and mpg in real-life driving conditions.

I think what we will see is manufacturers moving to simplified

model ranges that are already spec'd up with much fewer options available to be added.

But, from an HMRC viewpoint, I can see why it won't announce the benefit-in-kind tax rates until after 2020/21, as it will probably need to see where the rates need to be once all manufacturers have published their emissions figures.

Therefore, I wouldn't be surprised if they abandoned the 4% tax penalty for diesels in the Budget.

ROAD SAFETY

Pull your finger out

Pothole Avoider wrote:

Having read 'Dire state of UK roads leave 85% of drivers fearing for safety' (*fleetnews.co.uk*, April 12), this is typical of the Government.

If drivers allowed their cars to deteriorate to the same level as the Government and local authorities have allowed the roads, you would be pulled over by the police and heavily fined or have your car impounded.

All too often utilities dig up the road for essential works, but then don't resurface the road properly or, as a result of their trucks and diggers, create damage on driveable sections not being worked on.

Since they've started the works on the A217, the surrounding road conditions have become diabolical, with some potholes reaching depths of several inches before anything is done and then it's just a patch-up job that probably won't last the year. They need to pull their fingers out.

Reg added:

Riding a bike is really becoming quite dangerous, particularly in the rain. When driving it's important to recognise that cyclists often have to ride well away from the nearside to reduce risks. However, this does make passing difficult for trucks and buses.

Winston added:

Reducing speed when approaching a pothole seems reasonable, but it's not so easy when travelling at



70mph on our motorways where potholes can be found in any lane at any time.

If you do see them early enough, trying to avoid them is also sometimes impossible, otherwise you could be putting yourself or other motorway traffic at risk. As I drive, hazard perception now includes spotting (and avoiding) potholes as a matter of routine, but it shouldn't.

GaryB added:

Maybe the Government should invest in maintaining roads rather than 'upgrading' vast expanses of motorway to 'smart motorways' at huge expense, because apparently the average motorist is incapable of deciding to slow down for themselves when traffic is heavy.

ELECTRIC VEHICLES

Sufficient isn't enough

Norman Harding wrote:

Having read 'Insufficient support for EV charging infrastructure hampers uptake' (*fleetnews.co.uk*, April 13), development of charging infrastructure needs to go further than just providing 'sufficient numbers'.

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Burning question:
Who is the most famous person you've met?

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COMMENT

FLEET OPINION

RENTAL FLEET

Extra costs must pass to customers

By Gary Smith

Running rental fleets of the most modern and popular vehicles is becoming more expensive.

The April 2017 reforms to Vehicle Excise Duty (VED) have already meant that a new car with CO₂ emissions of 90g/km and a list price of £40,000 or less on a four-year cycle costs £520 over four years. Previously a vehicle of this category would not have incurred any VED.

On top of that, the latest Budget brought further increases to VED for diesel vehicles registered after April 1 this year.

With a goal to deliver the most environmentally sound options, rental companies want to be able to adopt as many low emission vehicles as possible, but the current lack of infrastructure, combined with limited driving range is hampering this. The new VED categories have also added cost to the adoption of low emission vehicles on rental fleets.

Operating modern vehicles is more expensive than ever, as hybrid and connected technology adds to the complexity and, therefore, cost of repair and maintenance.

In addition, increasing fuel prices are a further challenge for the rental supply chain. Rental customers pay for their own fuel, but the rental companies still incur fuel costs to underpin the complex logistics of moving vehicles around.

Another factor that is hitting the costs for the supply chain supporting corporates who need to keep their employees mobile is the increases to the minimum national living wage. From April 1, the living wage paid to workers aged 25 or over rose from £7.50/hour to £7.83/hour – a 4.4% rise.

Taking into account national insurance and pension contributions, which are also increasing in 2018, for a typical delivery driver or valet this equates to an approximate year-on-year increase for the employer of £750.

As one of the most efficient, process-driven service sectors, the rental market offers highly competitive pricing. But now, facing external costs that can't be reduced by improved processes, some of the increased costs will have to be passed on to customers.

The key is to ensure this is achieved with full transparency, so customers understand why and where additional costs will be incurred.

"The rental market is facing external costs that can't be reduced by improved processes"



Gary Smith, managing director of Europcar UK Group



Robert Pieczka, managing director of FuelGenie

GREY FLEET

Being responsible for the grey fleet

By Robert Pieczka

With 12 billion miles driven each year in grey fleet vehicles, it comes as no surprise that employers are paying out more than £5 billion a year in mileage claims and car allowances.

And, with recent news suggesting that grey fleet drivers may be over-claiming on their mileage accounts, this adds up to a lot of extra costs for businesses across the country.

Having a grey fleet is most beneficial for businesses that do not have high business mileage. This is because drivers make fewer journeys, which will hopefully lead to fewer risks.

However, for larger fleets, and ones who travel further distances, grey fleets can be harder to manage.

With around 40% of business owners estimated to not check whether their grey fleet drivers have correct business insurance or MOT, this is a mistake that can be easily avoided by carrying out necessary checks and documentation from the outset.

You should also assign the responsibility of grey fleet to an employee. This team member should be responsible for creating a framework of policies and procedures within which employers and employees can successfully operate.

If you're looking for an alternative to grey fleet vehicles, you could consider leasing, renting or even wider use of public transport. However, employers must take care with hire cars.

When an employee is using a hire car rather than their own for business journeys, it is important that the car is booked and hired to the company, not the individual. Otherwise the car will be listed under retail, not business, insurance.

One benefit of cutting down on the number of grey fleet vehicles and offering greener alternatives, is the obvious subsequent benefits to the environment. In a recent BVRLA report, figures showed that mileage driven in the private sector adds up to around 3.2 million tonnes of CO₂.

Ultimately, for those operating grey fleet within the business, the key to smooth management is to ensure all the correct checks are in place to avoid any unnecessary costs.

For vehicles in the fleet that are owned by the company, businesses owners should consider using a fuel card to keep costs to a minimum.

"The key is to ensure all the correct checks are in place to avoid any unnecessary costs"



For more fleet opinion from the industry, visit fleetnews.co.uk/opinion



Awards finalists debate readiness for latest data protection rules

Delegates also exchange views on the rapidly changing area of vehicle safety features

By Sarah Tooze

Fleet operators are having to balance new data regulation demands with existing safety and duty of care obligations.

In little more than three weeks' time (May 25) the general data protection regulation (GDPR) takes effect (see *Fleet News*, February 8) with a hefty fine of up to €20 million (£17.3m) or 4% of total global turnover for the previous year (whichever is the highest) for a data breach.

Fleet News Awards finalists discussed the challenges of managing data at a recent round table, sponsored by Škoda, as well as the steps they are taking to develop a safer driving culture.

Fleet News: How are you preparing for GDPR?

Julie Madoui, head of fleet and transport, Skanska: We're going through a complete review and looking at our policies, our drivers' manuals. I've already had questions asked about the fact that we record how many accidents a driver has had

£17.3m
potential fine for breaches
of the GDPR

and how many fines they've had and then you're relaying that information to the health and safety team. Do you need to go back to every commercial vehicle driver and tell them that we're recording this? We've told them [the drivers] that telematics is fitted, but do we need to tell them every element of it that we're using that could come up in a discussion? It's quite in-depth.

Martin Gay, contract hire and leasing manager – north, Škoda: It's an interesting subject. I don't think a lot of organisations have really got to grips with the governance that is required around it. I think leasing companies are recognising there has got to be an awful lot of change from their perspective so I think, without a shadow of a doubt, it's worth taking a step back and reviewing your policies.

Julie Madoui: When you're dealing with a really long supply chain, for example your leasing company, you would have got your data protection back-to-back but then they go off and they use this supplier, this supplier, this supplier and how much of that is backed off adequately all the way through? So I agree with you, it's a much bigger subject than perhaps we think it is.

FN: How do you manage data from telematics?

Julie Madoui: We use dashboards because of the volume of data and trying to get quick messages through to end users. We're a fairly small team for the size of vehicle fleet we have so we tend to work with senior health and safety managers and produce risk dashboards which go out on a monthly basis. That's pulling together incident data, telematics data, fines, everything associated and that goes direct to the health

and safety community because they are aware road risk is part of the bigger health and safety remit. So we've got a lot more people to help and improve and drive those messages. **Luke Stanbridge, commercial director, Z-Tech Control Systems:** We harvest the data out of the Quartix trackers into our own system. Each individual at Z-Tech has their own account which is their management system. It's all about them, they put their time sheets through there, all their training is on there and we've added an extra dashboard on their vehicle so they can see it and the managers can see what their people have been doing. We've now mapped the data from Quartix onto a live map and it gives the individual red areas if they've had any alerts so if they've been speeding, harsh braking, accelerating etc. It also tells them about their vehicle's mpg, CO₂, nitrogen dioxide emissions. That's been going about six months, but it seems to be doing the trick at the moment.

FN: Does anyone use league tables or competitions to improve driver performance?

Luke Stanbridge: We did a driver of the month activity a while ago to promote people who had improved their mpg. We published them and gave them a voucher and we found it [the improvement] got to a certain level and then that was as far as it would go.

David Cadwallader, fleet manager, Lyreco: I'm a big believer in developing a safer driver culture. We introduced e-learning modules for new starters and we also do toolbox talks for our existing employees and we think it's working because we have had an improvement in accident frequency. We're at a position now where we want to look at technology [telematics] but cars very shortly could all be coming out with these kinds of technology already in the vehicle.

David Fisher, fleet manager, Rexel UK: They're already talking about putting dashcams in the rear-view mirror.

Martin Gay: You're right, manufacturers are looking at both dashcams front and rear being built into the vehicles, both low down and high up so you get visibility all round. Connectivity is such that shortly manufacturers will have telematics in-built. They'll be also offering services on a global basis whereby you can pick and choose accordingly what you want to use from that data. Technology is being advanced to the extent whereby, for example, on some of our Škoda products, you've got blindspot detection, you've got lane-assist, you've got brake adaption, brake safety. Technology is advancing at such a pace, quicker than we've seen before. There are masses of changes later on this year. Be forward thinking, don't think here and now, think 12 months' time because 12 months is not that far away with technology that is coming.

FN: When you're deciding what vehicles to have are you looking at those safety options or does the cost outweigh the potential benefits?

David Fisher: We've got quite a few of these safety items as our standard spec on the vehicles now. It's not something the business had previously. Everything has parking assist, lane assist, blindspot, if it's standard on the vehicle or if it can be added to the vehicle. Decreasing the road risk is one of the main things we're trying to do.

FN: What else are you doing to manage risk?

Elaine Pringle, vehicle operations manager, Scottish Water: We've got in-house driver trainers. They assess any new starters and do post-incident training. But we've only got two driver trainers for a fleet of about 2,500 commercial vehicle drivers, 4,000 if you include the grey fleet, so that's an area we want to do more in.

A lot of our drivers start from home so they don't see their team leaders regularly, and we don't hold the keys, it's not as if they come back to the yard every day. So, one of the things we do is go round and do vehicle audits, whether it's spot checks or planned audits and that helps to make sure the vehicles are safe and roadworthy. It's nice to get that

DELEGATES



Steven Openshaw
group fleet & transport manager,
Eric Wright Group



Sue McGuigan
fleet manager,
Eric Wright Group



David Cadwallader
fleet manager,
Lyreco



Helen Brislane
commercial manager,
Momentum Instore



David Fisher
fleet manager,
Rexel UK



Elaine Pringle
vehicle operations manager,
Scottish Water



Julie Madoui
head of fleet & transport,
Skanska



Grainne Kennedy
environmental co-ordinator,
University of Cambridge



Luke Stanbridge
commercial director,
Z-Tech Control Systems



Martin Gay
contract hire & leasing
manager – North, Škoda UK



Yulia Eldridge
area fleet manager,
Škoda UK

"We found that it (the mpg improvement) got to a certain level then that was as far as it would go"

*Luke Stanbridge,
Z-Tech Control Systems*

interaction with the driver as well. By going out and talking to somebody about driver safety they realise it's important, they understand Scottish Water is taking it seriously so I think the culture is a big part of it as well.

Helen Brislane, commercial manager, Momentum Instore: We've introduced some online courses for driver safety which presents a challenge to us because most of our drivers are not permanent employees. It's quite difficult for us to manage, because they're not in the office but it's been well received. Over the past 18 months, we've seen quite a big reduction in our incident rate.

We've also done some targeted in-car driver training with some high risk drivers, which has been well received.

This year we've really shifted emphasis on improving risk, making sure we've got all the paperwork to back that up as well. I've written a death while driving plan. It's an action plan for what would happen if one of your employees or one of your drivers was killed while driving or there was a death caused by one of your drivers. That has not been a pleasant subject to talk about, but it's something everybody should really think about writing should the worst happen.

"I think leasing companies are recognising that there has got to be an awful lot of change from their perspective. It's worth taking a step back"

Martin Gay, Škoda

Help where help's needed

The drop-in advice centre at Fleet Live is the perfect place to ask experienced fleet managers how they would deal with the issues you are facing with your fleet, including how to improve the safety of your vehicles and drivers

FLEET LIVE

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WHEN? 9-10 October, 2018
WHERE? NEC, Birmingham
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DETAILS fleet-live.co.uk

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What if?

Register NOW
for Fleet Live at
fleet-live.co.uk



**Safety
check**

Companies seeking to improve the safety record of their fleet can meet potential suppliers in all areas of accident and risk management at Fleet Live.

The exhibition area features:

- Accident and repair management companies.
- Fleet driver training specialists.
- Suppliers with expertise in licence-checking and compliance.
- Telematics and tracking companies.

See below for the full list of exhibitors, or go to the Fleet Live website for more details.

Fleet Live presents the ideal opportunity to discuss fleet requirements, meet potential suppliers and gather more information on products and services to help run a safer and compliant fleet.

Who?

**MY BOSS
SAYS...**

**WHAT DO
I DO IF?**

Last year, the first person who came in on day one to the Advisory Board area – a sort of drop-in centre – was an HR manager. The month before he'd been given a fleet of 300 cars to control...

This first visitor encapsulated precisely why Fleet Live's Advisory Board had been so keen to incorporate an advice centre at the event, recalls Rory Morgan, head of logistics support – Western Europe, Iron Mountain.

As a member of the Advisory Board, Morgan and his colleagues had been aware of how fleet responsibilities no longer necessarily rest with dedicated fleet managers, but are now carried by a wide variety of job functions, including HR and procurement.

Whatever a fleet decision-maker's level of experience, Fleet Live sets out to share best practice across all areas of the sector, giving access to operators at the sharp end of management at some of the UK's leading fleets.

At information storage and management company Iron Mountain, Morgan has overseen a revolution in fleet safety in the past decade, building a culture that has dramatically reduced accident figures and delivered huge savings in repair and insurance costs.

The fleet's vehicle incident numbers have tumbled by nearly 87%, its own damage and third party costs have declined by about 78%, maintenance costs have fallen by 30%, while safer driving styles have delivered a 7% improvement in fuel savings.

Forensic analysis of vehicle telematics data has helped the company identify higher risk behaviours and target training where it is most needed, and Morgan is keen to share his experiences with other fleets considering making telematics investment. His knowledge can ensure others make the right choices.



"IT'S THAT OSTRICH IN THE SAND APPROACH. PEOPLE ARE AWARE OF MINOR KNOCKS, BUT ALL THEY SEE ARE THE FIGURES AT THE BOTTOM OF THE PROFIT AND LOSS ACCOUNT. BUT IF YOU DON'T MEASURE IT, YOU CANNOT MANAGE IT"

RORY MORGAN, IRON MOUNTAIN

With 80 HGVs and 370 LCVs, Iron Mountain puts its drivers through a comprehension test on fleet policies and procedures contained in the handbook. Only full marks secure a pass.

Incidents are now down to fewer than one case per week, yet Iron Mountain's on-time delivery key performance indicator of 99.7% has not been affected, an indication that drivers don't need to speed to succeed.

Granular telematics data records incidents of excessive acceleration, braking, cornering, and lane changing, with real-time alerts in the cab signalling to drivers whether they are driving in a 'green, yellow or red' style.

The company has steadily lowered the grade boundaries on these colour codings to the point where 'green' represents fewer than five incidents per drive; and 99% of drivers now achieve this rating.

The number of ideas and initiatives implemented by Iron Mountain is inspiring, but they're not commercially sensitive; on the contrary, Morgan is keen to share his expertise with other organisations.

"Road safety is not exclusive," he said.

He recalls advice picked up at a show that resonated with him – "if you don't measure it, you cannot manage it" – and highlighted the danger of fleets not taking action of safety until the aftermath of a serious accident.

"It's that ostrich in the sand approach. People are aware of minor knocks, but all they see are the figures at the bottom of the profit and loss account. If they are within budget, then it's a tick in the box," he said.

However, analysing those claims might reveal a trend that could be addressed to prevent a more serious incident occurring.

Irrespective of his fleet's impressive safety record, Morgan still seeks improvements. And, as well as dispensing advice, he'll also be looking to pick up new ideas at Fleet Live.



**EXHIBITORS
BOOKED
SO FAR**

Abax Agility AID Fuels Group Alphabet Arval Ashwoods Lightfoot Aquarius IT AssetWorks AutoGlass
DriveTech, part of The AA Enigma Telematics FleetCheck Fleet Operations Free2Move Lease fuelGenie
Joyce Design LeasePlan Lex AutoLease Licence Bureau Licence Check Matrix Telematics
Scorpion Automotive Selsia Vehicle Accident Centres Telogis TCH Leasing Tevo Toyota & Lexus

Axle Weight Technology BMW/Mini Bott BP Oil UK cap hpi CanTrack Chevin Fleet Solutions Chevronshop DAC Beachcroft
Gefco Halfords Hitachi Capital Vehicle Solutions Intellidrive Interactive Fleet Management Jaama Jaguar Land Rover
Mercedes-Benz Financial Services UK Mileage Count Nexus Vehicle Rental NFE Group Pertemps Reflex RingGo Corporate
TTC Group Venson Automotive Solutions VMS Fleet Management Volkswagen Financial Services Volvo



'OUR FLEET INITIATIVES HAVE SAVED AT LEAST £2M'

In the two years since he joined Rexel, David Fisher has launched a string of initiatives that have taken it to Fleet News Award-winning levels of efficiency. *John Maslen* reports

An award-winning fleet improvement programme at electrical trade wholesaler Rexel has shown the value that an experienced, dedicated fleet manager can bring to a business.

Since joining Rexel UK as fleet manager two years ago, David Fisher has introduced a wealth of initiatives that have driven cost savings and efficiencies, leading to the business being named Most Improved Fleet of the Year at this year's Fleet News Awards.

On average, the improvements have provided incremental savings of more than £80,000 for every month he has been with the company, with Fisher estimating total savings to have exceeded £2 million.

Fisher has introduced or planned more than 30 projects, many of them requiring extensive internal collaboration to achieve a successful outcome. They have covered every aspect of the fleet, from choice lists to driver handbooks, vehicle hire, risk management, daily rental and grey fleet.

There are several factors that have enabled the scale of the changes he has introduced since joining, including a supportive management team, but two stand out.

The first is having the personal drive to tackle a challenge and deliver results.

Fisher says: "I like pressure, it keeps you focused and it was a case of 'this needs doing' and getting it done. I like being in at the deep end and taking on a challenge."

The second element is having the professional experience to develop a vision for change and then guide projects to a successful conclusion.

Fisher has extensive experience in fleet management with both end-users and fleet suppliers, which provides him with a valuable perspective on managing all the elements of fleet projects.

Previous fleet supplier roles have included Lex Autolease and Fleet Logistics, while he has held fleet management roles at Fujitsu Telecommunications and Carter Synergy, where he ran an outright purchase fleet of hundreds of cars and vans, which involved formulating policies, advising on health and safety, reviewing and advising fleet policy for vehicle purchase and disposal and negotiating with suppliers.

Fisher has brought all his knowledge to Rexel which enabled him to develop a vision for change. The company is a multi-billion-pound global business, which employs 3,000 people in the UK across 250 branches. It operates more than 1,200 cars and vans.

Fisher says: "There was a lot to do, as at the time there was no dedicated fleet manager. When I joined I focused on understanding the fleet and how it operated."

"My manager asked me to review the fleet, so I used my experience to establish the shape of the fleet and identify problems that needed fixing and opportunities for improvement."

An important element of this review was establishing links throughout the business to create a clear picture of fleet requirements.

Fisher says: "I spoke to business managers and the leadership team, then set about building a five-year plan."

This long-term vision for the fleet provided a strong foundation for delivering improvements, as it ensured business leaders could see where proposed changes were leading and the benefits of backing new policies.

Initially, Fisher focused on changes that delivered the most immediate benefits, such as short-term hire, where the introduction of a new supplier, Nexus Vehicle Rental, a review of vehicle use and a shift to online ordering and management delivered monthly savings of more than £15,000.

"I ensured that before a vehicle was hired, this had to be confirmed through the area manager and we reviewed issues such as vehicle hire over weekends," he said.



David Fisher's extensive experience in fleet has helped greatly in his Rexel role

FACTFILE

Fleet size cars 751, vans 486, HGVs 42

Car brands Audi, BMW, Ford, Jaguar Land Rover, Lexus and Toyota

Van brands Renault

Annual mileage 20 million

Replacement cycle four years/80,000 cars; three years/90,000 vans



"We also ensured the rental provider chased late returns if a vehicle wasn't given back when expected. All these initiatives together halved our hire terms."

Other 'quick wins' included a review of the vehicles logged with services that incur an automated monthly fee, such as the London congestion charge and DART charge, to remove any that were no longer required.

The 486-vehicle van fleet also had new livery to reflect the global company's rebranding, developed in partnership with the Rexel marketing team, while Fisher completed new company car and commercial driver handbooks.

This was followed by one of the biggest changes to the fleet, as Fisher reviewed the fleet policy and choice list.

He extended the choice list available to drivers, but focused on wholelife costs to reduce the total cost of vehicle operation, while also cutting emissions.

The extended choice list introduced plug-in hybrid and electric vehicles, which is being backed by the installation of workplace charging points for drivers, made easier because Rexel's services include arranging the supply and installation of smart charging points for electric vehicles.

Fisher says: "The potential wholelife cost savings are more than £1m. Drivers will see benefit-in-kind tax and specification improvements and we have made choices easier for drivers by moving from a spreadsheet-based system to online ordering, where drivers only see the vehicles in their bands."

Brands include Audi, BMW, Ford, Toyota, Lexus and Jaguar Land Rover, with choices

limited by CO₂ emission bands. The CO₂ cap is linked to the vehicle grades offered, with limits ranging from 100g/km to 150g/km.

Fisher adds: "This list will be renewed every 12 months, ensuring the vehicles are efficient and economical and we will be looking more into pure electric as the vehicle range increases."

The fuel policy shift to expand choice beyond diesel has also had a substantial impact, with the majority of orders shifting to hybrid or plug-in hybrid vehicles in some months.

One of the challenges of the shift to new fuels is ensuring drivers have a suitable mileage profile for their fuel choice, particularly plug-in hybrids with low electric-only range.

Fisher is working with mileage and expense management company TMC to ensure that suitable vehicles are selected as part of its ongoing work with Rexel.



David Fisher, fleet manager of Rexel UK (right), collected the Most Improved Fleet of the Year award from Reflex Vans head of sales Lisa Spong and host Huw Edwards

TMC supports businesses by consolidating, analysing and auditing mileage and fuel data. Rexel drivers use Shell fuel cards, which were introduced following a tender last year that delivered potential savings of hundreds of thousands of pounds a year.

Drivers pay back the cost of private fuel, based on TMC analysis, in a scheme that underwent a full relaunch last year to coincide with the arrival of the new cards.

Fisher says: "We had a low compliance rate for people submitting private mileage information on time, so we discussed this with the business and relaunched the policy and the fuel card at the same time."

"We talked to everyone and explained to them that if they did not complete the fuel return, the cost would be deducted from their fuel card. Following the briefings, compliance increased to more than 90%."

The data provided also helps with other aspects of driver management, such as pinpointing poor fuel economy that could indicate a need for driver training.

Fisher has also worked with the fleet's insurance company to carry out risk management assessments that have helped reduce its loss ratios.

He says: "As a business, Rexel wants to ensure drivers are safe while travelling for business and do not put other road users in harm's way."

The fleet recently implemented online licence checks and risk assessments for all company car drivers through Aon and e-Driving Fleet.

A training schedule is being arranged for higher risk drivers to help reduce the possibility of them being involved in a collision.



David Fisher has more initiatives in the pipeline

"Rexel wants to ensure drivers are safe while travelling for business and do not put other road users in harm's way"

David Fisher, Rexel UK

The business received a bursary from Aon to push through the risk initiative and it has also introduced post-collision interviews to drive home the safety message.

Fisher says: "We look at why accidents are occurring and offer driver training for people with more than one fault accident."

He has sent copies of the Highway Code to all drivers after carrying out online risk assessments, adding: "Some drivers may have passed their test 20 years ago and not looked at the book since."

In addition, he has written a new grey fleet policy. As a result, the fleet has received a reduction in its insurance bill after more than halving loss ratios, while more initiatives are in the pipeline.

"We have plans for on-road driver training and driver behaviour technology and I am looking at eco-driver training to help get the most out of green vehicles," Fisher says.

Other areas of focus include a review of the van fleet, ranging from manufacturers to telematics suppliers.

The fleet team's success has also led to an increase in remit, as it has assumed responsibility for the heavy goods vehicles, which will see the department expand from three to five staff.

Fisher says: "I couldn't do this without a strong team. Change is about winning hearts and minds. We are working to improve service levels provided by the fleet department for our internal customers and raise the profile of our role within the business."



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

MAKING A DIFFERENCE: THE BENEFITS OF A DEDICATED FLEET MANAGER

Rexel is enjoying the experience of having a dedicated fleet manager.

Prior to the appointment of David Fisher, the company had an administrator, but growth in the fleet persuaded it to consider a more senior position.

Part of Fisher's induction was to complete a full review of the fleet operation, advise on the strengths and flaws and recommend the best way forward. This improvement secured his place in the business.

"It showed the difference a dedicated fleet manager makes. Without one, it can make cost savings harder to achieve," Fisher says.

Among his latest projects is a shift away from pooled mileage to actual mileage contracts for the fleet of leased cars, which could save more than £100,000. He is also reviewing manual handling equipment, for which the fleet takes responsibility.

A review of van manufacturer suppliers will include a focus on wholelife costs,

including 'hidden' costs, such as downtime and the productivity impact of changes in specification.

Fisher adds: "This is one of the benefits of having someone to focus on these things, which is why the department is growing."

It also makes the recognition of receiving a Fleet News Award all the more rewarding, he adds.

He says: "Winning was a bit of a shock. It was great to be recognised, but I was just happy to be shortlisted."

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TO ATTEND**

CompanyCar IN ACTION

JUNE 12-13 2018 **MILLBROOK
PROVING GROUND**

2 Days
300+ Cars
26 Manufacturers

The fleet industry's biggest multi-brand driving event is taking place on June 12 and 13. Fleet decision-makers should register online now to attend this free event.

More than 300 new models will be available to drive, unaccompanied, on Millbrook's extensive testing ground.

Four courses are available, each providing a different opportunity to test vehicles in ways not possible on public roads, including an off-road section and a new, extended city course.

Cars can be put through their paces on Millbrook's famous Alpine test circuit and experienced on its high-speed bowl.

As well as getting behind the wheel, some exhibitors will be offering the chance to experience their flagship models in the hands of professional drivers.

A number of manufacturer debuts will take place, including the all-new electric Jaguar I-Pace

which will be displayed at an event of this type in the UK for the first time.

Mercedes will be allowing attendees to drive the new A-Class and there will also be the opportunity to see the all-new Nissan Leaf.

Similarly, visitors will get their first chance to see the all-new Volvo V60 and the upcoming Peugeot 508.

There will also be plenty going on off the tracks with the latest topical debates, opportunities to meet and network with manufacturers and the chance to discuss your requirements with relevant suppliers, including free advice on residual values from the experts at Glass's.

Two interactive debates will take place offering insight into how to run a low emission fleet and how to benefit from the financial support available to switch to an electric vehicle (EV).

An EV and Hybrid Zone will showcase the latest electrified models with experts on hand to talk about the shift to alternative fuels and provide advice on charging points.

More manufacturers confirm CCIA attendance

BMW AND MINI TO SHOWCASE RANGE OF PETROL, ELECTRIC AND HYBRID MODELS

The new BMW X2 compact SUV will be available to drive at CCIA within months of its launch. Destined to take on the new Jaguar E-Pace and Volvo XC40, the X2 is compact, luxurious and dynamic. At launch it comes with a powerful, yet economical, 2.0-litre diesel engine and four-wheel-drive, with more efficient two-wheel-drive versions following later.

BMW will also bring the new X4, which goes on sale in July.

Petrol versions of the 3, 4 and 5 Series will also be at the event.

The BMW i Range of electric and hybrid vehicles will be well represented alongside fully electric models such as the i3 and i3s.

Sharing the stand, Mini will be showcasing its plug-in hybrid Countryman plus the Clubman and Cooper S Hatch.



HONDA TO SHOWCASE NEW CIVIC DIESEL ALONGSIDE PETROL VERSION

Following the successful launch of the new Civic petrol last year, Honda is bringing the Civic diesel to CCIA. Those unsure which fuel is right for their fleet can try diesel and petrol models back-to-back and talk to experts from the Honda team about which fuel will work better for their fleet.

The new Civic diesel features a 1.6-litre engine with 120PS and low CO2 emissions of 93g/km. It promises fuel consumption of more than 80mpg and prices start at 20,220.

Also available to drive will be the CR-V, HR-V and new Jazz.



MERCEDES A-CLASS FIRST DRIVE OPPORTUNITY

Fleet decision-makers will be able to experience the all-new Mercedes-Benz A-Class at CCIA for the first time. The redesigned fleet best-seller is more advanced and efficient than ever, while retaining the looks and sporty drive that made the previous model so popular.

Visitors to CCIA can experience the new A 180d which uses a highly efficient 1.5-litre diesel engine to deliver CO2 emissions from 108g/km.

The more powerful, yet still frugal, A 200d will also be available to drive and Mercedes-Benz will have a model fitted with the brand's first ever augmented reality sat-nav system, which uses live camera footage overlaid with digital graphics to assist the driver with turning right.

Alongside the A-Class will be the new CLS which debuted late last year and a range of other petrol and diesel powered Mercedes-Benz models.



AUDI CONFIRMS RETURN TO CCIA

German car giant Audi will return to CCIA this year with an arsenal of models from its line-up.

Visitors to the event can drive the new Q2 compact luxury SUV, plus try out core fleet models such as the A3 hatch and Sportback, A4 saloon and Avant, and A5 Sportback.

Audi will also have Q5 and Q7 models available to drive off road, to highlight the capability of its famous Quattro all-wheel-drive system.

If that isn't enough, the new high performance RS4 will be available for high-speed passenger rides.



To find out more about CCIA and register to attend visit:
companycarinaction.co.uk

TURN OVER FOR OUR GUIDE TO KEY NEW MODELS AT CCIA





KEY NEW MODELS IN THIS YEAR'S CCIA LINE-UP



JAGUAR
The all-new fully electric Jaguar I-Pace will debut alongside the new Jaguar E-Pace and XF Sportbrake. Off-road drives in the F-Pace will also be available.



ALFA ROMEO STELVIO
Visitors can experience the new Alfa Romeo Stelvio on track at CCIA, alongside the Giulia saloon. Hot laps will be available in the 510PS Giulia Quadrifoglio.



FORD
A range of the latest Ford Fiestas plus the range-topping eight-nine seat Ford Tourneo Custom will be among the Ford models available to drive at CCIA.



PORSCHE
Visitors to CCIA will be able to drive a range of Porsche vehicles including the new Panamera E-hybrid sport turismo (pictured), the Boxster, 911 and Macan, the self-styled 'sports car of SUVs'.



RENAULT
Renault will showcase its SUVs including the new range-topping Koleos Initiale Paris, alongside the Captur and Kadjar. The all-electric Zoe with an extended 250-mile range will also be available to test.



KIA
Following a year of surging fleet sales, Kia will have a range of its latest models on its stand and available to drive, including the new Stonic compact SUV and the Stinger sports saloon.



VAUXHALL
The new Vauxhall Grandland X will take centre stage at CCIA as the brand showcases its range of SUVs. The new model will be available to drive alongside the Crossland X and Mokka X.



NISSAN
CCIA visitors can see the new Nissan Leaf at the event. The redesigned zero-emission model can cover 235 miles on a single charge and has semi-autonomous driver aids.



VOLVO
Another CCIA debutante will be the new Volvo V60 which will be available in the UK in the summer. Visitors will also be given the opportunity to drive the new XC40 compact SUV.



LAND ROVER
Land Rover will bring the new Range Rover plug-in to CCIA, which emits just 64g/km of CO₂. It will be available alongside the new Velar, Discovery and Discovery Sport.



SEAT
Seat will have a range of Ateca models available for on and off-road testing. The new Ibiza, new Arona and Leon will also be at the show, plus a 300PS Leon Cupra.



TOYOTA
A full range of Toyota and Lexus hybrids will be available to test, including the Mirai hydrogen fuel cell vehicle. There will also be off-road opportunities in Rav4 hybrid and Land Cruiser.



SUZUKI
Suzuki will be bringing a full complement of vehicles this year and fleet managers will have an early opportunity to drive the new Swift Sport, which goes on sale in June.



PEUGEOT
Peugeot will be showcasing the all-new 508 saloon for the first time at a fleet event. The new saloon has a sportier, coupe-like body and will be available later in the year.



JEEP
The Jeep Compass will be the star of the Jeep stand this year, having recently been launched in the UK. It is available with two- or four-wheel drive and emissions from 117g/km of CO₂.

Drive: four unique courses

CITY COURSE: The three-quarter mile City Course is a purpose-built facility allowing drivers to test vehicles in a simulated, stop-start urban environment.

ALPINE ROUTE: Familiarise yourself with vehicle braking, acceleration and handling on this challenging route which features three loops, totalling more than four miles, with gradients from 6.5% to a challenging 26%.

HIGH-SPEED BOWL: Millbrook's five-lane, two-mile, banked High Speed Bowl, is where realistic motorway driving can be simulated in a safe and secure setting.

OFF-ROAD: Test your driving skills and car performance on the Off-Road Course, which offers fleet decision-makers the opportunity to really test the latest 4WD models and see how they cope on various terrains.



Learn: hybrid and EV zone

Enhance your knowledge of low-CO₂ emission vehicles which qualify for enhanced capital allowances to reduce your running costs and hear more about how the fleet industry is shifting to new technologies.

Some of the cleanest cars on the market from a range of manufacturers will be on show at the EV/Hybrid Review Zone where the focus will be on plug-in cars that can slash emissions and running costs for fleets.

In addition to the latest ultra-low emission cars, there will be a number of industry experts available to discuss the vehicles.

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Engage: debates on key fleet issues



DAY ONE: RUNNING A LOW EMISSION FLEET

This session will look at how fleets can adopt EVs; the factors to consider; which fuels are right for which journey; and the practical experiences from fleets that have made the investment. It will also look at the range of vehicles on the market, from hybrid to plug-in hybrid to full electric to hydrogen fuel cell, and provide a link between theory and practice.

DAY TWO: EV INVESTMENT - HELP IS AT HAND

Considering the grants available to fleets looking to invest in electric vehicles, this session will cover all the financial support offered to fleets looking to add EVs to their operations, from plug-in grants to charge points. It will also cover the benefits in BIK for drivers and NIC to fleets, plus the wholelife cost argument to give the full financial picture.

To find out more about CCIA and register to attend visit: companycarinaction.co.uk

HIGHWAYS ENGLAND FUNDS BREATHE THE LIFE INTO DRIVING FOR BETTER BUSINESS

Fleet safety body is helping to reduce at-work road deaths as part of Government's five-year investment plan. *Stephen Briers* reports

In 2009, Driving for Better Business (DfBB) was starting to gain real traction in the fleet sector. The work-related road safety campaign, headed by RoadSafe director Adrian Walsh, had been set up two years earlier with funding from the Department for Transport (DfT) to address the issue of road safety in the business community and public sector.

It had engaged a number of business champion advocates who were sharing their initiatives and fleet policies with peers to promote the benefits of managing road safety effectively.

Forward-thinking fleets were jumping aboard to learn and adopt new practices.

Then, in 2010, the coalition Government pulled the plug, citing austerity and budget constraints. DfBB was out in the cold. It stumbled on but, with no resource, the organisation was in danger of fading from view. Out of sight, out of mind.

Salvation came in the form of Highways England and an uncharacteristic decision by Government to allow the public body to take a long-term strategic approach by granting it a five-year £15 billion funding plan.

Now, instead of working on a hand-to-mouth, year-by-year basis, Highways England was able to create a coherent policy. In return for its funding commitment, the Government specified a number of performance indicators, one of which is a 40% reduction in the number of killed and serious injured (KSI) on the strategic road network (SRN) by 2020, working towards zero KSI by 2040.

Another target is to lower the level of disruption on the network caused by the 40,000 incidents attended by its traffic officers each year, which result in wide-spread congestion and delays.

Highways England bosses already knew the well-connected Walsh and recognised that their own business engagement plan overlapped with DfBB's initiatives.

Consequently, in April 2017, they appointed DfBB to run this part of the programme, giving it £750,000 until March 2020 when the

initial five-year investment campaign comes to an end.

Walsh brought on board Simon Turner, a safety expert of many years' standing, as campaign director to promote and grow the initiative.

"We already knew from our research that businesses don't listen to messages about road risk and accidents, mainly because they haven't experienced it," Turner says. "So, to get the message across, we use their peers – advocates from their business sector – with examples of what they have done in the form of case studies showing how they have reduced collisions and saved money."

"Highways England wants to improve compliance levels of drivers and vehicles on the SRN by improving competence, reducing distractions, looking at delivery schedules and ensuring vehicles are better maintained. If we help them achieve their objectives, we should secure funding for another five years."

Key performance indicators required DfBB to introduce new measures to track the effectiveness of its programme. They include launching a new website and additional resources with specific tasks for businesses to monitor their actions.

"We have to show that we have engaged businesses, with the number of cars, vans and trucks, through driving for work policies and risk assessments," Turner says.

"It's a direction of travel, but the numbers have to be big. One hundred businesses won't float their boat. But, if we can show that the number of drivers managed by our business champions is more than 200,000, it shows momentum."

Turner's first job was to re-engage the business champions – DfBB originally had around 50 – and update their case studies for the website. Some had lapsed, others had been acquired, some no longer existed.

He was left with a core of 40 and hopes to sign up a new one every month over the next three years.

"But we need them to be active in promoting the campaign so we can sign up and work with even more businesses," Turner adds.

"They should promote it to their supply chains and their clients. Highways England is making it a contractual requirement for its



Simon Turner is hoping to recruit one new champion each month

WHY BECOME A BUSINESS CHAMPION?

Business champions want to help others. They recognise that safer roads benefit everyone and understand that they can play a key role by sharing good practice to enable others to learn from their experiences.

"Our most engaged champions have sign off from the top to give their time to the campaign," says Simon Turner. "Our business champions have been the lifeblood of the campaign since it started. Their stories are essential to inspire other ambitious business leaders as to what can be achieved."

Champions tend to be the innovators, those that have fitted the latest technology such as telematics and advanced driver assistance systems (ADAS). They can demonstrate the long-term benefits of addressing and

managing risk but, for newcomers, there are plenty of ways to have an immediate and significant impact on their safety record.

"It isn't onerous – there is plenty of low hanging fruit," says Turner. "They can get good results in the first year of signing up. The key is measuring your fleet activity so you can see where potential problems may lie."

However, companies do not have to commit to becoming a champion in order to get involved with the programme, which is free to join.

Those interested in joining DfBB should go to the website – www.drivingforbetterbusiness.com – where they can see case studies and examples of the measures and savings that are possible.

FACTFILE
Organisation Driving for Better Business
Formed 2006
Director Adrian Walsh
Campaign director Simon Turner
Number of business champions 40

Based on 50 questions and developed in conjunction with FleetCheck and the Freight Transport Association, it highlights areas for improvement across four pillars: manager, driver, vehicle and journey.

Where gaps are identified, DfBB offers advice, resources or further contacts for guidance.

It is also planning a national conference next year and is working with a number of partners, including *Fleet News*, ACFO, the Institute of Directors, British Vehicle Rental and Leasing Association and the Freight Transport Association to extend its reach.

This is supplemented by a regional delivery programme via local safer roads partnerships with local authorities and emergency services. They are given access to DfBB's resources to deliver the message to local businesses.

One major help – and a good reflection of the fleet sector's willingness to help others to improve their safety records – is the sharing of handbooks and policies.

DfBB is also writing some template policies, such as phone usage, which companies can adapt to their own circumstances.

"Ultimately, everything is geared towards getting companies to sign up and work towards the commitment," Turner says.

He is keen to widen the range and type of business on the programme, with a particular focus on engaging smaller fleets.

"The important thing for us is variety – we need to recruit business champions of different sizes and from a range of sectors so that, whatever the size and type of organisation a fleet manager works for, we have case studies that are relevant to their particular challenges," he says.

"Anyone responsible for managing drivers and vehicles should see if their organisation can make the DfBB commitment. Our long-term aim is to get to one million drivers."

While much has changed in the fleet sector since DfBB was conceived just over a decade ago, such as technology, legislation, urban transport policies and the focus on air quality, "one thing remains the same", adds Turner.

"And that's the harm that a poorly managed fleet of vehicles and drivers can do to your bottom line," he says.

entire supply chain to demonstrate they manage their work-related road safety in line with this guidance."

DfBB is targeting two audiences. The first are at the start of the journey; they do not understand their safety and duty of care obligations. The second group has the knowledge and the policies.

Turner says: "We don't want to confuse the first group or patronise the second."

Companies joining the programme sign up to a self-declaration commitment that states they are working within Health and Safety at Work guidelines, including a pledge to four key activities: top-down commitment from senior management; risk assessment of driving at work; a comprehensive driving for work policy; measure fleet activities, such as crash statistics and costs.

"One thing remains the same and that's the harm that a poorly managed fleet can do to your bottom line"

Simon Turner, DfBB

DfBB has free resources to help members achieve those obligations. They include a gap analysis which assesses a fleet's performance through a mix of essential compliance and good practice.

AIR QUALITY: THE BIG QUESTIONS

The way transport is used in urban areas is changing, as cities across the UK take action to reduce vehicle emissions. *Andrew Ryan* reports

Air quality: two words which are barely out of the news at the moment and words which will have a significant impact on how a fleet operates and what vehicles it procures in the future.

In recent years, the focus of environmental policies has largely been on reducing CO₂ emissions, but, as carbon emissions contribute to the heating of the globe as a whole, the response has mainly been at national and international levels.

However, the focus has shifted towards improving local air quality and nitrogen oxide (NO_x) emissions, in particular.

The impact of this pollutant is felt where the emissions occur, which means a local policy response is more appropriate in tackling the issue.

Here we look at why and how the Government and local authorities are tackling the issue.

WHY ARE LOCAL AUTHORITIES TAKING ACTION?

The UK is exceeding the EU targets on safe levels of NO_x and particulates in many places which means air quality is increasingly recognised as a serious public health issue.

It worsens people's quality of life and increases the risk of respiratory and cardiovascular disease, stroke and dementia, reducing life expectancy.

The Royal College of Physicians and the Royal College of Paediatrics and Child Health estimate that 40,000 premature deaths a year are attributable to poor air quality.

They also estimate it caused more than six million sick days at a total social cost of £22.6 billion a year.

Children benefit from even a small reduction in air pollution. The findings suggest that efforts to tackle air pollution really can make a difference.

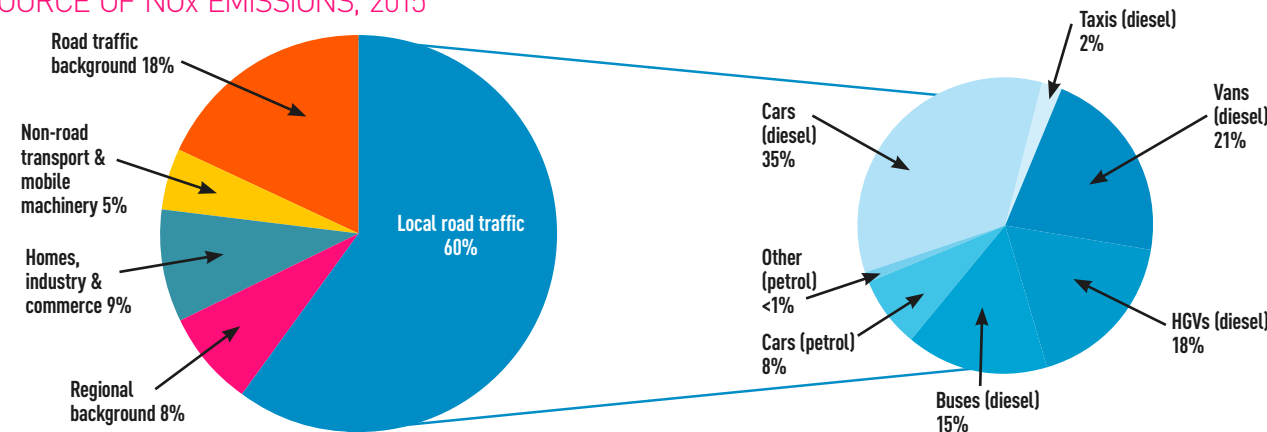
In 2007, levels of air pollution in the city of Stockholm fell between 5% and 15% after it introduced a congestion charge.

This reduction seems to have halved the number of chil-

UK NATIONAL AVERAGE NO_x ROADSIDE CONCENTRATION APPORTIONED BY SOURCE OF NO_x EMISSIONS, 2015

'Local road traffic' in the large pie chart is the estimate of local NO_x roadside concentrations contributed by traffic on that road and is shown in greater detail in the smaller pie chart. 'Road traffic background' is the estimate of NO_x concentrations contributed by traffic on other roads. 'Other (petrol)' is made up of petrol vans and motorcycles.

Source: Ricardo Energy & Environment



dren admitted to hospital with asthma attacks, from 18.7 kids per 10,000 to 8.7 per 10,000, according to a study by Emilia Simeonova, of Johns Hopkins University in Maryland.

The most immediate action required on poor air quality is tackling NO₂ concentrations around roads, as it is the only statutory limit that the UK currently fails to meet.

The main cause of this is vehicles, with road transport responsible for 78% of NO₂ roadside concentrations according to Ricardo Energy and Environment (see piechart).

WHAT ACTION IS BEING TAKEN?

Last July, the Government announced £225 million in funding as part of its Clean Air Strategy, and launched an additional £220m Clean Air Fund in the ensuing Budget, which author-

ities can bid for to support improvements in their areas.

There is a variety of approaches and mechanisms cities can use to improve air quality. These include reducing emissions by promoting public transport, cycling and walking, as well as accelerating the take-up of cleaner vehicles.

The Government has mandated 28 local authorities and the Greater London Authority to improve their air quality as they exceed legal limits of NO₂.

Of these, 23 were required to create a plan to address a single, identified problem, while five – Birmingham, Derby, Leeds, Nottingham, and Southampton – are having to develop a clean air zone (CAZ).

All proposals have to consider the best options to achieve statutory NO₂ limit values within the shortest possible time.

Draft plans had to be produced by March 2018 and final plans – requiring Government approval – by December.

Greater London will have an Ultra Low Emission Zone (like a CAZ) from April next year, with the five CAZs being implemented by 2020.

WHAT ARE CLEAN AIR ZONES?

A CAZ defines an area where targeted action is taken to improve air quality and resources are prioritised and coordinated to deliver improved health benefits and support economic growth.

The Government expects CAZs to facilitate low emission take-up, involve councils and contractors displaying leadership in vehicle procurement, improve local emission standards for taxis, buses and private hire vehicles, and support healthy active travel by cycle and walking.

Its Clean Air Strategy identified a CAZ where drivers were charged if their vehicles did not meet stipulated environmental standards as the most effective way of improving air quality in as short a time as possible.

However, given the potential financial impacts on individuals and businesses of a charging CAZ, the document said equally effective alternative measures which avoid these impacts would be 'preferred', and so local authorities were told to consider such alternative measures.

"Local authorities and city councils know the critical role fleet movement and transport plays in the local communities but they have been handed a bit of a political time bomb in terms of the impact this is having on lives," says Andrew Benfield, group director of transport at the Energy Saving Trust.

"They have got to think about issues like displacement: if they put a CAZ in, what happens to vehicles? Can they just go round it, so are they shifting vehicles round to somewhere?"

"Just the issue of drawing a line around the area is a charged one."

The five areas which need to implement

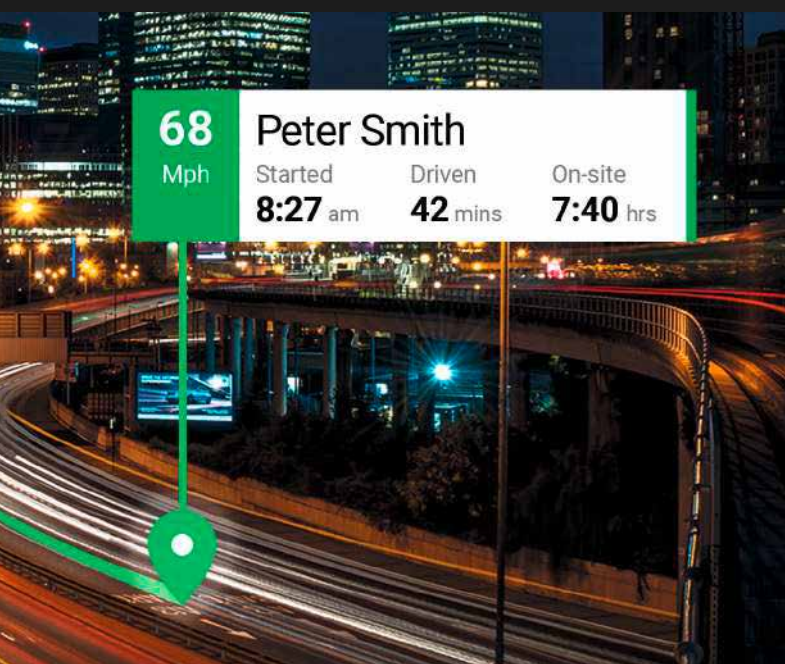


"They have got to think about issues like displacement: if they put a CAZ in, what happens to vehicles?"

Andrew Benfield,
Energy Saving Trust

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CAZs in 2020 are taking differing approaches (see table right) to which vehicles will be impacted by the CAZs.

London's Ultra Low Emission Zone (ULEZ) will operate 24 hours a day, seven days a week within the same area as the current congestion charge zone.

The ULEZ standards are in addition to the congestion charge and the low emission zone requirements. The required ULEZ standards match those of the CAZs.

Benfield adds: "What is really key from a fleet perspective is that they need to know and get clarity on what is happening, when it is going to happen, and where the clean air zones are going to be, how long they are going to be in place for and when do they start."

HOW DOES CONGESTION CHARGING WORK?

London has long been leading the charge to mitigate the negative effects of traffic in a city. It introduced its Congestion Charge in 2003.

This currently sees qualifying vehicles charged £11.50 to enter the congestion charge zone between 7am and 6pm, Monday to Friday.

Cars or vans (not exceeding 3.5 tonnes gross vehicle weight) which emit 75g/km or less of CO₂ and meet the Euro 5 standard for air quality are exempt from paying the charge.

In 2013, transport officials announced that the scheme had resulted in a 10% reduction in traffic levels in its first decade. However, congestion charges alone do not necessarily reduce air pollution.

According to research presented in March at a meeting of the Royal Economic Society, the levels of three traditional pollutants – carbon monoxide (CO), particulate matter (PM10) and nitrous oxide (NO) – all fell in the four years following the introduction of the charge, with reductions as large as 25% to 30% for PM10 and NO.

However, the study found a sharp increase of between 10% and 20% in NO₂ emissions in the same period. The authors argue that this increase is likely to reflect the shift towards diesel-based transport.

In October last year, London added the T-Charge (Toxicity Charge) to its congestion charge and this places an emission surcharge of £10 for the most polluting vehicles entering central London with the aim of phasing out older Euro 4 vehicles.






Transport for London, which runs the charging scheme, estimates that 40% of drivers subject to the emission

WHO/WHAT IS IMPACTED

The minimum vehicle environmental standards are:

- Motorcycles: Euro 3 (13 years old in 2020)
- Petrol cars, vans and minibuses: Euro 4 (13-14 years old in 2020)
- Diesel cars, vans and minibuses: Euro 6 (4-5 years old in 2020)
- Lorries, buses and coaches: Euro VI (six years old in 2020).

At the moment, the proposals from these five areas are:

| |  |  |  |  |  |
|-------------|---|---|---|---|---|
| Birmingham | ✓ | ✓ | ✓ | ✓ | ✗ |
| Derby | ✗ | ✗ | ✗ | ✗ | ✗ |
| Leeds | ✓ | ✓ | ✓ | ✗ | ✗ |
| Nottingham | ✓ | ✓ | ✓ | ✗ | ✗ |
| Southampton | ✓ | ✓ | ✓ | ✗ | ✗ |

surcharge will upgrade their vehicle and 7% will stop travelling into the zone.

"Introducing a congestion charge, modelled on London's, should be a consideration for the most congested cities," says Adeline Bailly, researcher at urban area think-tank Centre for Cities.

"Not only would such a charge help to cut down car use, it could also generate revenue to improve public transport, especially in less well connected parts of cities."

London and Durham are the only places in the UK which operate congestion charging zones, although other cities, such as Bristol and Bath, are considering similar initiatives.

Plans launched by Bath and North Somerset Council earlier this month suggest a charge for high-emission vehicles driving into the centre.

Two of the suggested charging schemes would affect only coaches, buses, HGVs and taxis, while a third would also affect private cars with older engines which do not meet certain emissions standards.

Bob Goodman, cabinet member for development and neighbourhoods at Bath and North Somerset Council, says: "It may be possible for us to achieve the required air quality improvements without the need to charge cars, however, further detailed work has to be done before a final package is agreed later this year."



"It may be possible for us to achieve the required air quality improvements without the need to charge cars"

Bob Goodman,
Bath and North
Somerset Council





"By 2025, I want the city (of Liverpool) to have developed a central heart where walking, cycling, electric vehicles and clean fuels will dominate"

Joe Anderson,
Liverpool mayor



HOW HAVE METRO MAYORAL ELECTIONS HAD AN IMPACT?

As well as legislation from the Government, politics at a more local level has also led to areas investigating the introduction of clean air initiatives.

Last year's elections for mayors for the West Midlands, Liverpool city region, Greater Manchester, the West Midlands, Sheffield and Cambridgeshire and Peterborough, also saw air quality improvement on the agenda.

Of the six combined authority areas who voted in May, only Cambridgeshire and Peterborough is not considering introducing a CAZ.

There are no plans to implement an outright ban on HGVs and diesel vehicles across the six authorities, or to introduce congestion charges.

Last month Greater Manchester mayor Andy Burnham said the region could look to restrict certain vehicles from operating in polluted parts of the city region.

Speaking at the LowCVP Moving North conference in Manchester, Burnham outlined work to promote low emission vehicles within Manchester, including a network of plug-in vehicle charging points across the city.

"Could we begin to restrict the movement of certain vehicles in the areas where the air quality is unacceptably poor and damaging people's health? I certainly feel we should. Maybe starting with the most polluting HGVs, but then perhaps moving to other vehicles," he said.

He added he would not like to "punish" consumers who had bought diesel cars "in good faith" – and called for incentives from Government to move people towards cleaner vehicles.

Liverpool mayor Joe Anderson has asked for a report to be drawn up to detail a series of measures to tackle air pollution, including a low emissions zone targeted at diesel and large vehicles.

"By 2025, I want the city to have developed a central heart where walking, cycling, electric vehicles and clean fuels will dominate, and from which polluting diesel traffic will be discouraged," he says.

"It will also be important to introduce these changes in order to stop older, dirtier vehicles that have been banned in other cities from being relocated to Liverpool."

HOW DOES A WORKPLACE PARKING LEVY WORK?

Nottingham became the first city in the Northern hemisphere to introduce a workplace parking levy (WPL) in 2011, but could soon be joined by other UK areas: both Cambridge



and Oxford are in the process of launching their own schemes.

Under Government regulations, the charge is levied on employers with 11 or more parking spaces and they can choose to either pay it themselves or pass it down to employees.

By law, any revenue has to be spent on improving transport to increase options for commuters.

Nottingham started its WPL scheme in 2012 and now charges £387 per parking space – equivalent to £1.50 per working day. It has raised more than £44m in the first five years.

"The levy contributes towards two of the three top transport objectives of the Nottingham business community – the expansion of Nottingham's successful tram system and the redevelopment and capacity enhancement of Nottingham Station – along with investment in Locallink bus services connecting communities with key destinations, increasingly with electric buses," says David Bishop, corporate director for development and growth at Nottingham City Council.

"More to the point, the schemes wouldn't have happened without the levy."

About half of all spaces are paid for by employees of businesses in Nottingham, while the city has among the highest public transport use in the country, with an associated fall of 40 million car miles over the past 15 years.

MOBILITY TECHNOLOGY

As well as the advances in technology which is making cars, buses and freight vehicles more environmentally-friendly, technology is also impacting on other transport methods.

Public transport is moving from paper tickets to smart media (including smart cards, bank cards, watches and smart devices), while Mobility as a Service (MaaS) options are opening up whereby travellers can buy packages of mobility which could include the full range of travel modes.

Better information and payment mechanisms for travel can help people make better journeys, automatically obtain the best fare and avoid congested times and places.

The availability of data, and the ability to rapidly process that data, means transport planners are now better able to analyse and present the implications of choices that can be made about transport systems and schemes.

There is also the potential of open data to stimulate new products and services for travellers, helping to make joined-up travel information easy to access.

A smartphone app could provide information about all the options for making a journey as well as facilitate payment to make those journeys, be it by public transport, car hire, bike hire, ride share or taxis.



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ALMOST ONE-IN FOUR FLEETS INTEND TO CHANGE VEHICLE FUNDING METHODS

Research shines light on factors influencing big decisions, reports *Jonathan Manning*

New research suggests that fleets' approach to vehicle funding methods is becoming highly volatile, with a high proportion of companies planning to change the way they finance their company cars in the next 12 months.

The Fleet Market Report 2018, by Sewells Research & Insight, found that 39% of car fleets intend to make changes to their main funding method this year. Among the various types of car funding, finance lease appears most vulnerable, with more than half (56%) of fleets that currently use this as their primary funding method intending to change.

A similarly high proportion (49%) of fleets that use either contract hire or hire purchase to fund their cars are also looking to affect changes in 2018. This falls to just over a third (35%) of fleets that purchase outright.

The study did not pursue which funding methods will prove to be the most popular destinations, but it did identify potential reasons.

One major influencing factor is the rise in company acquisitions or mergers. Around 20% of fleets said their business had been affected by such activity, double the number from a year ago. Of those, 41% said this would impact the way in which their fleet was funded – most likely as a consequence of projects to standardise their approach across their various business units.

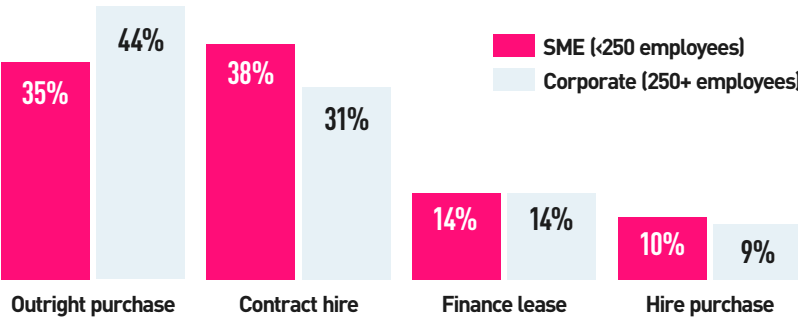
Brexit is also having an impact, with 8% of fleets saying this was influencing changes to their funding methods, while 7% said legislation was a factor.

The study, based on detailed work with more than 600 fleets, found a strong correlation between fleet size and propensity to change funding methods. The larger the fleet, the more likely it is to be considering adjustments, with 60% of 50+ car fleets intending to make changes, compared to 31% of businesses running one to five cars.

Some of this may be down to the fact that larger companies are more likely to operate multi-funding methods, mixing contract hire with outright purchasing and, in some cases, salary sacrifice or finance lease. While 20% of small fleets use more than one funding method for cars, the percentage

THE MAIN METHOD OF CAR FUNDING BY COMPANY SIZE

Source: Sewells Fleet Market Barometer



rose to 41% for larger fleets. Changes to main funding methods could, therefore, refer to shifting the balance between different existing methods used rather than switching wholesale from one method to another.

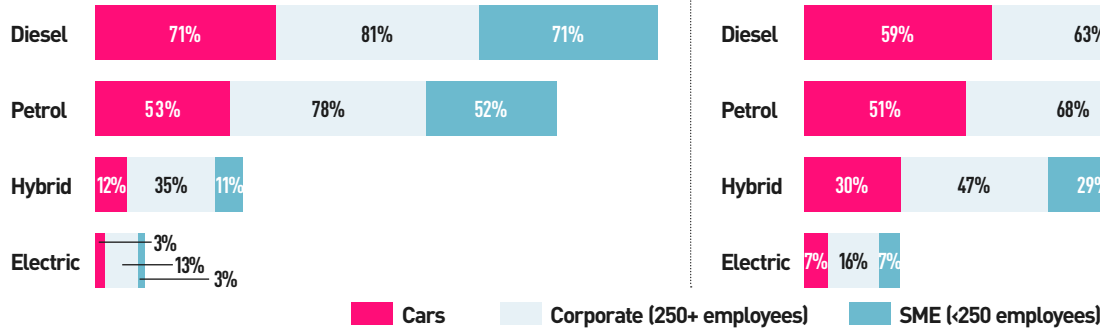
Currently, 52% of fleets outright purchase some of their company cars, 37% fund some through contract hire, 19% use finance leasing and 15% hire purchase. Personal contracts, typically where drivers use a cash allowance to finance their company car, achieve just a 3% presence.

The Sewells research identified variations in the likelihood of changing funding methods among industry sectors, with 70% of public sector fleets intending to change, compared to 42% of fleets in the construction and manufacturing industries, and 34% of business service fleets.

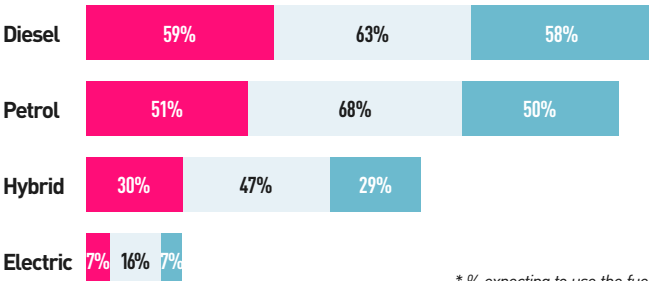
As austerity maintains its vice-like grip on public sector finances, the need to save every pound and penny remains a weighty pressure. For some, this will mean extending vehicle holding periods; for others, a move from the capital outlay of acquiring new vehicles to the cash-flow benefits of lease arrangements.

Further changes to the constituency of car fleets are in the

FUEL TYPES CURRENTLY REPRESENTED ON FLEETS



FUELLING OF NEW/REPLACEMENT CARS IN NEXT YEAR *



* % expecting to use the fuel

REACTION TO BREXIT *

| | TOTAL | Arch, const, building | Business services | Public sector | Ins, accountancy, banking, finance | Heavy ind, mining, eng, other ind | IT, software, leisure, media | Transport, distribution | Utility, energy, water, forestry | W'sale, retail, food, medical |
|---|-------|-----------------------|-------------------|---------------|------------------------------------|-----------------------------------|------------------------------|-------------------------|----------------------------------|-------------------------------|
| New car orders being placed on hold | 20% | 15% | 8% | 12% | 0% | 33% | 0% | 15% | 31% | 26% |
| A formal review of fleet suppliers | 16% | 32% | 9% | 16% | 1% | 6% | 0% | 16% | 27% | 13% |
| Move away from certain marques on company car choice list | 15% | 24% | 17% | 16% | 22% | 8% | 0% | 17% | 27% | 0% |
| Reduction in cars on fleet | 10% | 15% | 6% | 24% | 37% | 8% | 0% | 14% | 5% | 5% |
| Increase in number of cars on fleet | 5% | 5% | 5% | 8% | 39% | 10% | 0% | 0% | 0% | 3% |

Source: Sewells Fleet Market Barometer

* Among companies where the impact of Brexit is moderate to major

BRACED FOR BREXIT: LARGER FLEETS PREDICT A NEGATIVE OUTCOME

The anticipation of Brexit is having a widely varying impact on UK fleets, according to the Fleet Market Report by Sewells Research & Insight.

It found that 57% of companies forecast no change to their business due to Brexit, but others are braced for changes that will have a direct impact on their fleet operations.

Overall, 18% of the 600-plus companies surveyed forecast a reduction in turnover when the UK leaves the European Union, and this will lead to 13% of businesses implementing a recruitment freeze, while 10% will slow down the recruitment of fixed-cost personnel. Only 5% of companies

foresee Brexit bringing increased turnover and recruitment.

In broad brush terms, the larger a fleet the more sensitive it is to Brexit, with 65% of businesses running at least 50 company cars predicting a negative outcome from Brexit, compared to 60% of fleets with 25 or fewer company cars.

This is already having an impact on fleet buying decisions – “one in five has put new orders on hold, and 16% are conducting a formal review of suppliers,” said the report.

In addition, 10% of fleets expect to see their vehicle numbers decline, and 15% forecast a move away from certain marques.

Until the terms of the future trading arrangement between the UK and EU are negotiated, fleets are unable to assess two of the key cost impacts of Brexit: in a worst case scenario, the Society of Motor Manufacturers and Traders has warned that import tariffs could drive up the list price of new cars by £1,500, and add 10% to the cost of car servicing and maintenance due to tariffs on imported replacement parts.

Some industries are, however, more sensitive than others – heavy industry and utilities have been swift to implement a hold on new orders, while insurance, accounting and the IT sectors appear largely unaffected.

INTENTION TO CHANGE MAIN FUNDING METHOD

| Industry sector | % intend to change |
|-------------------------------------|--------------------|
| Primary manufacturing, construction | 42% |
| Transport, retail & distribution | 38% |
| Business services | 34% |
| Other services | 30% |
| Public sector | 70% |

| Fleet size | % intend to change |
|------------|--------------------|
| 1-5 cars | 31% |
| 1-25 cars | 35% |
| 25+ cars | 57% |
| 50+ cars | 60% |

| Current car funding method | % intend to change |
|-------------------------------|--------------------|
| Outright purchase | 35% |
| Contract hire/operating lease | 49% |
| Hire purchase | 49% |
| Finance lease | 56% |

pipeline as companies get to grip with the implications of the new vehicle emission testing regime.

The tax implications of the move from the New European Driving Cycle (NEDC) to the more realistic Worldwide harmonised Light vehicle Test Procedure (WLTP), is unclear during the transitional phase until 2020/21, but larger fleets are anticipating an increase of 15-20% in officially recorded CO₂ emissions, which could have a profound effect on tax liabilities and corporate environmental commitments.

The increase in officially recorded figures also raises sensitive issues for organisations that operate a CO₂ cap on their company car choice lists.

“Without careful consideration drivers could see their car entitlement drop by one or two bands unless employers relax the cap,” said the Sewells report.

It found that 18% of fleets are already planning to increase their CO₂ ceiling, rising to 38% for larger companies, an indication that bigger organisations are more attune to the potential impacts on their employees' choices.

The move to WLTP for CO₂ emissions is also prompting

almost 30% of fleets to review and change the types of fuel available on their choice list, while one-in-five anticipate a move away from certain manufacturer brands.

Alternatively-fuelled vehicles, primarily hybrids and electric cars, stand to be the main beneficiaries. However, there is a disconnect between fleet rhetoric and action, with voiced enthusiasm for cleaner emission vehicles not reflected in actual fleet sales. Currently, just 12% of companies have hybrids on their fleets, and 3% have electric cars.

Looking ahead, 30% of fleets expect hybrid vehicles to be among their acquisitions in the coming year, and 7% forecast electric vehicles joining their operations.

“Corporate companies have a significantly greater appetite for alternative-fuel vehicles (AFVs) than SMEs, as do fleets that contract hire their cars,” said the report.

This suggests that fleets are more willing to experiment with AFVs when they are not carrying residual value risks. Diesel does, however, still dominate fleet purchasing plans, with 59% of fleets expecting to add them to their operations in 2018, and 50% intending to source petrol models.



For more information about the Sewells Research & Insight Fleet Market Report 2018 please contact sewells@bauermedia.co.uk

FIRST DELIVERIES: SEPTEMBER

FORD FOCUS

New Focus will be more efficient – and cheaper – than its predecessor

By Andrew Ryan

Any new Ford is big news for the fleet industry given the manufacturer is the best-selling brand in the sector.

Last year it replaced its Fiesta supermini with an all-new model and it has now unveiled the replacement for Focus: the second-best selling car in the fleet segment. Overall registrations are expected to be split equally between fleet and retail.

Ford says the new model will be 10% more efficient than the outgoing model, while P11D prices will also be lower: reducing costs for fleets and company car drivers.

It will be available in two bodystyles – five-door hatchback and estate – and for the first time will be offered in an Active crossover variant, which has a 30mm increased ride height over the hatchback, roof rails and plastic cladding around the wheelarches.

The new Focus will be available in seven trim levels – Style, Zetec, ST-Line, ST-Line X, Titanium, Titanium X and Vignale. The range is on sale now and prices begin at £17,930 for the Style, £2,300 cheaper than its predecessor, while the Zetec and ST-Line – which together represent 55% of sales – are now £850 and £250 less respectively.

SAFETY

The Focus is available with a wider range of advanced features than any previous Ford, bringing technologies synonymous with Level 2 automation to its car.

Adaptive cruise control (ACC) with Stop & Go, Speed Sign Recognition and Lane-centring helps the vehicle maintain a comfortable distance from vehicles ahead. Stop & Go enables the ACC system to bring the vehicle to a complete halt in stop-start traffic and pull away when the traffic starts flowing again.

Active Park Assist 2 enables fully automated parking manoeuvres, also controlling gearchanges in models with an automatic transmission.

All models have autonomous emergency braking and lane-keeping aid.

Other safety technologies available are pre-collision assist with pedestrian and cyclist detection, Evasive Steering Assist, which helps drivers steer around stopped or slower vehicles, a blind spot information system with cross traffic alert, which now comes with active braking, and a rear wide-view camera.

TECHNOLOGY

FordPass Connect embedded modem technology turns the vehicle into a mobile wi-fi hotspot with 4G connectivity for up to 10 devices.

As well as providing live traffic updates for the navigation system, FordPass Connect allows a number of features to be accessed through the FordPass mobile app, including vehicle locator, vehicle status for checking data such as fuel levels and oil life, and remote door locking and unlocking.

Drivers can also select from three drive modes – normal, sport and eco – while the Focus also has the first head-up display for a Ford model in Europe.



INTERIOR

New Focus has a 53mm longer wheelbase than the outgoing model and this, combined with improved packaging, provides greater interior space.

Legroom for rear seat passengers is increased by 78mm, while knee clearance to the seat in front is improved by 50mm to 81mm. Shoulder room is also increased by almost 60mm.

The interior has a definite premium feel about it, with a noticeably higher level of perceived quality than its predecessor.

The layout of the dashboard is clear and uncluttered, and features either a 6.5-inch or eight-inch touchscreen at the top of the centre console, meaning it is easier for a motorist to glance at while driving.

"A like-for-like comparison with the outgoing model is difficult as the new range is being tested under the WLTP protocol"

ENGINES AND EFFICIENCY

Ford says that a combination of efficient powertrains, improved aerodynamics, lower weight and reduced tyre and brake drag has reduced fuel consumption by around 10%.

A like-for-like comparison with the outgoing model is difficult as the new range is being tested under WLTP while the outgoing model was certified under NEDC, but Ford says the improvement has been shown by internal tests. Four engines – two petrol and two diesel – will be available from launch.

A 1.0-litre EcoBoost petrol is available with 85PS, 100PS or 125PS, with the 1.5-litre EcoBoost producing 150PS or 182PS. They are both three-cylinder units and feature cylinder deactivation to improve efficiency.

The Focus is also available with a 1.5-litre EcoBlue diesel, producing 95PS and 120PS, and a 2.0-litre EcoBlue with a power output of 150PS.

Official efficiency figures will be released closer to the delivery date, but anticipated CO₂ emissions range from 107g/km and 122g/km for the 1.0-litre and 1.5-litre EcoBoost petrol engines respectively, and 91g/km and 112g/km for the 1.5-litre and 2.0-litre EcoBlue diesel engines.

Petrol is expected to account for 54% of fleet registrations. The car is also available with a new eight-speed automatic gearbox while a mild hybrid will be launched in 2020.

Ford says the new model weighs up to 88kg less than the equivalent outgoing Focus. This has been made possible by increased use of higher-tech materials such as high-strength steel, press-hardened steel and aluminium.



THINKING CAP



By Martin Ward, manufacturer relationships manager

cap hpi



Monday/Tuesday To Barcelona for the grand launch of Cupra, a new car brand – or is it? It's all slightly confusing.

Cupra, as we know, is a model in the Seat range, but this is all about to change as it morphs into a standalone brand.

Quite how Seat proposes to do this is still a bit of a mystery to me – and others.

Currently the Cupra badge is chrome on the car, but this will eventually switch to the all-new logo as new models are launched.

In the interim, chrome on some models will turn to bronze, and then at some stage the all-new logo will be added. Confused?

The new logo, Seat says, represents two Cs coming together; the C, presumably, for Cupra. But look beyond the new badging and Cupra means sportiness for Seat, and that is exactly what will be on offer.

The Seat badge will be nowhere in sight, and only specialist dealers will be able to sell Cupra to fleet or retail customers. Is this a step in the right direction?

"Only specialist dealers will be able to sell Cupra to fleet or retail customers"

Thursday To Solihull to drive the all-new Vauxhall Grandland X, and quite a pleasant surprise was in store, as this was the first time I had seen or driven one.

The interior is of a high standard but, going into this highly competitive sector, it has to be. The Grandland X is 4.48m long, so is big brother to Mokka X and Crossland X (who dreams up these names?). The car I drove was powered by a 1.2-litre petrol engine that produces 130PS, surely not big enough I hear you ask, but it was.

Other engines available are a 1.6 and 2.0 diesel, but that 1.2 is powerful enough. The Grandland X, will compete head-to-head with many mid-size SUVs including Nissan Qashqai and Seat Ateca.

This sector of the market is growing and now accounts for 25% of all sales in Europe. Prices start from £21,595, and go up to more than £33,000, making it competitively priced.

50 TDI S LINE QUATTRO

AUDI A7

It's big on safety features, big on luxury and, for manoeuvring... it's big



By Tom Goodlad

The A7 is Audi's sporty iteration of the A6 Saloon, slotting below the luxurious A8 and wrapped in a sleek and eye-catching five-door coupé body style. Sharing more than just a family resemblance with the A8 and A6 saloons, the new A7 Sportback benefits from a host of advanced technology – everything from safety and driver assistance, to infotainment systems and lighting.

Standard kit is generous, with LED headlights, autonomous emergency braking and lane-departure warning included.

All of this modern technology is accompanied by a luxurious and contemporary-feeling interior. Like the larger A8, the A7's dashboard uses a blend of brushed metals, leather, piano black trim and a trio of screens controlling all of the car's major functions.

Ahead of the driver is Audi's Virtual Cockpit digital dials. The main 10.1-inch touchscreen controls the media, sat-nav, vehicle settings and phone, while the lower 8.6-inch screen replaces a traditional set of heating and ventilation controls.

The A7 Sportback comes with a choice of two V6 engines – one petrol and one diesel. Both are 3.0-litre in capacity and power Audi's Quattro all-wheel drive.

They also use mild hybrid technology, which allows the A7 to recuperate energy recovered from braking and coasting to reduce turbo lag and extend the operation of the start-stop system.

Four-cylinder petrols and diesels will join the range at a later date, bringing in more economical and efficient options, which will have greater appeal to company car drivers.

The 50 TDI has 286PS and 620Nm of torque, so the 0-62mph sprint is taken care of in 5.7 seconds. Audi claims it'll return up to 50.4mpg with CO₂ emissions from 147g/km.

The 55 TFSI produces 340PS and is slightly faster, taking 5.3 seconds to reach 62mph from rest. It promises 40.4mpg with emissions from 158g/km.

Two trim levels are available: Sport or S Line. The latter

COSTS

| | |
|-------------------------------|----------------|
| P11D price | £54,685 |
| BIK tax band (2018/19) | 31% |
| Annual BIK tax (40%) | £6,780 |
| Class 1A NIC | £2,339 |
| Annual VED | £515 then £450 |
| RV (4yr/80k) | £14,850 |
| Fuel cost (ppm) | 11.07 |
| AFR (ppm) | 13 |
| Running cost (4yr/80k) | 68.84ppm |

SPEC

| | |
|--|---------|
| Power (PS)/torque (Nm) | 280/620 |
| CO₂ emissions (g/km) | 150 |
| Top speed (mph) | 155 |
| 0-62mph (sec) | 5.7 |
| Fuel efficiency (mpg) | 48.7 |

KEY RIVAL

| | |
|--|----------------|
| Mercedes-Benz CLS350d AMG Line 4Matic | |
| P11D price: | £56,955 |
| BIK tax band (2018/19) | 33% |
| Annual BIK tax (40%) | £7,518 |
| Class 1A NIC | £2,595 |
| Annual VED | £830 then £450 |
| RV (4yr/80k) | £17,075 |
| Fuel cost (ppm) | 11.46 |
| AFR (ppm) | 13 |
| Running cost (4yr/80k) | 69.75ppm |

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



comes with 10mm lower sports suspension, and it's quite a firm set-up. In some ways it fits with the sharp look of the A7, but in others it doesn't quite match up to the overall luxurious feel.

Road and engine noise are both well suppressed at speed. There is noticeable wind noise around the door mirrors and windows, however.

The transmission tunnel running through the centre of the car seriously impinges on legroom for a passenger in the middle seat, meaning that it is only suitable for a small child on a short journey.

Occupants of all shapes and sizes will easily get comfortable in the other seats, although the sloping roof does reduce rear headroom for the tallest passengers.

There's no escaping how big the A7 is and you'll notice it when manoeuvring in a town centre or a narrow street, for example.

Luckily, a reversing camera and all-round sensors are standard to assist with manoeuvring because visibility out the back isn't the best.

The A7's boot is the same size as its predecessor at 535 litres, but its big selling point is the huge hatchback-style bootlid, which means access to the load area is impressive.



XDRIVE20D M SPORT

BMW X2

More hatchback than SUV though the manufacturer is calling it a coupé

By Matt de Prez

BMW seems content on filling every possible gap in its model line-up and it now has a full arsenal of SUVs, ranging from the X1 to the X6.

The company says this new X2 model is aimed at a younger audience and, as such, is being pitched against premium small SUVs like the Volvo XC40 and Jaguar E-Pace.

To call the X2 an SUV is a bit of a stretch. It's more like big hatchback. Perhaps that's why BMW refers to it as a 'Sports Activity Coupé'.

It certainly looks sporty in M Sport trim, with large alloy wheels, dual exhaust tailpipes and an aggressive body kit. A 470-litre boot should satisfy the activity element too, but the coupé part is a bit more difficult to get your head around.

The X2 has the styling of an SUV – and the practicality – but the ride-height of a hatchback, so you don't get the high-riding driving position which many buyers are keen on. This must be the coupé element.

Underneath, it uses the same platform as the 2 Series Active Tourer and the X1, which isn't the best start for a sportier vehicle, but BMW has stiffened it up and lowered the centre of gravity to improve driveability.



COSTS

| | |
|-------------------------------|----------------|
| P11D price | £37,320 |
| BIK tax band (2018/19) | 30% |
| Annual BIK tax (20%) | £2,239 |
| Class 1A NIC | £1,545 |
| Annual VED | £205 then £140 |
| RV (4yr/80k) | £12,875 |
| Fuel cost (ppm) | 9.47 |
| AFR (ppm) | 11 |
| Running cost (4yr/80k) | 45.86ppm |

SPEC

| | |
|--|---------|
| Power (PS)/torque (Nm) | 190/400 |
| CO₂ emissions (g/km) | 126 |
| Top speed (mph) | 137 |
| 0-62mph (sec) | 7.7 |
| Fuel efficiency (mpg) | 56.5 |

KEY RIVAL

| | |
|---|----------------|
| Jaguar E-Pace AWD 2.0d 180 R Dynamic | |
| P11D price: | £34,545 |
| BIK tax band (2018/19) | 34% |
| Annual BIK tax (20%) | £2,349 |
| Class 1A NIC | £1,681 |
| Annual VED | £515 then £120 |
| RV (4yr/80k) | £14,400 |
| Fuel cost (ppm) | 11.07 |
| AFR (ppm) | 11 |
| Running cost (4yr/80k) | 42.35ppm |

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

The entry-level X2 is the most frugal and represents the best value for fleet drivers. It's badged sDrive18d and costs £29,995. It uses a 2.0-litre diesel engine that develops 150PS, emits 119g/km of CO₂ and has front-wheel drive.

BMW expects the 190PS xDrive20d to be the most popular model. However, it costs from £34,985 and has four-wheel drive. CO₂ emissions are rated at 124g/km.

There is also a 2.0-litre 192PS petrol, which is only available with front-wheel-drive.

Four trims are available: SE, Sport, M Sport and M Sport X. Base models look less enticing with small wheels and lots of plastic cladding on the exterior.

All X2s come with Bluetooth, digital radio, sat-nav and rear parking sensors, so they should suit fleet requirements.

The Sport adds LED headlamps and sports seats.

Most customers are expected to go for M Sport models as they have a more desirable appearance with different bumpers, body-coloured trim, 19-inch alloy wheels and additional spoilers. Only the range-topping M Sport X comes with leather upholstery as standard and prices for that start at £34,345 (sDrive18d).

We were disappointed to find that driver assistance features such as adaptive cruise control, lane-keep assist and blind spot monitoring are only available as part of the £1,100 driving assistant package. These features are fitted as standard to cheaper rivals.

Interior quality is high. The dashboard is lifted from the X1 and is simplistic in design but well made. BMW's iDrive infotainment system is fitted as standard and features excellent graphics and connectivity.

We drove the xDrive20d in M Sport trim and behind the wheel it doesn't take long to realise that the X2 is an extremely good car to drive. Acceleration from 0-62mph takes just 7.7 seconds and the eight-speed automatic gearbox is smooth and precise, allowing for seamless progress when needed.

The X2 is an SUV in the most diluted sense. It offers all the benefits of a car with a sprinkle of SUV garnish, and it is all the better for it.

ŠKODA KAROQ

Karoq stands out in the crowded mid-size SUV sector



Karoq has the same platform as its Ateca stablemate and a virtually identical shape

By Sarah Tooze

The Škoda Karoq was named best mid-size SUV at this year's Fleet News Awards, beating off stiff competition including its Volkswagen Group stablemates the Seat Ateca and Volkswagen Tiguan.

It looks conservative compared to the quirky Yeti it replaced, but Škoda felt it was necessary to introduce a car that was more in tune with its new design language.

The Karoq sits below the seven-seat Kodiaq SUV and looks like a smaller version, helping to broaden the brand's appeal.

It sits on the same VW Group MQB platform as the Ateca and has a virtually identical shape.

Since order books opened last October, 2,746 cars have been registered (end of March) with 478 vehicles delivered to 'true fleet'. Škoda expects the Karoq to outperform the Yeti, which achieved 13,689 total registrations last year.

Fans of the Yeti will be pleased to hear the Karoq retains one of its most popular features – the VarioFlex seating system (three separate seats, which can be individually adjusted or completely removed, increasing the 521-litre boot to 1,810 litres).

However, it's a £450 optional extra on the fleet-friendly SE Technology model we tested and is only standard on the two trim levels above (SE L and Edition).



Drivers get a one-year subscription to Infotainment Online

"Level of standard equipment available helped give it the edge in the awards judging"

There is plenty of other standard equipment to appeal to company car drivers though, including front and rear parking sensors, 17-inch Triton alloys, adaptive cruise control, Amundsen sat-nav with eight-inch touchscreen with European mapping, SD card, voice control and integrated Wi-Fi.

Drivers receive a one-year subscription to Infotainment Online, which provides live traffic reports, calendar updates and online search functions.

There is a good level of standard safety technology, including city emergency braking and predictive pedestrian protection, helping to earn the Karoq a five-star Euro NCAP safety rating, with 93% for occupant protection.

The Karoq also has a number of Škoda's 'Simply Clever' features such as an ice scraper in the fuel cap, umbrella under the passenger seat, removable LED torch and storage compartments in the boot.

It was the level of standard equipment available on the SE Technology trim, combined with the Karoq's overall running costs and pricing structure, that helped give it the edge in the awards judging.

On the road the Karoq delivers a comfortable rather than sporty ride and handling feels assured.

A minor niggle is the biting point of the clutch feels high, particularly after driving our Octavia long-term, but it's just a matter of getting used to it.

During our week-long test we achieved an average fuel economy of 49.8mpg (11.6mpg below the official combined figure), making the Karoq an economical as well as practical choice for fleets.

1.6 TDI 115 SE TECH

THE RIVALS

- Kia Sportage 1.7CRDi 114 2
- Vauxhall Grandland X 1.6 TurboD 120 Tech Line
- Nissan Qashqai 1.5 dCi 110 N Connecta

P11D PRICE

| | |
|-------------|---------|
| Karoq | £22,690 |
| Sportage | £22,780 |
| Grandland X | £23,970 |
| Qashqai | £25,380 |

CO₂

| | |
|-------------|---------|
| Qashqai | 99g/km |
| Grandland X | 104g/km |
| Sportage | 119g/km |
| Karoq | 120g/km |

MPG & FUEL COSTS

| | |
|-------------|-----------------|
| Qashqai | 74.3mpg/7.51ppm |
| Grandland X | 70.6mpg/7.90ppm |
| Sportage | 61.4mpg/9.09ppm |
| Karoq | 61.4mpg/9.09ppm |

DEPRECIATION

| | |
|-------------|----------|
| Karoq | 16.77ppm |
| Sportage | 18.48ppm |
| Grandland X | 20.03ppm |
| Qashqai | 22.29ppm |

SMR

| | |
|-------------|---------|
| Karoq | 3.47ppm |
| Qashqai | 3.69ppm |
| Sportage | 4.17ppm |
| Grandland X | 5.02ppm |

RUNNING COSTS

| | |
|-------------|----------|
| Karoq | 29.33ppm |
| Sportage | 31.74ppm |
| Grandland X | 32.95ppm |
| Qashqai | 33.49ppm |

VERDICT

The most popular mid-sized SUV, the Nissan Qashqai, has significantly lower CO₂ emissions (21g/km) than the Karoq and both the Qashqai and the Karoq were tested under the old NEDC regime. However, the Karoq comes out top in almost every other area and, significantly, has the lowest overall running costs.

Winner: Škoda Karoq

Running cost: KeeResources (4yr/80k)

RENAULT KOLEOS 1.6DCI SIGNATURE NAV

Koleos raises the bar on standard features



Large number of standard safety systems will make the Koleos a popular choice for fleets

COSTS

| | |
|------------------------|----------------|
| P11D price | £30,085 |
| BIK tax band (2018/19) | 30% |
| Annual BIK tax (20%) | £1,805 |
| Class 1A NIC | £1,246 |
| Annual VED | £205 then £140 |
| RV (4yr/80k) | £8,625 |
| Fuel cost (ppm) | 9.69 |
| AFR (ppm) | 9 |
| Running cost (ppm) | 41.67 |

SPEC

| | |
|----------------------------------|-------|
| Engine (cc) | 1,598 |
| Power (PS) | 130 |
| Torque (Nm) | 320 |
| CO ₂ emissions (g/km) | 128 |
| Manufacturer mpg | 57.6 |
| Real-world mpg* | 50.3 |
| Test mpg | 46.3 |
| Max speed (mph) | 115 |
| 0-62mph (sec) | 11.4 |
| Current mileage | 3,876 |

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

TEST TIMELINE (SIX MONTHS)



By Gareth Roberts

Our Renault Koleos comes with a raft of driver assistance and safety systems making it a good choice for fleet decision-makers and company car drivers.

The systems that come as standard include autonomous emergency braking (AEB), blind spot warning, lane departure warning, traffic sign recognition with over-speed prevention, and front and rear parking sensors with rear parking camera.

In addition there is ABS with electronic brakeforce distribution, ESC with traction and understeer control, cruise control, six airbags, seatbelts with load limiters and pretensioners at the front, and Isofix child seat-mounting points to outer rear seats.

They helped the Koleos secure a full five-star rating when it was tested by experts at Euro NCAP in 2017.

The Koleos originally offered two trim levels in the UK – Dynamique S Nav and our top-of-the-range Signature Nav. However, Renault has added a new range-topping model trim called Initiale Paris.

Standard equipment for this includes a new two-tone Nappa leather interior, hands-free park assist, exclusive 19-inch alloy wheels, a 13-speaker Bose sound system and heated front seat.

Power comes from a 2.0-litre turbo-diesel engine producing 175PS and 380Nm of torque. All-wheel-drive and a seven-speed automatic transmission is standard kit.

That said, equipment levels for the entry level Dynamique S Nav specification don't disappoint.

Included are a DAB radio with a seven-inch touchscreen infotainment system which incorporates Bluetooth hands-free connectivity, Android Auto and Apple CarPlay, TomTom live update sat-nav with western European mapping, four USB and two aux-ports and a hands-free keycard.

The standard equipment is so good that the next level Signature Nav only offers a few additional features.

These include, an 8.7-inch multimedia screen, full LED headlamps, 19-inch alloys, heated, full leather upholstery and a power-operated tailgate.

ŠKODA OCTAVIA 1.0 TSI SE TECHNOLOGY



We're five months and 5,945 miles into our long-term test of the Škoda Octavia and, to date, it's proved reliable and economical with fuel economy now averaging 50.1mpg.

But how does it stack up on wholelife costs against its rivals the Ford Focus 1.0T EcoBoost 100 Titanium, Honda Civic 1.0VTEC Turbo 129 SE and Vauxhall Astra 1.0i Turbo ecoTEC 105 Tech Line Nav?

The Octavia's 1.0-litre (115PS) petrol engine emits 110g/km – the same as the Civic but 5g/km higher than the Focus (105g/km) and 8g/km more than the Astra (102g/km).

That puts the Astra well ahead in terms of company car tax, costing a 20% tax payer £769 this financial year compared to the Civic (£860), Octavia (£865) and Focus (£939).

Employers would have to pay a first year Vehicle Excise Duty (VED) rate of £145, then £140 for each car. For Class 1A NICs, the Astra again works out cheapest (£530), followed by the Civic (£593), Octavia (£597) and Focus (£648).

Overall running costs are close with the Astra just edging it at 27.96p per mile compared to 28.94ppm for the Octavia, Civic (29.10ppm), and Focus (32.56ppm). That's down to the Astra having the lowest fuel costs (8.50ppm) and SMR costs of 2.40ppm.

The Octavia is the second cheapest for SMR (2.74ppm) and depreciation (16.94ppm, behind the Civic's 16.65ppm). It is the third cheapest (behind the Astra and Focus) for fuel (9.26ppm).

The Astra is the overall winner but it's worth noting that its boot space is dwarfed by the Octavia's (a difference of 220 litres with the rear seats up and 370 litres with them folded), something I appreciated in my previous report (Fleet News, March 22).

Sarah Tooze

AT A GLANCE – THE REST OF OUR FLEET (go to fleetnews.co.uk for reviews)



Volvo S90



Vauxhall Insignia



Jaguar XF



Seat Ibiza

PAUL TAYLOR

FLEET MANAGER MORGAN SINDALL

Taylor has been involved in fleet since aged 17 and has never regretted the choice. As a boy, he aspired to be an astronaut and is fascinated by all things to do with the moon landings

The pivotal moment in my life was walking out of an engineering apprenticeship at a major manufacturing facility when I was 17 after deciding it wasn't for me. I walked back towards home and into a commercial vehicle garage, where I secured an apprenticeship and never looked back. It was where I felt I needed to be.

My favourite film is *Star Wars* because it was unbelievably stunning when it came out, and brought back memories of the moon landings years before. It made me wonder, how far can we go?

If I were Prime Minister for the day I would scrap the insanely complicated company car tax system and replace it with a simple one to reflect the benefit obtained.

My pet hate is rude and rowdy people.

My hobbies and interests are golf, motorcycling and travel.

My first memory associated with a car was going out in the countryside in a works van with my parents. The back was carpeted out and all seven kids piled in, we broke down but luckily a mechanic came out and got it running again.

The advice I would give to my 18-year-old self is to have confidence in your ability, because the only limitation to what you can achieve is your own doubt.

The three vehicles I would like in my garage are an Aston Martin DB5, Triumph Bonneville Speedmaster and a Jaguar XK120.

I want to be remembered as the guy who got things done in the right way with a smile and a joke.

A book that I would recommend others read is anything by Clive Cussler because he definitely knows how to weave a tale.

First fleet role I started as an apprentice mechanic in a commercial vehicle workshop. I moved into fleet maintenance, progressing through supervision into management of large commercial and car fleets.

Career goals at Morgan Sindall My fleet goals are all based around the safety of the fleet and our drivers when out on the highway. Career-wise I am happy in my current role and looking to develop others into my role when I retire in a few years' time.

Biggest achievement in business Many years ago I was responsible for developing a complete set of standardised fleet policies, guidance and forms to control a large fleet operating from more than 70 operating centres nationwide. They are still in use today. I have shared them with colleagues in the industry to develop their own systems.

Biggest career influence When I started in workshop management I was fortunate to work for one of the most knowledgeable and diligent fleet managers in the industry, John Demmel.

Leadership style I would like to think I have a relaxed but focused style of management. I will always be honest with people and always offer praise for a job well done.

If I wasn't in fleet It would have to be in the aviation industry as I've always been interested in flight.

Childhood ambition I wanted to be an astronaut. When I was at school I was absolutely enthralled by the moon landings and avidly followed every Apollo mission.

Most memorable driver moment When taking my class one truck driving test, I got in the vehicle and was unable to get it into gear. The examiner said: "Stop, turn the engine off and we can start again." I did and actually passed!

FleetNews
PORTFOLIO

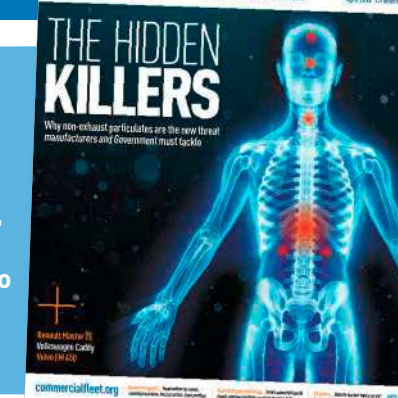
WHAT WE DO IN YOUR INDUSTRY

Fleet News magazine

The leading business publication for the fleet sector, offering insight, analysis, best practice and in-depth profiles of fleets and suppliers every fortnight. But don't take our word for it: 96% of readers say *Fleet News* is the most useful fleet publication (*Fleet News* reader survey). Every issue is packed with information that helps companies to run efficient and effective fleets – and our readership of 16,000 is restricted to named decision-makers, running fleets of 10-plus vehicles.

Commercial Fleet magazine

Commercial Fleet offers insight into the world of light commercial vehicles and trucks to provide operators with detailed analysis on key topics such as operations, safety, remarketing and the environment. Case studies in every issue provide best practice advice to help you to improve your efficiency. The magazine is supported by the commercialfleet.org website and events.



Fleet events

Fleet News events are the biggest and best in the sector. Our annual awards night attracts more than 1,500 people; the FN50 Dinner sees 950 leasing, manufacturer, rental and supplier companies networking and *Commercial Fleet* Summit provide insight into key areas of fleet operation; monthly roundtables enable 10-15 fleets to discuss issues and share solutions.



Driving Business magazine

This annual magazine is sent to managing directors and finance directors at 25,000 small to medium enterprises (SMEs) that are running fewer than 50 vehicles. Focusing on the key elements of running cars and vans, *Driving Business* provides practical advice to reduce cost and improve safety with a minimum of time and effort.

Websites and newsletters

The *Fleet News* website is an extensive library of best practice advice, fleet case studies, news and tools. Compare car and van running costs, check how much tax employees will pay and find out which models use the least fuel with our easy-to-use tools. We also send *Ignition*, a monthly newsletter which contains car reviews and interviews not included with our print magazine.

Fleet Leasing magazine

Fleet Leasing provides insight and analysis to board level executives, senior management and regional sales staff at contract hire and leasing companies. Its objective is to inform and educate about fleet trends, new models and technological developments, once a quarter, supported by a website regularly updated with the latest leasing news.

Bespoke publications

Magazines, supplements, brochures and digital products are produced for commercial partners. These bespoke publications inform fleets about companies and topics relevant to their business. They include manufacturer and supplier reports, in which *Fleet News* journalists interview key personnel to unearth the developments of interest to fleet operators.

Next issue: Andrew Lillywhite, fleet, estates and environmental services manager at Yorkshire Housing

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