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Telematics leads the debate on fleet cost and safety with participants saying the challenges of managing data are worth the effort

NOx emissions recall of German cars leaves fleet operators in dark

Thousands of vehicles are subject of 'voluntary' service with little clue to the cost implications

By Matt de Prez

leet operators have been left in the dark by three German manufacturers' plans to recall millions of cars across Europe to clean up NOx emissions (fleetnews.co.uk, July 25). So far, BMW, Daimler and Volkswagen Group have failed to provide details on which vehicles are affected or the possible implications for owners.

The recalls are likely to result in significant downtime for businesses if their vehicles are taken off the road to be fixed. An alternative option of carrying out the fix during a scheduled service means taking cars to the main dealer, something not all fleets do, especially those with their own

Paul Tate, fleet manager at Siemens, said he has had no communication from his vehicle provider and has only heard from one manufacturer.

"It's been very quiet and we would like to know more as soon as possible, before drivers start

Keith Cook, deputy financial controller at Computacenter, is in a similar position. He said: "I've not seen anything from these manufacturers, but the interventions are expected and we would advise our drivers to ensure any modifications are performed at the next service."

Nick Molden, CEO of Emissions Analytics, told Fleet News there is very little the manufacturers can do to improve the emissions of cars without costly physical modifications.

some kind of software update to adjust the operation of either the AdBlue system or lean

AdBlue is a solution of water and urea which is injected in microscopic quantities into the exhaust of some Euro 6 cars to break down gases that can be harmful.

Adjustments to the AdBlue concentration - via a software update - could reduce NOx emissions, but Molden warned it will lead to increased AdBlue consumption.

the exhaust system - can also be adjusted to further reduce emissions, but Molden said this could lead to increased fuel consumption and

The fixes only apply to Euro 6 cars. For Euro 5 models the modification is likely to involve adjustments to the operation of the exhaust gas recirculation valve, something Molden believes could have the biggest impact on fuel consumption and, possibly, performance.

BMW has confirmed it will only recall Euro 5 vehicles, claiming its Euro 6 engines "employ a combination of various components [AdBlue and NOx trap] to treat exhaust emissions meaning there is no reason to recall or upgrade the soft-

It confirmed the upgrade for Euro 5 vehicles will be available at no extra cost, but it was unable to provide further information.

Daimler, the parent company of Mercedes-Benz, has stated that its "voluntary service action" will be applicable to current Euro 5 and Euro 6 diesel engines and estimates that "hundreds of thousands" of UK models sold between January 2011 and September 2015 will be affected.

There is already an existing service action available to drivers of A-Class, B-Class, CLA and GLA models with the 1.5-litre four-cylinder diesel engine, to further reduce NOx output.

A spokesperson told Fleet News it will be contacting leasing companies and customers to inform them of the software update - which is expected to take around an hour to install.

Volkswagen Group, which already has a large number or recalls for emissions-related fixes

ongoing, has also announced that its V6 and V8 TDI units will be eligible for new software to improve emissions in real-world driving. This is likely to affect drivers of Audi A4, A6, A7, A8, Q5 and Q7 models with the 3.0-litre engine and Q7 with a 4.3-litre V8 engine. A number of Volkswagens and Porsches may also be affected. Steve Winter, head of fleet at Centrica, has a large

Volkswagen van fleet. He said: "We estimate we may have around 900 affected cars on our fleet. Added to the existing VW recalls, that's more than 10,000 vehicles that need to be modified.

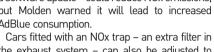
'When I challenged them about downtime I was told the work could be carried out during routine maintenance. It's not ideal because it means they have to be serviced at the main dealer."

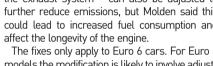
Tate added: "As long as there is no impact on performance I think the drivers will be happy to take the cars in. If everyone goes at once it's going to be chaos so there needs to be some more communication."

Leasing companies have remained tight-lipped over the situation.

However, Gerry Keaney, chief executive of the British Vehicle Rental and Leasing Association (BVRLA), which represents contract hire companies that own thousands of the affected vehicles, said: "We welcome any manufacturers' initiatives to reduce harmful NOx emissions."

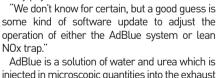
Molden estimates the modifications could reduce NOx levels from between four or five







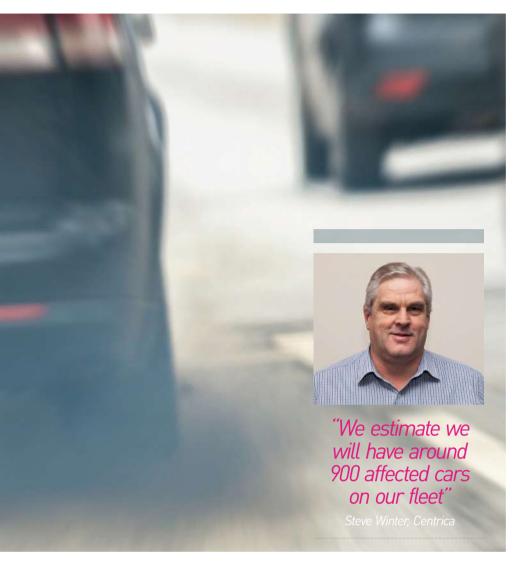
asking questions," he added.





"I've not seen anything from these manufacturers, but the interventions are expected and we would advise our drivers to ensure any modifications are performed at the next service"

Keith Cook, Computacenter



times the legal limit to between two and three times. "There are more than 10 million Euro 5 and Euro 6 cars across the EU which, on average, emit more than five times the legal NOx limits."

He added that German cars "are certainly not the worst".

"Cities will have major air issues, but diesel bans will panic buyers which the manufacturers don't want," Molden said. "By carrying out these updates they are trying to mitigate the risk of large bans, but it won't work unless the entire industry gets on board."

The future of diesel-powered cars and vans in the UK is already in jeopardy due to the Government's new air quality bill (fleetnews.co.uk, July 26). It outlined a plan to ban the sale of all conventional petrol and diesel vehicles (excluding hybrids), by 2040 (see page 8).

Furthermore local authorities will be under pressure to control inner-city emissions in the next few years and will have the power to impose access restrictions on vehicles, such as charging zones or measures to prevent certain vehicles using particular roads at certain times.

Molden said: "There needs to be more focus on the real-world emissions. If you target the vehicles that perform the worst in those scenarios there is a greater chance of achieving cleaner air."

The recall comes amid allegations that five German carmakers – Audi, BMW, Mercedes-Benz, Porsche and Volkswagen – may have

worked together to fix the prices of diesel emissions treatment systems during industry committee meetings.

The European Commission (EC) confirmed that antitrust regulators were investigating a possible German auto industry cartel following a tip-off.

However, BMW issued a statement saying "the objective of discussions with other manufacturers concerning AdBlue tanks was the installation of the required tanking installation in Europe".

EC investigators conducted a similar investigation into truck makers last year, when five major manufacturers were collectively fined £2.44 billion (€2.93bn) for price-fixing over the previous 14 years (commercialfleet.org, July 20).

The price-fixing related specifically to the market for the manufacturing of medium trucks (weighing between 6 to 16 tonnes) and heavy trucks (weighing more than 16 tonnes).

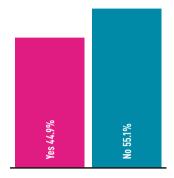
The EC investigation revealed that MAN, Volvo/ Renault, Daimler (Mercedes-Benz), Iveco and DAF had engaged in the cartel.

The collusion identified by the commission concerned the new emission technologies required by the Euro III to Euro VI environmental standards, specifically coordination on timing and coordination on passing on of costs of emission technologies for trucks compliant with newly introduced emissions standards. However, the collusion was not aimed at avoiding or manipulating compliance with the new emission standards.

FLEET FACTS

OPINION POLL

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FleetNews view:

Our poll shows almost half of respondents do consider the Euro NCAP safety rating when choosing a vehicle. However, it is perhaps unsurprising that, with most vehicles achieving a four or five-star rating these days, 55.1% do not. Our view is that, while it is very rare cars fall below the highest Euro NCAP standards, it is still worth looking at its safety rating before choosing a vehicle.

This week's poll: Do you think banning sales of new "conventional" diesel and petrol cars and vans by 2040 is a good idea? fleetnews.co.uk/polls

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Average tax value of a company car rises 29% in six years to £2,166

Drivers hit hardest as HMRC boosts income by £450m on 960,000 company cars

By Gareth Roberts

he number of employees paying company car tax has reached a five-year high, boosting Treasury coffers by millions of pounds, newly-released data shows.

The provisional figures, from HMRC, reveal that 960,000 employees paid benefit-in-kind (BIK) tax on a company car in 2015/16 – a 1% rise on the revised figure of 950,000 recorded the previous financial year.

The combination of BIK tax and national insurance contributions (NICs) is now worth £2.08bn to the Treasury, compared to £1.92bn in 2014/15 – an increase of 8% or £160 million.

It means that the average value of a company car to the Government has risen to £2,166 a year, up from £2,021 in 2014/15 and an increase of 29% on 2009/10 (£1,680) when the number of company cars hit 970,000.

That year, the combination of BIK tax and NICs was worth £1.63bn to the Treasury (£450m less).

Figures show company car drivers have paid the lion's share of the increase on 2014/15, some £110m more compared to the additional £50m paid by employers.

The higher tax take can, in part, be explained by the increase reported in the taxable value over the same period.

The main cause of this is the two percentage point increase in the appropriate percentage for company cars in 2015-16 (in previous years there has typically been a one percentage point increase).

This, combined with a slight increase in the average car P11D prices, has resulted in a taxable 'value' of the company car parc of £4.32bn in 2015/16, which was £370m (9%) more than the £3.95bn recorded in the previous financial year.

Employment tax and company car specialist Alastair Kendrick, said: "It will be interesting to

see whether increases in BIK [rates], and the question mark over diesel, will lead to some slight reductions [in the number of employees paying company car tax]."

Economic uncertainty during Brexit could also play its part, but data from the Arval Corporate Vehicle Observatory (CVO) suggests more fleets are predicting an upturn in vehicle numbers over the next three years, rather than a fall.

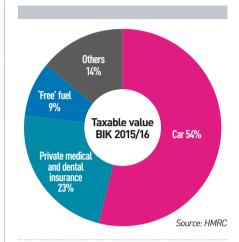
Half of the UK fleets it surveyed which were operating 50-plus vehicles said they expected to grow their fleet, compared to 13% which predicted a decrease.

Shaun Sadlier, head of the CVO, said: "They are the ones who would anticipate any corporate changes that are being envisaged on a strategic level which could have a negative effect on fleet numbers. However, confidence is high."

Overall, the HMRC data shows the number of recipients of taxable benefits in kind increased slightly to 3.76m in 2015-16. The total taxable value also increased to £8bn – up £400m on the previous financial year. More than half (54%) of that £8bn was down to the company car parc, with private medical and dental insurance responsible for almost a quarter (23%), and 'free' fuel 9%.

"There is still an opportunity to look at those employees who are provided with free fuel"

Alastair Kendrick, AK Employment Tax Services



However, in terms of number of recipients, private medical and dental insurance was the most widely received benefit (65%), followed by cars (26%), excess mileage allowance (6%) and 'free' fuel (5%).

The HMRC data also suggests that the number of recipients of excess mileage allowance payments is continuing to reduce.

This is a payment which exceeds the approved mileage allowance payment (AMAP) rate for staff reclaiming business mileage in their own cars, the so-called grey fleet.

The number of recipients of taxable excess mileage allowance payments held steady until 2009/10, with a slight fall in 2010/11 from 550,000 to 510,000 and then a much larger fall (to 380,000) in 2011/12.

Kendrick said: "The numbers receiving a

Kendrick said: "The numbers receiving a mileage allowance in excess of the approved rate reduced in 2011/12, following an increase in the rate that year [from 40p to 45p for the first 10,000 miles]."

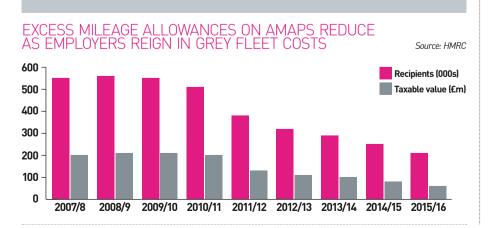
The number of recipients has decreased further, falling to 210,000 in 2015/16, compared to 250,000 the previous financial year.

Since 2007/08, the taxable value has also fallen steadily from £200m to £60m in 2015/16 (see graph alongside).

Kendrick said: "This is likely to be because the public sector has revised its rates to bring them in line with what is accepted by HMRC."

The number of employees receiving 'free' fuel has also fallen, with 180,000 receiving the benefit in 2015/16; 10,000 fewer than the previous financial year. HMRC says that the reduction in car fuel benefit is likely to reflect rising fuel prices.

Kendrick concluded: "There is still an opportunity to look at those employees who are provided with free fuel and whether people still take this when the tax on the benefit in kind exceeds the cost of the private fuel they enjoy."



Fleets need time and assistance to comply with clean air proposals

Government instructs councils to outline plans to tackle NOx by March 2018

By Gareth Roberts

leets will need time and financial incentives to adapt to measures outlined in the Government's new air quality plan, industry bodies have warned.

A ban on the sale of all new "conventional" petrol and diesel cars and vans by 2040, was the headline-grabbing announcement (fleetnews.co.uk, July 26). However, the plan also gave the green light for local authorities to charge cars and vans to enter zones where pollution is at its worst.

The Government wants councils to consider changing road layouts at air pollution pinch points and encourage the uptake of ultra-low emission vehicles (ULEVs) and retrofit vehicles. But it says if these measures are not sufficient, local plans could include restrictions on vehicles, such as charging zones or measures to prevent more polluting vehicles using particular roads at certain times.



Councils will need to set out their initial proposals by the end of March 2018, followed by their final plans by the end of December 2018.

In addition to the Ultra Low Emission Zone (ULEZ) in London, there are five other cities – Birmingham, Derby, Leeds, Nottingham and Southampton – which will have to introduce Clean Air Zones (CAZs) by 2019. There may be

other locations which also decide to introduce CAZs where charges could be introduced.

Many fleets will be operating the cleanest Euro 6 vehicles which should be exempt, but some – especially van fleets with longer replacement cycles – may fall foul of the new rules.

The Freight Transport Association (FTA) says clarity is urgently needed to identify which vehi-

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cles will be affected. Elizabeth de Jong, FTA director of UK Policy, told *Fleet News:* "We won't know where vans will be restricted until next year, giving only a year for businesses to plan their fleets, leaving many with potentially large bills on top of rising operating costs in a difficult trading environment."

If vans are affected by CAZs, the FTA says there will be little more than two and a half years' worth of compliant vehicles in the fleet and no established second-hand market. Many businesses will now be locked into lease agreements which extend beyond the 2019 deadline and will be costly to get out of, it warned.

"For those whose businesses operate inside a zone, a period of grace, giving them extra time to comply, would provide much-needed breathing space," said de Jong. "Our worst fear is that some may be forced out of business altogether if the plans are not properly thought through."

The Government has set aside a £255 million package to help councils implement local measures which, it says, will be funded through changes to the tax treatment for new diesel vehicles, or through reprioritisation within existing departmental budgets. Further details on changes to the tax regime will be announced later in the year in the Budget.

The Government also says it wants to help minimise the impact of such measures on local businesses and those travelling into towns and cities to work where charging zones are necessary. It will issue a further consultation in the autumn.



"We must ensure that zones are consistent across the UK – not only having the same emissions standard requirement, but also in terms of their signage, enforcement and penalties for non-compliance"

Gerry Keaney, BVRLA

The measures considered in that consultation will include options to support fleets, including retrofitting, exemptions and discounts from any restrictions or permit schemes for vans.

The RAC says the Government must ensure that all other solutions for reducing emissions have been exhausted before a charging zone is introduced.

"Charging to drive on certain roads and in certain areas must be the last resort," said RAC roads policy spokesman Nick Lyes.

However, he added: "The Government has not yet made it clear what process needs to be followed before a charging regime comes in to force."

The British Vehicle Rental and Leasing Association (BVRLA) is also looking for consistency. It welcomed the Government's pledge to consult

on measures that will help minimise the impact on businesses, including a possible scrappage scheme.

BVRLA chief executive Gerry Keaney said: "We must ensure that zones are consistent across the UK – not only having the same emissions standard requirement, but also in terms of their signage, enforcement and penalties for noncompliance."

He also believes that well-targeted scrappage schemes could make a significant contribution in reducing NOx emissions.

However, the Government says analysis of previous schemes has shown "poor value for the taxpayer and that they are open to fraud".

Lyes concluded: "It must be targeted and shown to provide tangible reductions in emissions and value for money for taxpayers."









Greater fleet take-up will help car clubs reach million member mark

Better balance between corporates and private required to hit Carplus target

By Tom Seymour

ipcar will push for more than half of its UK business to be with fleets to help the car club industry achieve one million members by 2025.

The target has been set by Carplus, the not-for-profit, environment transport non-governmental organisation (NGO), set up to promote the shared transport sector.

There are around 245,000 car club members in the UK, with Zipcar serving 130,000 members across London.

Jonathan Hampson, Zipcar UK general manager, told *Fleet News* that 30% of its business is with corporates but there is now a large focus on pushing the ratio to 50/50 and beyond.

"You could make the argument the ratio should be more than 50%," said Hampson. "We need the use of our fleet to be spread out across the week and across 24 hours. If we just focus on private use, we're going to get spikes in demand in the evenings and at weekends."

Zipcar has increased its fleet from 1,500 in London to 1,800 with 300 petrol Volkswagen Polos as part of its new Zipcar Flex offer.

The new Flex service allows Zipcar customers to make one-way journeys for the first time, rather than having to do a round trip. It has launched across four London boroughs – Southwark, South Lambeth, Wandsworth and Merton. Prices start from 29p a minute and the car can be dropped off in any designated Zipzone parking spot across those areas.

Hampson said Zipcar would be focused on

using its dedicated corporate team to boost its business accounts, with SMEs and local authorities singled out as targets.

DriveNow, the service run by Sixt and BMW, is also operating in four boroughs, but in the northeast of London. It has a fleet of 310 cars made up of 50 i3 EVs, with the rest comprised of petrol BMW 3 Series and Mini three-doors, five-doors and convertibles.

James Taylor, the new managing director of Drive Now UK, admits progress to reach one million members has been "a little slower than we would have liked".

Taylor said dealing with 32 London boroughs that all have different set-ups and objectives was part of the reason behind the pace of adoption.

"There's no overarching way of interacting with the boroughs so it takes time," he said.

"We're having a lot of conversations and I think we've built up the evidence and use case for car clubs over the past few years."

While Taylor conceded the million mark is a challenge, he's confident it's achievable.

He said: "Over the past 10 years, car club member numbers have gone from 32,000 to 245,000 in total in the UK. Of those, 193,000 are in London.

"We will need direct support from the Mayor of London to achieve increases. There is more that needs to be done with Transport for London (TfL) looking at innovation in the sector. Boroughs have been very supportive of the model and we'll keep engaging with them."

The ultimate goal is for Zipcar to expand across

all of inner London. Hampson admits operating in all 32 London boroughs, particularly outer London would be a "tougher sell" as the public transport infrastructure isn't as reliable as an alternative.

Hampson said Zipcar would play a part in the next step of Mobility as a Service (MaaS) but the Government would need to step in to help administer it.

He said: "No one wants 10 different apps and accounts. I think the next generation of Oyster, or whatever it ends up being, has to be one account, any payment method and all transport models have to be compatible."

Hampson believes TfL should step in as an independent party to administer MaaS as companies are unlikely to share customer information unless it's going to an unbiased third-party.

Taylor agreed: "You would have a number of competing companies and different brands that will all want to keep their customer relationships and engagement with customers directly. More needs to be done on it."

Hampson also said the Government should step in to increase subsidies to boost the charging infrastructure in London for electric vehicles (EVs).

He said: "We have the intention to move our entire fleet to EV but there will have to be more downward pressure on the Government to improve infrastructure. We are expecting improvements due to all new taxis having to be zero emission-capable by January 1, 2018."

Unions say self-employed review does not address real problems

But delivery companies welcome Taylor's benefits overhaul recommendations

By Tom Seymour

ompanies that use self-employed drivers have welcomed new employment legislation proposals following a Government review, but unions have said they don't go far enough to "fix a broken system".

The Taylor Review, published last month, recommends new legislation to clarify the difference between being self-employed and being a worker. It also recommends the term 'worker' be replaced with the new definition of 'dependent contractor' (fleetnews.co.uk, July 12).

It could mean companies have to start paying national insurance, as well as guaranteeing the national minimum wage and paying sick and holiday money, to drivers that may have previously been defined as self-employed.

Matthew Taylor, the lead author of the review, said the critical point of difference for companies

is control and supervision. If a job involves those elements, Taylor believes that job role would be classed as a worker, rather than self-employed.

The report said: "Employment statuses should be distinct and not open to as much interpretation as currently, nor be so ambiguous that only a court can fully understand the basic principles.

"The law should also ensure that where individuals are under significant control in the way they work, they are not left unprotected as a result of the way their contract is drafted." Companies will have to be able to demonstrate that dependent contractors can "easily clear" the minimum wage with their earnings.

The Freight Transport Association (FTA) welcomed the report but said the logistics sector needs employment flexibility to help with peaks and troughs throughout the year and new legislation could jeopardise this.

Uber, currently appealing a London employment tribunal that ruled drivers' were workers rather than self-employed, welcomed the Taylor



"We need regulations and proper enforcement"

Tim Roache, GMB



www

Review and greater clarity over different types of employment status.

However, Andrew Byrne, Uber UK head of policy, maintains the main reason drivers use the Uber app is to be their own boss.

He said: "With our app, drivers are totally free to choose if, when and where they drive with no shifts or minimum hours."

Yodel welcomed the recommendations in the Taylor review. A spokesman said: "We'll be looking at the revised definition of [dependent contractor] and the benefits they are entitled to.

"We will, of course, make any changes to our remuneration schemes if this is found to impact our self-employed colleagues."

Yodel offers employed, self-employed and agency work for drivers with approximately 10,000 working for the business in the UK.

"Many of Yodel's colleagues choose the selfemployed model for the flexibility it offers in allowing them to decide the hours of work that suit their lifestyle," said the spokesman.

"We currently follow all regulations with regard to self-employment and will continue to do so as the new guidance is shared."

Both the GMB and the Independent Workers' Union of Great Britain (IWGB) said the Taylor review had not done enough to address the real problem, which they believe is enforcement of the rules that are already in place.

Tim Roache, GMB union general secretary, said the report does not go far enough "to fix a broken system".



He continued: "We need regulations and proper enforcement. Words on decent work are always welcome, but they're meaningless without determined action to back them up."

Meanwhile, Jason Moyers-Lee, IWGB general secretary, said the report contained "little of any substance".

"The main and major legal error made is to fail to recognise, as was done throughout the consultation, that a 'worker' is a sub-category of self-employment," he said.

He told *Fleet News* that renaming workers as dependant contractors was "little more than a relabelling exercise with little implication for business".

He welcomed the report's suggestion there will be increased enforcement but said there was no detail on how it would happen.

"Given how pervasive the unlawful deprivation of employment rights is in the gig economy, enforcement should have been the review's primary focus," he said. "Corporations will continue to use their lawyers to draft contracts which dodge any new employment definitions in new legislation."

The IWGB wants the Government to set up a new agency to enforce employment law and also wants employment tribunal fees to be abolished to make it easier to challenge employment status.





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Self-insured fleets should heed changes to motor salvage code

Warning of reputational damage if wrong category vehicles end up back on road

By Sarah Tooze

usinesses that self-insure their vehicles are being urged to prepare for changes to the code of practice for dealing with motor salvage, which take effect this October.

The code aims to help keep dangerous vehicles off the road and the British Vehicle Rental and Leasing Association (BVRLA) requires its members to adhere to it, although it is not currently a legal requirement.

Rental companies, in particular, need to understand and apply the code correctly as they typically self-insure and could be handling more than a thousand salvage vehicles per year.

Nora Leggett, BVRLA director of member services, warned delegates at its motor salvage workshop that "immense" reputational damage could occur if a vehicle was not categorised correctly and ended up back on the road, with the company listed as the previous owner.

Under the current code, vehicle salvage is categorised as: A - scrap; B - break (beyond repair but useable parts can be recycled); C -

repairable (total loss vehicles where the repair costs exceed the vehicle's pre-accident value so the owner chooses not to repair); and D - repairable (total loss vehicle where costs do not exceed the vehicle's pre-accident value but the owner chooses not to repair).

The new code, which follows a two-year consultation and technical scrutiny from Thatcham Research, has "a greater focus on the condition of the vehicle rather than the repair costs", according to the Association of British Insurers (ABI), which co-ordinates the code.

The new code retains categories A and B but introduces two new ones: S - structurally damaged repairable; and N - non-structurally damaged repairable.

A category S vehicle will have its vehicle registration certificate (V5C) re-issued but the Driver and Vehicle Licensing Agency (DVLA) will add a marker to show it once had structural damage and this will stay with the vehicle for its life.

Concerns were raised at the BVRLA motor salvage workshop as to what impact this will have on vehicle returns.

Laura Moran, automotive sales director at online auction provider Copart, which specialises in selling accident damaged and salvage vehicles, told delegates: "Our belief is that structurally damaged vehicles will be seen as less attractive. Would you buy a used car for your son or daughter that has got a V5 marker that has the term 'structural' on it?"

Under the new code, those who categorise vehicle salvage will need a formal qualification, although the details of the assessment to achieve that are yet to be determined.

Categorisation may still be made using images via desktop engineering but Copart estimates that the new categorisation codes will result in one in four vehicles requiring a further follow-up physical inspection.

This will add time and expense to the process but Leggett suggested it could be beneficial to use an engineer's expertise to assess vehicles and could result in a decision to repair a vehicle safely rather than simply write it off.

For more on the implications of the new code. visit fleetnews.co.uk/motorsalvagecode



The Fleet News Fleets Informed programme is designed to deliver comprehensive advice and knowledge to fleet decision-makers. All the content will be hosted at www.fleetnews.co.uk/fleets-informed









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THE BIG PICTURE

By Stephen Briers, editor, Fleet News



Hands up: is the Government planning to ban the sale of all new diesel and petrol vehicles by 2040? If you answered yes, you're wrong – although I can understand the confusion. Defra

itself seems a bit unsure, despite spending months putting together the air quality plan.

Media coverage in the national press and on the BBC focused on an outright ban of all diesel/petrol by 2040. You would only be able to buy zero emission vehicles.

We spoke to Defra for confirmation. Are you intending to ban all petrol and diesel vehicles, including – and here's the crucial bit – hybrids, we asked? Yes, came the reply.

A few minutes later, Defra called back. To paraphrase: 'Actually, we mean everything that is not capable of zero-emission travel.'

"No, hybrids will not be banned," came the reply"

So hybrids, which combine petrol or diesel and an electric motor, won't be banned? Err no, came the slightly uncertain response.

After some deliberation, we called Defra to double-check. 'No, hybrids will not be banned,' came the more assertive reply.

So, from 2040 only vehicles not capable of travelling <u>any</u> distance on zero emissions will be banned, i.e. solely petrol or diesel.

It was a classic case of misunderstanding and misinterpretation. Which brings me to Volvo's recent statement that it would not launch any petrol or diesel cars from 2019.

Again, that's what was widely reported.

But, from talking to people at Volvo as well as some leasing companies, it seems that isn't quite what the company meant. It <u>will</u> continue to sell cars that can be fuelled by diesel or petrol alone, but only on drivetrains which can also house an electric alternative.

To be honest, this story is a lot of fuss about nothing. Think back to 1994 – the birth of the world wide web, the first Sony Playstation and the Channel Tunnel. That's as far as from today as 2040, and the pace of technological change only ever accelerates.

Within the next 20 years, EVs will have 500-mile range and be refuelled within five minutes from sustainable sources. This diesel/petrol debate will be largely moot.

YOUR LETTERS

AIR QUALITY

Banning diesel not the answer





Bob Dale wrote:

Having read 'Government wants all new cars and vans to have zeroemissions capability by 2040' (fleetnews.co.uk, July 26), there is considerable ignorance as to the production of NOx and indeed the biggest culprits.

Any form of combustion or heating of the air by any fuel/heat source to a temperature in excess of 1,600 degrees Celsius produces NOx. As an example, experts estimate that around 8.6 million tonnes of NOx are produced by lightning strikes alone every year.

In areas of high population and thus high traffic volumes, high density housing (with gas- or oil-fired boilers etc.) and often one or more high volume airports, the solution to the problem is not quite as simple as the headlines suggest.

All of the above factors contribute to the overall quantity of NOx (and other) emissions.

Proposed punitive tax increases and the banning of diesel cars will not make the problem go away, as there are many other culprits creating higher volumes of NOx that also need to be dealt with.

There are those who contend that the way forward is by the use of electric cars and, in an ideal world, it probably is.

However, until we can meet the demand for electricity without the use of increased volumes of coal, oil and gas being burned, the additional burden to recharge millions of electric cars using even more fossil fuel, seems not so environmentally friendly, although it may help to reduce local high levels of NOx.

Perhaps we should all encourage motorists to buy newer, highly frugal efficient diesel engine cars that will help to reduce the volume of fossil fuel actually burned, and fitted with dedicated exhaust gas after-treatment systems to reduce, or even eliminate, NOx emissions.

These are technologies that currently exist and are continually being developed and improved.

If only other transport industries were as proactive.

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

John4870 added:

Hybrids have been around for more than 10 years and have sold in their millions – yet so many drivers still don't understand them, let alone plug-in hybrids and fuel cells. Shouldn't we start with educating drivers (and a lot of our politicians too) to understand them properly – so that they have a chance of making better well-informed decisions? Then we might have a chance of inspiring change.

ROAD SAFETY

Must go further than stopping distance change

Having read 'Brake argues Highway Code stopping distances should be extended' (fleetnews.co.uk, July 25), the braking distance guoted in the code dates back to the 1930s.

Brakes and tyres have improved beyond belief in that time and anyone who doubts that should try driving an old car. The increasing use of autonomous braking systems and adaptive cruise control on new vehicles means many vehicles can stop very quickly, even if the driver is not very alert.

I do get where Brake is coming from though. Close following has reached pandemic proportions, particularly among drivers who should know better. It's not the new drivers who are the problem, it's the experienced drivers in big Audis and BMWs who think it is acceptable to sit 10 feet behind the car in front while doing close to 80mph in lane three, and the highly trained professional truck drivers with Certificate



of Professional Competence cards in their pockets who think that a car length is a suitable gap between them and the truck in front while doing 56mph in a 44-tonner. Changing the code is not the answer.

Nigel Boyle added:

The Government's figures do not take account of better brakes or tyre technology which have further reduced stopping distances.

RENTAL DAMAGE

Charges being used to offset cheaper rentals

Winston wrote:

Having read 'Meridian calls for better communication over rental damage charges' (fleetnews.co.uk, July 26), there is a perception in the marketplace that a few rental companies may see 'damage repairs' as an opportunity to offset cheap upfront rental charges.

Over a period of many years – if not decades – excessive charges, which are in some cases unethical, has resulted in an increasing negative perception of leasing company end-of-contract charges.

The reality is the fair and open behaviour of some providers is often outweighed by other providers looking for additional revenue streams and means of propping up silly residual values.

It's a shame that in 2017 this is still one of the industry's most sensitive subjects.

DATA PROTECTION

Industry needs new data rules

Henry Wells wrote:

Having read 'Fleets need a data audit trail to comply with GDPR regulations' (fleetnews.co.uk, July 27), this is a big deal for fleet operators and could prove costly if you get it wrong.

The industry needs to think about what data it is capturing as well as what data is being captured on their behalf because, as the article rightly says, the new rules extend responsibility to data processors not just data controllers.

If you can't show you have processed the data correctly and someone makes a claim against you, you will lose.

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

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ISSN 0953-8526. **Printing:** PCP, Telford







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Burning question: What is your favourite labour-saving device or appliance?

Editorial

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My son – "just run upstairs and fetch
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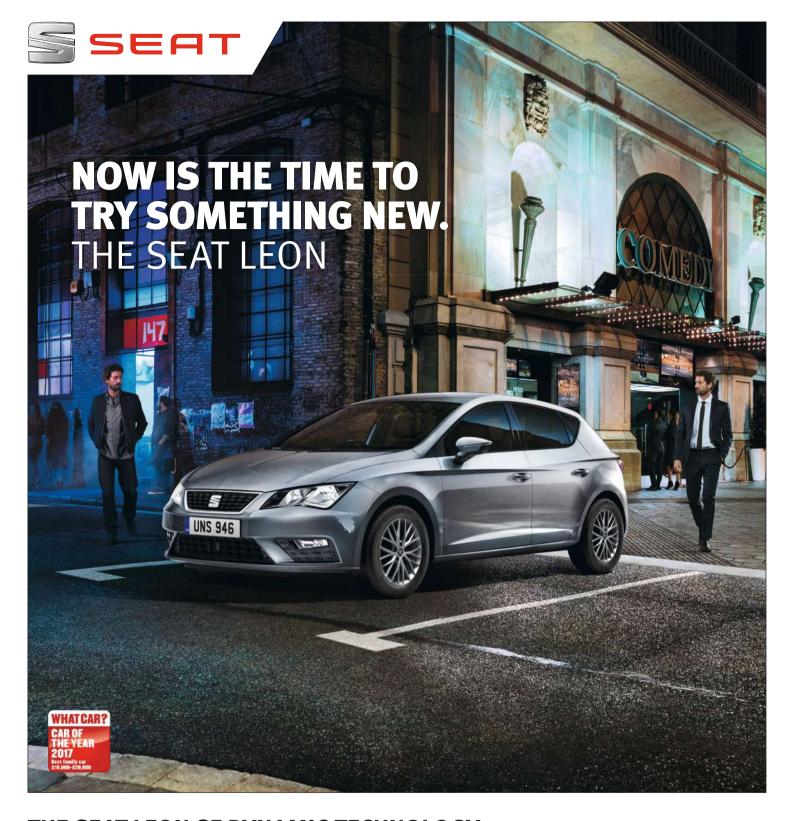
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CONNECTED CARS

Data sharing opens a can of worms

By Penny Searles

The emergence of the connected car has opened up a real can of worms around data privacy, collection and storage. It's not just in fleet, I fear many private car owners with such vehicles are also giving away their data without any real understanding or, more importantly, any real benefit or services in return.

I think Angela Montacute's point in an article, 'Connected car data proposals could threaten fleets' SMR choice', (Fleet News, June 8) about being able to provide a combined experience to the end-user, employing telematics and connected technology, goes to the heart of the matter.

Montacute said that with increasing regulation, particularly General Data Protection Regulation (GDPR), "we cannot take for granted that end-users will give us this data".

This is the driver's or the fleet owner's data and they must benefit from sharing it.

The connected car has some great benefits. For example, it can read out messages and send replies on command. It can receive calendar updates and alert to a change of meeting venue as well as providing a new route if necessary.

But there is more. Through connectivity the car has the ability to communicate with other vehicles and organisations - including the emergency services.

It can instantly report a collision, its severity and exact location, saving precious time for bluelight services in a lifethreatening situation.

It could talk to its driver to let them know as soon as a fault occurs and where the nearest garage is. When a breakdown occurs, the car should be able to tell the roadside assistance provider precisely where it is. If a connected car is stolen, the location can be tracked, allowing police to find it.

But, as we also know, the connected car is giving motor manufacturers valuable information about the way in which the car is being used.

It's time to take back some power and remove the reliance on manufacturers for data. Connected services for fleets have clear benefits for the driver and access to the data for the fleet manager, allowing both to take control and take advantage of connected technology.

"This is the driver's or the fleet owner's data and they must benefit from sharing it"



Penny Searles, **CEO of Smartdriverclub**



Martin Brown. managing director of Fleet Alliance

CAR FINANCE

PCP and PCH pose little risk

By Martin Brown

We have seen some confusing articles in the press recently about PCP (Personal Contract Purchase) and PCH (Personal Contract Hire) describing them as bad news for car buyers. However, we believe they provide greater choice, more flexibility and little risk.

A PCP is a purchase agreement, with a deposit at the front end and a guaranteed future value on the car. The buyer pays monthly amounts that cover depreciation and any finance costs to the guaranteed future value. There is no requirement to pay the full price from the start, unlike hire purchase, so monthly repayments are therefore significantly lower and there is no risk of negative equity.

Once the payments have been made, buyers can either pay the final 'balloon' rental to buy the car outright or use any excess value as a deposit for a new agreement, or walk away if the guaranteed future value is below the stated amount.

The car needs to be kept in good condition and kept to the agreed mileage, but other than that, there is little for drivers to worry about. That makes it the ideal tool for financing a new car for the majority of new car buyers - low risk, competitive rates and lower repayments.

PCH is a long-term rental that will suit drivers not looking to buy the car outright. Simply lease the car for an agreed period of time and mileage by making fixed monthly payments with three or six months up front. At the end of the contract, return the car and take out a new contract, and there is no balloon payment.

However, you cannot alter the agreement, so if you suddenly change jobs and start covering double the mileage, you will be liable for excess mileage payments. You are also expected to keep the car in good condition, otherwise you will be charged for repairs.

For those who want to use a brand new car that is cleaner, safer and including the latest technology rather than buy it outright, then personal contract hire ticks all the boxes.

Both PCP and PCH are excellent methods to allow drivers access to newer, more environmentally-friendly cars and should not be dismissed in the way they have been in the 'popular' press.



"Both PCP and PCH should not be dismissed in the way they have been in the 'popular' press"

New Golf GTE powers fleet efficiency drive

Great economy and low emissions offered by petrol-electric newcomer

he new Volkswagen Golf GTE combines quality and performance without compromise for businesses joining the charge to emission-free motoring.

The petrol-electric GTE is the perfect solution to fleet's electric dreams, with a compelling mix of all the best that the iconic Golf has to offer combined with the latest in automotive innovation

Its renowned build-quality and reliability are enhanced by GTI-style dynamics and exceptional fuel economy.

The GTE provides a seamless switch to electric driving, with a highly-efficient turbocharged 1.4-litre TSI petrol engine working alongside an 8.7kWh lithium-ion battery, creating a combined 201bhp and 258lb-ft of torque to provide great performance in any environment.

This delivers a powerful blend of excitement and economy on the road, with 0-62mph achieved in just 7.6 seconds on the way to a top speed of 138mph, despite the GTE's potential economy of 166mpg and CO2 emissions of just 38g/km which keep company car tax bills to a minimum.

The exhilarating power is all channelled through a dual clutch gearbox (DSG) that shifts gears with lightning speed.

The new Golf GTE impresses with its 'plug



Volkswagen Golf GTE Power (bhp): 201 Torque (lb-ft): 258

0-62mph (secs): 7.6 Top speed (mph): 138

Combined fuel economy (mpg): 166 CO2 emissions (g/km): 38

Electric-only range (miles): 31 Benefit-in-kind tax band (%): 9

Price: £30,635 (not including plug-in car grant)

and play' simplicity, with a full charge from a domestic mains outlet taking 3.45 hours or just over two hours from a domestic wall box.

The car can switch instantly between electric to petrol power to achieve maximum efficiency and a range of up to 514 miles.

Drivers can adapt the car's performance

with several options, including electric-only mode, offering a zero-emission range of 31 miles, and battery charge mode, where energy recuperation from braking and acceleration recharge the battery.

Drivers can also engage GTE mode for a full-throttle experience that delivers the power of both engines simultaneously to make the most of the car's class-leading driving dynamics.

There is no compromise when it comes to trim levels either, with the standard model packed with premium features including full LED front and rear lights with sweeping indicators, dual zone climate control, Active Info Display, the innovative digital dashboard, and internet-connectivity through Car-Net.

The GTE Advance adds further luxuries such as 18-inch Marseille alloy wheels, the updated Discover Navigation system, a Winter Pack including heated seats, tinted windows and exterior e-sound to provide a low-speed warning when using electriconly mode in urban areas.

The GTE's exceptional performance stretches to its cost, too, with a price reduction of £3,420 compared to the outgoing model to keep finance departments happy as well as fleet managers and drivers.



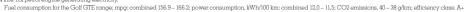
Discover more at www.volkswagen.co.uk/gte For more information on the Golf GTE contact your local Volkswagen Retailer. To arrange a test drive contact our Business Centre team on 0800 0093 397.



Fuel consumption and COs emissions figures are obtained under standardised test conditions (Directive 93/116/EEC) using a representative model. This allows direct comparison between different models from different modificatures, but may not represent the actual fuel consumption activities of the variety of the consumption activities. Braissons are while driving.

Range is not only dependent on the efficient use of the battery by the vehicle but also on driving behaviour and other non-technical factors (e.g. environmental conditions). Extra equipment and accessories cam change relevant vehicle parameters, such as weight, rolling resistance and aerodynamics, and with weather and traffic conditions, can affect range and performance values.

The 'combined/weighted' lae consumption/CO's figures are acductated from two test results: one when the botter when the battery is discharged. The two results are a weighted average, taking into account mileage range on battery power only, providing a figure in a variety of charge conditions. Battery charged using mains-sourced electricity via plug-in. Extended range achieved by







ASK NIGEL

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

SPEEDING DRIVERS

We have telematics fitted to our vans and have an issue with a number of drivers speeding. We are trying to take action but the drivers are arguing that we need to prove the accuracy of the telematics system. How would you advise handling this, given our duty of care responsibilities?

Many companies invest in telematics for reasons other than driver behaviour and I am wondering whether this is the situation for you?

Over the years, the overwhelming case for telematics, particularly in commercial and van fleets has been based on business and operational efficiencies – getting the right member of staff to the right customer at the optimum time.

It is only as the capabilities of these systems have developed that their potential for managing driver behaviour has been recognised.

However, now that this tool is so widely recognised, we as fleet managers do have a clear responsibility to use it for the benefit of our organisations – and indeed for our drivers themselves. I know from personal experience that if used correctly this technology can deliver huge benefits.

The specific challenge from your drivers is one that would probably never have even been raised until relatively recently, as this technology has become more widely applied and better understood.

We have a generation of drivers coming through who really do 'get' this technology – how it works and why – as in many cases it is the only way of arranging affordable insurance – with a 'black box' in their car.

Actually I would be surprised if it is younger drivers who are challenging you – it is more likely to be those of earlier generations who originally saw it as the 'spy in the cab'. That was certainly the challenge that I came across most frequently – that and the potential ability to track a vehicle outside working hours.

My suggestion in terms of meeting the challenge is to make the following points to your drivers:

- The company has selected this particular system as it is the one that meets the requirement to manage the fleet and its drivers most effectively. The company would not have chosen an ineffective system. Using it is also a key part of doing their job.
- This technology is based on global systems (GPS, GSM, etc.) proven over many years and would not have been successful had it been inaccurate. GPS is generally accepted to be accurate within three metres

"I do not believe there are any valid grounds to challenge the accuracy of telematics in measuring vehicle speeds"

(less than the length of a vehicle) though some telematics systems are accurate within one metre. You may need to tailor your response here to reflect your specific system and your supplier should be able to provide facts – for example if the system uses data from the OBD port rather than, or in addition to, GPS.

- Insurance companies would not be using it for young drivers if it did not deliver the results they require (including in driver behaviour).
- The technology also provides protection for the driver I have known several occasions where an output from a telematics system has been used to challenge a potential prosecution.

At the end of the day, I do not believe there are any valid grounds to challenge the accuracy of telematics in measuring vehicle speeds and your drivers should be told so very clearly.

■ The next Ask Nigel will be in September 14 issue.

Nigel Trotman has more than 25 years' experience in the fleet industry.

As fleet manager at Whitbread, he scooped two Fleet News Awards – fleet manager of the year (large fleets) and UK fleet of the year – before making the switch to consultancy at major leasing companies Lex Autolease and Alphabet. He entered the Fleet News Hall of Fame in 2013.

Formerly he was secretary of ACFO Midlands and was an ICFM board member.

Do you have a fleet challenge you would like Nigel to answer? Visit fleetnews.co.uk/asknigel or email fleetnews@bauermedia.co.uk





Telematics leads debate on fleet cost and safety

Challenges of managing data are worth it for the benefits offered, say fleet managers

By Andrew Ryan

elematics continues to be one of the most valuable tools used by fleet managers to reduce costs and improve driver behaviour. However, this technology also produces a number of challenges, such as data management and getting buy-in from drivers and unions.

These issues were discussed by the attendees at the recent *Fleet News* roundtable held in Leeds, sponsored by Alphabet.

Other issues raised included grey fleet management.

Fleet News: How have you reduced costs?

Paul Brown, head of group fleet, Freedom Group: We've had telematics for about two years and in the first instance it reduced costs because we could look at under-utilised

"Telematics is like tentacles – it just keeps spreading into other departments"

> Paul Brown Freedom Group

vehicles, where they were being used, which of the drivers were taking them and the routes drivers were taking, etc.

My first transport manager said to me 'if the wheels aren't turning, the vehicle isn't earning'. And it's very true. If you've got a vehicle parked up that's not turning a wheel, then it's costing you money.

We can also see those areas where drivers are not performing correctly. Is it sharp cornering or braking, is it speeding? For us, that led on to driver awareness and one of the guys in our Colchester office decided that the best way to manage drivers was to let them manage themselves, so he put the driver scores from that depot into a league format. We had the Premier League, Championship and Sunday league tables. At first people said they weren't bothered what others thought of them as a driver, but we found that it certainly did matter to them when it came to a Monday

DELEGATES



Paul Tate, commodity manager, Siemens



Sue Blair, fleet manager, Serco Nay



Helen Jowitt, transport manager, Naylor Industries



Mark Ford-Powell, assurance and reporting manager, Environment Agency



Paul Holden, fleet manager, Yess Electrical



Andrew Grice, procurement/fleet manager, Westfield



Sarah Gilding, head of vehicle fleet management, South Yorkshire Police



Dermot Kehoe, corporate sales manager, Alphabet



Claire Marsden, senior supply chain manager, Sodexo



Ed Innocent, fleet and facilities manager, Stroma Group





morning and the rest of his mates were singing football chants at him. Little side bets came in like if one driver got a worse score than another, then he'd wash his van on a Friday afternoon, so people started looking at their scores and trying to improve them.

We've also found telematics is like tentacles – it just keeps spreading into other departments. Health and safety look at the data they are interested in, so do the finance directors who want to know about fuel and vehicle spend.

Chris Charlton, driver safety and performance manager, Northern Powergrid: We brought telematics in from a health and safety perspective. The caveat was that it would pay for itself through fuel savings. It was quite controversial when we started using it for time sheets for staff, but that will be one area where we do make significant savings that are not fleet related.

FN: How do you manage the vast amount of data produced by telematics?

Paul Brown: There's that much data that you can only manage what is relevant to you. Health and safety will look at certain data, as will environmental. As long as you've got that working collaboration among the different departments, then all the relevant information can be brought together. If it was all left to the fleet department to monitor everything, then we would probably end up employing people full-time just to do data capture.

Don Porter, group fleet manager, Synseal Group: We send a snapshot of the information up to board level to say where we are as a business. We can identify what drivers we need



"We've introduced a number of initiatives to get employees out of grey fleet because I think that in a couple of years' time, we will look back and think 'why on earth did we let people get into 10-year-old cars with no control over them whatsoever?"

> Graham Telfer, Gateshead Council

to target and then look at cost saving as well. We are looking at a rewards scheme for the top performing drivers to say 'you've done well, you've saved x, y, z, we'll give you a reward'. The low-ranked drivers will get further training.

Mark Ford-Powell, assurance and reporting manager, Environment Agency: We are heavily unionised and we've had telematics for two years: it's a no-brainer. It's there to protect the driver. We have exception reporting that goes to the driver at the end of every month, which gives them parameters of how they've scored in areas such as cornering and braking and that report also goes to their line manager.

As a fleet team, we just provide information and don't get involved after that. It's an operational decision then as to why Fred or Jane has got that telematics score.

With regard to getting buy-in from unions, you can say that by putting in telematics units you could save a fatality. It could quite easily happen and you can put that to them – what if? That's a powerful message you can get across.

Paul Tate, commodity manager, Siemens: You are absolutely spot on. We had a guy who was a lone worker who had a heart attack, and his wife rang us up after she couldn't get hold of him. Using the tracker we were able to locate and rescue him. We were straight on to the unions: look what telematics has done here.

FN: How do you manage your grey fleet?

Graham Telfer, fleet manager, Gateshead Council: We've introduced a number of initiatives to get employees out of grey fleet because I think that in a couple of years' time, we will look back and think why on earth did we let people get into 10-year-old cars with no control over them whatsoever?' We've put pool cars in, we use push bikes and the local metro system, and employees can have bus passes if they like. We try to use teleconferencing and the first time we introduced control over using grey fleet, we had a 40% reduction in mileage immediately. We still have grey fleet cars, but we check driver licences, MOT and maintenance records, but we are gradually getting out of that altogether.

Paul Tate: I think grey fleet is getting a bit of momentum again. I don't think the Government is helping businesses steer employees into company cars with the amount of taxation which is coming out. People are looking at it and saying what is the true benefit of having a company car, because I'm getting battered here, there and everywhere'.

Paul Brown: I'd rather move towards grey fleet. Employees are given the option of a company car or car allowance and the reason we looked at putting more on grey fleet is the inflexibility of our leasing company. If a car becomes surplus within its three- or four-year lease we are stuck with it because of the early-termination costs and inflexibility of the lease company to take that vehicle back. We get stuck with a car that hasn't been allocated, it's a dead asset, dead money.

If an employee takes the car allowance and leaves, the allowance stops immediately. We treat the grey fleet as if they are our own vehicles. We have an age limit on the car of five years, it's got to be in a certain emissions band, we do licence checks in line with company car drivers at three, six or 12 months. We monitor the service and maintenance history, we want to see the MOT certificate if it's over three years and we want to see that it has got business insurance.



Mal Saunders, fleet operations manager, Yess Electrical



Kate Wilson, fleet services manager, Northumbrian Water



Graham Telfer, fleet manager, Gateshead Council



Tracy Barker, fleet manager, Nobia UK



Paul Brown, head of group fleet, Freedom Group



Don Porter, group fleet manager, Synseal Group



Chris Charlton, driver safety and performance manager, Northern Powergrid



Nikki Borthwick, fleet services technical administrator, Northumbrian Water



Diana Green, senior sustainability manager, HMRC

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EVs CUT FUEL EXPENSE CLAIMS BY £103.50

The introduction of electric vehicles to a college fleet has involved a learning process all of its own. But resistance is diminishing. Sarah Tooze reports



£100,000 in expense claims since introducing an electric pool car fleet as an alternative to the grey fleet in 2012. The cars are used to travel between the

college's four campuses, with an average daily trip distance of 5.32 miles. To date, college staff have clocked up 230,000 miles in the electric vehicles (EVs), saving the college £103,500 (based on it reimbursing staff who use their own cars for business trips at the Approved Mileage Allowance Payment rate of 45 pence per mile).

The cost of charging is minimal as the college has solar panels at Granton campus and a solar meadow at its Midlothian campus, although energy from the latter goes direct to the grid rather than to run the buildings.

The launch of the pool car scheme coincided with formation of Edinburgh College in October 2012 from the merger of three Edinburgh-based colleges: Jewel and Esk, Telford and Stevenson.

Two of the colleges already had experience of EVs. Jewel and Esk had conducted a research programme in 2011 which looked at how EVs were perceived and how they could be used, with Stevenson using an EV as part of the research project.

When we merged colleges we needed staff transport between the campuses and we were looking to reduce grey fleet mileage costs, and the electric cars were perfect to address that," explains electric vehicle administrator Bob Murphy.

Murphy is a former student at the college and completed a City & Guilds Level 2 Automotive course before being employed to manage its pool car fleet.

Initially, Edinburgh College had four electric Mitsubishi i-Mievs but the fleet has since expanded to 11 EVs (three Nissan Leafs, three Mitsubishi i-Mievs, four Nissan e-NV200 vans and an Allied Electric eMonarch minibus), with four BMW i3s on order.

Using electric vehicles has saved the college 50 tonnes of CO2 since 2012.

The college's facilities team still operates four large diesel vans to transport bulky items and three diesel minibuses.

Murphy would like the fleet to eventually be fully electric but it is dependent on what the manufacturers bring to market.

"With things like the Renault Master ZE coming out you've got a bigger van that is going to be more practical for more companies," Murphy says.

"The Nissan vans are great but they are a wee bit too small for some of the things that our guys need them for, particularly for large engineering bits and pieces, and for carrying furniture around and stuff like that. A slightly bigger van is a preferred option."

Range is also a factor as some of the college's maintenance staff do "intergalactic mileages" every day, according to Murphy, and the range available now is not sufficient.

You've got to factor in the downtime while you wait for them to be charged and that might only be half an hour. But if that's half an hour four times a day, that's two hours out the working day that you've to got account for. So you've got to look at that from a pragmatic point of view," he says.

"As time goes on that will get better, the battery technology will improve, the efficiencies will



FLEET IN FOCUS: EDINBURGH COLLEGE



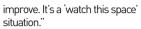
FACTFILE

Organisation: Edinburgh College

Electrical vehicle administrator: Bob Murphy

Fleet size: 18 vehicles – six cars, eight vans, four minibuses

Funding method: contract hire Replacement cycle: three-four years



All of the college's vehicles have been leased from Automotive Leasing, the public sector arm of LeasePlan, with the majority on three year contracts and 10,000 miles per annum.

The bulk of the funding for vehicles has come through the statutory Regional Transport Partnership SEStran (South East Scotland Transport Partnership).

The college has also had support from Transport Scotland's Switched on Fleets scheme, which provides funding to public sector fleets to increase the number of electric vehicles on the road.

However, Murphy believes the business case stacks up even without funding support.

"We've got more than enough data now to back up the business case," he says "We've saved more than £100,000 in grey fleet fuel costs alone, just by using the electric cars instead of staff-owned cars for transport. The running costs are minimal, the cost for electricity is so much less than it would be for petrol or diesel.

"So, even without the funding there, we've got more than enough information that would build the business case for any small businesses interested in doing it."

All the vehicles are fitted with trackers from UK Telematics (formerly Track You), which has enabled Murphy to supply the college's executive team with a monthly report showing increased usage over time.

Data gathered from the EVs is also passed on to students on engineering, automotive and electrical courses as the use of electric vehicles is embedded in the curriculum.

"They've got that real-life information they can use to determine things like emissions saved," Murphy says.

"But it works across campus for all the students. We had film and photography students involved in doing a training video for us a few years ago so staff would get an idea how to use the cars because they're a wee bit unconventional for some people."

The video is available to staff through the pool car booking system.

"We've also been able to take the cars out to STEM (science, technology, engineering and mathematics) events and things like that and take them to high schools and talk about them and demonstrate them to pupils. From an educational standpoint they've been very useful."

Murphy believes it is important for the younger generation to be educated about electric vehicles because "it's often difficult to change someone's opinion when they're set in their ways".

"That was one of the obstacles we came across trying to get staff into the cars," he says.

"A lot of them were saying, 'I'm not going to drive that because the battery is going to run flat'. The younger folk are more open to it. It's important to give them that experience, to talk about it, just to get them thinking differently and open their minds a bit more to the possibilities that are available nowadays," Murphy adds.

He has overcome employees initial perceptions of EVs simply by getting them behind the wheel at staff open days.

"We've always found as soon as someone sits in the car and gets the chance to drive it their perceptions change quite a fair bit and all of a sudden it goes from being a novelty to something serious," he says.

"Even though the electric car renaissance, if you like, has been going since 2009/2010, some people still think of them as milk floats – it's slow and it's heavy and it's not as much fun to drive.

"Get them behind the wheel and you can almost tell the moment the perception shifts"

The college now has 591 registered users

"We've saved more than £100,000 in grey fleet fuel costs alone, just by using the electric cars instead of staff-owned cars for transport"

Bob Murphy, Edinburgh College





on the pool car booking system (up from 20 when the scheme launched) and staff are even buying their own pure electric vehicles.

"That's another good indication of how influential it's been," Murphy says.

Staff receive a half-hour induction before they drive an electric car, covering how to get the best out of the vehicle, and how and where to charge them.

The college has 28 charging sockets, 23 of which are available to the general public and car clubs.

Initially, students at Jewel and Esk designed and built the charging points and then the college was able to get funding from the Government through Energy Saving Trust (Scotland).

Whether any more charging points will be installed depends on the buildings.

"We're finding now that the buildings need to be upgraded in order to put more charge points in the car park," Murphy says.

"That's something a lot of people will be



wrestling with because of the way things have been built. Nobody thought 30 or 40 years ago when the buildings were erected that they'd ever have to put electricity through the car park for charging points."

The college also makes use of Charge-Place Scotland, a national network of EV charge points.

If a member of staff wants to take an EV for a long distance business trip Murphy will assist with route planning, taking into account how many stops will be needed to charge the vehicle.

"We put that support in place for people that are doing longer journeys so they know where they can go and they've got a bit of confidence they will be able to get there," Murphy says.

No one has run out of charge, apart from Murphy – and that was done deliberately.

"Part of the research was to find the limits and push the limits so if someone came up to us and said, 'can I drive to Dunbar?' We could say with a degree of confidence, 'yes, you can, provided you don't drive like Michael Schumacher'."

The maximum range Murphy has reached in a 24kW Leaf is just over 100 miles.

"For a 24 kilowatt Leaf we can confidently say, 'expect 80 to 90 miles before you're going to have to plug it in and charge it'. They can maybe stretch that out if they drive a bit more cautiously," Murphy says.

"You're never going to get the 124 miles they claim for NEDC (New European Driving Cycle) because that's done in a lab and it's not real-life conditions."

For one of the college's Nissan e-NV200s, Murphy expects a range of 80 to 90 miles when the van is empty and for that to "come down a fair bit" when fully loaded, dependent also on driving style and weather conditions.

There have been no vehicle reliability

"We take pains to try and make sure the cars are kept in good condition so they get

regular checks done on them – the fluids, tyre treads and cleanliness, basic maintenance," Murphy says.

The BMW i3s are expected to the join the fleet before the new teaching semester starts at the end of August.

They will enable Murphy to look at grey fleet drivers and the journeys they are making to see whether they could use an electric vehicle instead.

Murphy's advice for other businesses considering adding EVs to their fleet is to first carry out a travel survey to identify where the vehicles could be deployed.

"Get an idea of what your existing costs are so you can make a comparison against electric vehicle costs and the savings to be made there because you've got things like your total cost of ownership and your payback times to consider," he says.

"If you know where you are starting from it makes it a lot easier to build a business case and get the cars on the road."

MISSION ACCOMPLISHED – ARVAL SURPASSES ITS MARKET SHARE TARGET

Now the leasing company's focus has switched to existing partnerships and offering more services to its customers. *Stephen Briers* reports

F

or almost four years, the need to win business has been allconsuming for Arval and its chief executive Benoît Dilly.

It was the unambiguous mission

handed to the Frenchman when he was appointed in September 2013. He told *Fleet News* at the time: "We want all parts of the business to grow. Our mindset is permanent momentum."

Well, mission complete. A combination of growth through organic means and via the European acquisition of GE Capital Fleet Services, has seen Dilly surpass his target of "8-9% market share" – it took 10% of the 2016 FN50.

"We didn't have the size or the market share that we needed in the UK so our focus was on growth, and growing quicker than our competitors," Dilly tells *Fleet News* today at Arval's UK head office in Swindon.

"Since the beginning of 2017, in terms of fleet size and market share, we are where we need to be."

Now sitting on a risk fleet of some 160,000 cars and vans, divided equally between corporate and small- to medium-sized enterprises (SMEs), Arval has formulated a new

strategy: to offer more and better services to existing customers and partners (such as brokers, dealers and manufacturers).

"We are changing our approach to the market. We are not focusing on growth, although we will keep our eye on our competitors and we may review that if we see the market grow quickly because we aim to stay within 8½-9% market share," Dilly says.

"Our focus now is existing partnerships and customers. For corporate customers, we want to offer more services, such as digital interaction, connected cars, driver behaviours, accident management and insurance. For SMEs, we are working with dealers and brokers to ensure they have all the tools to offer the right product and information to the customer."

Arval "rebooted" its corporate proposition two years ago – at the time it accounted for just over 40% of its business – and Dilly believes this channel offers great potential, not least for outsourcing contracts.

He is heavily promoting the benefits to companies of outsourcing their fleet operations, typically in a phased approach, and the strategy is working, with a growing proportion of customers choosing to offload management responsibilities to Arval.

With the offload goes the role of fleet

decision-maker; in the majority of cases, Arval's relationship is with finance, procurement, HR or a mix. Dilly recognises that this means the knowledge base lies with his account team but says clients do not see this as a risk.

"When they outsource to us, we never talk again to a fleet manager. The customer is not an expert so that gives us a duty to be accurate and clear about what it means in tangible terms – which means there is a higher level of SLAs, reporting and price benchmarking," he says.

"You could see this as a risk, but our customers see the reward. That's why we do it in a step-by-step approach, one service at a time, not all in one go."

Does it result in longer relationships, as companies are more reluctant – or less able – to re-tender?

"It can result in contract extensions, but we understand that some companies have to tender every few years," Dilly says. "But it's better to be in the driving seat during a tender with an outsourced customer than in the challenger seat. And in the past four years we have not lost a single outsource customer."

Around 60% of Arval's corporate business is on sole-supply contracts and, of those, 45% have a very high level of outsourcing. Dilly predicts this will grow further.

Unlike some of his competitors, who focus on sole-supply agreements, he is comfortable winning business on a multi-supply basis. Arval is on the verge of launching a new reporting tool which enables these types of customers to aggregate data from multiple funders on one management system.

Called Total Fleet, the system gathers data from Arval and its competitors via a third party supplier – Dilly won't say who – which sends consolidated reports direct to the customer. Leasing companies can see their own information but no one else's – unless the fleet specifically requests Arval to manage the reporting on its behalf.

Dilly has two objectives with Total Fleet: provide consistent information to customers and enable them to benchmark their providers.

WHY ARVAL AND GE MEANS 'BEST OF BOTH WORLDS'

Asked whether the integration of the GE business has been completed, Benoît Dilly gives a seemingly contradictory rely.

"It's completed and achieved and it's never completed and achieved," he says.

Explaining his cryptic message, he adds: "The integration in terms of the convergence of products, price and systems has been achieved with a common approach to relationship management.

"What's never achieved is that the more outsourcing we have with our customers, the more we have to do with them and the longer the transition takes. "We monitor every customer and track their expectations to make sure we are delivering at least what they got from GE, but ideally more than that."

Arval took a number of learnings from the GE business and weaved them into its own processes. They include GE's toolbox for new customers, which Dilly describes as "brilliant". He also seized GE's approach to customer interaction through its focus groups.

"It's not only Arval rolling out processes; it's taking the best of both worlds, and that has been to the benefit of all customers," Dilly says.



"Since the beginning of 2017, in terms of fleet size and market share, we are where we want to be"

Benoît Dilly, Arval

"It's a leap of faith that as a leader in the industry, delivering customers significant information on their global fleet will give us an opportunity to give them more services and improve our relationship with them," he says.

"But we don't have a clear plan or target to add an additional number of vehicles – it's not about that."

Arval's organic growth has been impressive during a period in which it was integrating GE's 28,000 vehicles, products and processes with its own. Indeed, Dilly points out that an equal proportion of the 55,000-unit growth over the past two years has been organic.

While it would be easy to claim that this success has come from offering perhaps overly competitive deals, Dilly insists that Arval takes a measured and long-term view when writing contracts. This, he believes, will serve the company well over the next few years when residual values are expected to come under pressure following several years of huge registrations growth.

With Personal Contract Purchase (PCP) responsible for fuelling growth in the private market, enabling used car buyers to choose a new car for the first time, there is already a surplus of cars returning to market.

"It's happening already, even if the market isn't willing to recognise it," Dilly says. "It is affecting our quotes in the market – when RVs go down, it makes the leasing price more expensive – and others are also being more cautious on RVs. That suggests to me that everyone is seeing it, even if they don't want to say it."

Not everyone is reacting with sensible pricing though, according to Dilly, which will store up problems for the future.

"Some companies are making mistakes now given what we see from our customers," he says. "Some will be put at risk; it's one of the sector's biggest challenges at the moment."

Future fuel guidance at Fleet Management LIVE 2017

With the debate raging about the future of diesel, experts at Fleet Management LIVE 2017 will be on hand to provide advice on strategies for fleets



diesel dilemma is gripping UK fleets as they face critical choices about their future fuel strategy.

Heavy oil has been the mainstay of the business car and van market for decades, but the past few years have seen a rapid shift in the political and business environment.

For the average fleet, vehicle acquisitions made today will still be in use in 2022 for cars and as far as 2025 for vans, well past the date predicted for major changes in fuel use and legislation.

However, talk of diesel's demise as the dominant fuel for the fleet sector

is premature, according to industry experts, despite the Government announcement of a ban on conventional fuels in 2040.

Diesel's strong performance in a business environment and innovations to cut emissions mean the message from experts is: 'Don't discount diesel just yet.'

The fuel accounts for more than 80% of the vehicles used by company car drivers, and still makes up almost half of all UK new car sales.

The UK boss of Jaguar Land Rover, which is exhibiting at Fleet Management LIVE, has warned improvements in air quality could be delayed if the diesel debate continues to be

dominated by misinformation. Jeremy Hicks feels diesel cars are being unfairly targeted and said recently: "What we've had so far hasn't been so much of a debate, as a diatribe or, at best, a monologue.

"The impression being given is the way to improve air quality in cities is to ban diesel cars, but it's not quite that simple. There has been a seismic shift in diesel [engine] technology almost eliminating NOx [which is primarily blamed for causing health problems in residents]."

Jaguar Land Rover will be one of a range of manufacturers attending Fleet Management LIVE to offer advice and guidance on fuel choices. Other manufacturers include BMW, Honda, Infiniti, Lexus, Mini, Nissan, Seat, Toyota, Vauxhall and Volvo.

In addition to advice and information about diesel, they will also be able to brief fleets on the shift to alternative fuels, ranging from the latest petrol models to hybrids and plug-in vehicles.

Plug-ins have established a record market share during 2017, with corporate buyers leading the way.

The manufacturers at the show account for the vast majority of alternatively-fuelled vehicles sold.

For details of exhibitors visit the website at www.fleetmanagement-live.co.uk or call 01733 468325.

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OCTOBER 3-4, 2017 NEC BIRMINGHAM

England's most capped footballer shares tactics on leadership and best practice



Football legend Peter Shilton, one of England's best keepers, will be providing inspiration on management and leadership at Fleet Management LIVE to help decisionmakers meet their fleet goals.

During his England international career Shilton was capped 125 times, a record that remains unbroken.

His experience of peak performance at the highest levels of sport translates well to corporate environments and he will provide a vivid overview of the self-discipline and dedication it takes to become the world's best, while

sharing his tactics for achieving success in business and on the playing field.

He is one of more than 20 speakers at the event giving visitors guidance for every fleet role and every fleet size.

Speakers will be presenting during a series of best practice sessions and also in the Discover Fleet Theatre, which provides specialist fleet advice for HR, finance and procurement executives. A session focusing on helping busy SMEs is also available.

Speakers taking part include

specialists from companies including ALD Automotive, Drive-Tech, BCF Wessex Consultants, Chapman HR Consulting, Enterprise Flex-E-Rent, Ernst & Young, Free-2Move Lease, Harwood Hutton, the Institute of Car Fleet Management. Jaama, Lex Autolease and Zenith.

Presentations from fleets will include Red Bull and Zip Water.

Topics will include funding best practice for every vehicle type, covering cars, vans and trucks, telematics, legislation, managing drivers, risk management and corporate mobility.



Show to offer fleets more than 150 exhibitors to review

Fleet Management LIVE has moved to a new, larger hall at the NEC as part of a record-breaking year for the event.

Incorporating the Commercial Fleet Van & Truck Show, it covers

every area of the industry with more than 150 exhibitors. The expansion reflects the wishes of vehicle operators, many of whom operate both cars and commercial vehicles.

Managers with a combined fleet

of more than 500,000 vehicles are expected to attend this year's show.

Fleet Management LIVE has been designed for fleets by fleet experts and covers car, van and truck fleets, both large and small.

It is also designed to deliver value to managers from every area of the fleet sector, including fleet management, HR, finance, risk management, procurement and mobility management.

NAPFM











MILEAGE CAPTURE: HOW WE DO IT

Failure to keep accurate mileage records can have significant ramifications for fleets, including fines from HMRC and fraudulent driver claims. Here, five fleets tell *Catherine Chetwynd* how they manage the issue





FLEET SIZE: 1,200 commercial vehicles, 3,300 cars

How do you capture private/business mileage?

We give drivers a fuel card and ask them to buy all fuel on that. The company's technology works in conjunction with the fuel card.

We put in the opening and closing odometer readings each month and it calculates the total mileage. Drivers add in their business trips, postcode to postcode, plus a description of why they did the journey, and send that to their line manager to be authorised.

We have the business total and the total mileage driven and this is divided by the fuel spend to give X pence per mile.

We multiply that by the private mileage for the private mileage contribution to the bill.

Siemens pays back the business mileage at the exact pence per mile sanctioned by HMRC.

If drivers fail to declare what is business and private and this is verified by their line manager, they have the full amount on the fuel card deducted from their salary.

Occasionally drivers use grey fleet and are recompensed for business mileage by AFR or AMAP rates.

We have had fuel cards for around five years, since HMRC ceased to accept fuel vouchers.

What are the advantages of the current method?

The software is HMRC-compliant and gives postcode to postcode data that verifies the journey.

What are its disadvantages?

There is no disadvantage. After some initial polarity, employees embraced it.

Do you use the data for anything else?

We monitor the performance of the fleet, calculate the carbon footprint and see where replacement cycles are. We also check on health and safety and look at people who are potentially driving an excessive amount, and we work with them and their line manager to mitigate that.

What advice would you have for other fleet managers looking at this area?

Mileage capture is an important part of managing a fleet and knowing what the fleet is doing as part of a health and safety programme.

It also allows you to forecast vehicle usage and replacement cycles, and accurate data can be used to improve contractual terms to reflect mileage covered and the leasing company will support that.



How do you capture private/business mileage?

We capture mileage via a phone app and TomTom telematics in vehicles, where a button allows the driver to select business or private mileage before they set off.

At the end of each month, the driver can look at trip data on a phone app, confirm that everything is correct and submit it to the finance department. The accounts people pay private mileage based on HMRC rates for each vehicle and what drivers owe is either offset against expenses or subtracted direct from salary. We have been doing that for about 18 months.

Before that, I wasn't working for the company but I understand drivers detailed daily work trips on a spreadsheet. It was arduous and timeconsuming.

What are the advantages of the current method?

It is robust, GPS-tracked and provides real-time data, so there is no risk of inaccurate reporting or rounding up, so that if we are audited, we have accurate records.

And it takes just minutes for the driver to check and submit.

What are its disadvantages?

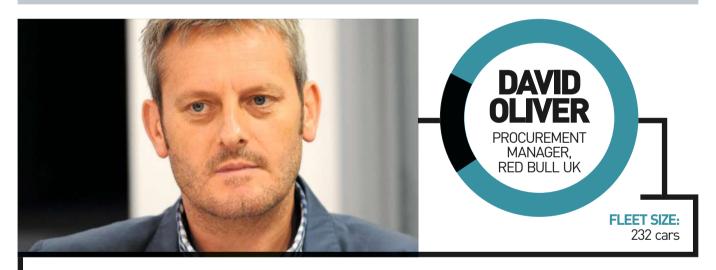
I can't see any disadvantages.

Do you use the data for anything else?

We use the tracking data to manage driver behaviour. In conjunction with our vehicle management software, we can keep an eye on fuel economy, driving efficiency and maintenance planning.

What advice would you have for other fleet managers looking at this area?

Don't do nothing.



How do you capture private/business mileage?

We have fuel cards for all vehicles and do mileage capture through software solution Vertivia for vehicles people can use privately.

The driver inputs business miles into a web portal and submits it at the end of the month. Once their manager has approved the submission, it goes to Vertivia, which also takes a feed from our fuel card provider. Vertivia works out the employee's liability for private mileage, which is recovered from their salary.

We brought in the system and the fuel card simultaneously around July 2012. Before that, people would buy fuel and claim via expenses, so drivers were having to fund the fuel upfront and retain copies of receipts and keep mileage records for the expenses claim.

It involved more administration, there was more of a tail in employees getting their money back and there was not much of a paper trail for us. Analysis suggested there were more business miles than private being clocked up and we felt we should fund that and claim back the private bit, it was fairer to employees.

What are its advantages?

The system provides more of an audit trail for HMRC, it is less labour-intensive for drivers and provides a better paper trail for us. It is also easier to recover VAT, which is 20% of the pump price.

What are its disadvantages?

It is not automated.

Do you use the data for anything else?

We do mileage analysis and fuel economy of certain teams. This also covers duty of care and we check that no one is doing extreme mileage.

What advice would you have for other fleet managers looking at this area?

If you have got people doing a mixture of business and private mileage and you want some means of measuring and capturing it - and of using the data - this is the way to go.

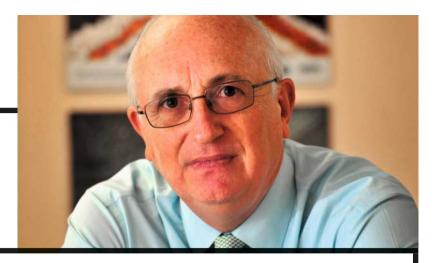
"Drivers were having to fund the fuel upfront and retain copies of receipts and keep mileage records"

David Oliver, Red Bull UK



FLEET SIZE:

100 cars, 90 vans, 200 HGVs.



How do you capture private/business mileage?

All our car drivers receive fuel cards. We give them the option of fully-expensed fuel where we pay for private fuel and they pay extra tax; only three people across the country do that.

We ask the rest to keep a record of private miles and submit it as a negative charge on their expenses.

We send an email out to our database once a month. The drivers fill it in and send back to allow us to track the overall mileage.

We have done this since the database was created in the late 1990s.

What are the advantages of the current method?

It is nice and simple, and for the majority of people, it's cheaper to opt out of the tax option on private mileage.

What are its disadvantages?

This system is fairly straightforward. The only way it could be improved is if we were able to utilise our electronic expense system.

Do you use the data for anything else?

We use it to maintain vehicles within the correct

mileage so that we don't get penalties at the end of contracts.

What advice would you have for other fleet managers looking at this area?

The most important thing is to find out the acceptability to staff of electronic versus paper expenses.

We have an electronic expense system on our HR payroll. However, when we did a survey of everybody who does expenses I was surprised by the number of people that didn't have access to a computer to do it, so we use paper.



COLIN

CATEGORY AND CONTRACTS MANAGER (FLEET & INSURANCE), CITB

FLEET SIZE:

340 cars, 40 commercial vehicles

How do you capture private/business mileage?

When company car and grey fleet drivers make a business trip, they claim the amount of miles on their expense form and get paid a flat rate for that mileage. They fund all the other mileage they do. We are only interested in private mileage in pool cars because they should have incidental private use. We have log books for them and are trying to use a GPS tracking system, where drivers have to note every journey they make. We do that so that we have some control and people understand that.

We have been doing this for four or five years. Under the previous policy, we had a private use contribution, which we deducted from every company car driver at two levels: up to 12,000 private miles a year and more than that. We also provided company car drivers with fuel cards, so they had free fuel and when we were doing that,

"We changed the policy because people did not keep an accurate record"

Colin Hutt, CITB

we had to log each year the amount of business and private miles. We changed the policy because people didn't keep an accurate record of their mileage.

What are the advantages of the current method?

It is simple.

What are its disadvantages?

We are assuming 20,000 is an appropriate mileage to contract vehicles but without doing analysis of odometer readings and subtracting business miles claims from payroll, there isn't an easy way of calculating the private mileage.

Do you use the data for anything else?

To stay within contract with the lease provider.

What advice would you have for other fleet managers looking at this area?

If it involves a lot of work and administration, think about how useful it's going to be to you. Do you need it for the whole fleet or is it more important for certain vehicles? There is an HMRC requirement to report on mileages of our shared vehicles but how useful if that going to be for company cars generally?

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"We think we can replace all our pool cars – we have 60 – with car share"

Dale Eynon, Environment Agency

14,000

assets ranging from cars to plant to boats

WINNER: ENVIRONMENT AGENCY

Clearing the air is a major priority as Defra fleet merges

Establishing unity across 32 different organisations is no small task but already close to half a million pounds has been saved

By Stephen Briers

t wasn't like Dale Eynon was sitting back with his pipe and slippers. The Environment Agency head of fleet already had plenty to occupy his time, from running one of the country's largest vehicle fleets to chairing a Government fleet innovation group.

However, since April last year, Eynon has also been responsible for the entire Department for Environment, Food and Rural Affairs (Defra) fleet, consisting of some 14,000 assets – from cars to plant to boats – across 32 disparate organisations.

Over the past year, he has started to pull together governance and contracts, and understand each department's requirements and needs.

"So far we have brought nine organisations on board, with around 300 cars and 300 light commercials – the target was 10 in year one," Eynon says.

Fortunately (for his sanity), the newly-appointed Defra director group fleet services has been able to bring new people on board, including a strategic fleet manager to look after Defra partners and lay out the implementation plans.

Fleet News: What were the objectives and challenges of bringing Defra fleet operations together?

Dale Eynon: To bring all the expertise and the volumes together and to go out as a single voice. Environment Agency is the biggest organisation in terms of fleet but not in terms of budget. We will do all the procurement, the management of the asset and the disposal, and we

have set up accident management services but we don't get involved in the investigations – that goes to each department. A lot of the work is migrating existing services and processes across. Quite a few organisations didn't have any leasing arrangements or they were just rolled over so they had no plans to deliver a strategy – there was no one really looking after the vehicles. We give them that approach. They also didn't have up-to-date processes or driver handbooks so we lent them ours and they have adopted

them. Eventually we will normalise everything across the business. Organisation-by-organisation, we have looked at what they want and need and then we look at the strategy and the savings for the next five years.

FN: Why are you not taking on the entire fleet management for Defra?

DE: Resource – we simply can't cover everything; we can't set policy or deal with the difficult drivers. If an organisation implements telematics, they get their own data to manage while we look after the contract. Ultimately, it could go full fleet management but we would need a standardised approach and policies.

FN: What savings have you achieved so far?

DE: The target in year one was half a million pounds and we were a couple of thousand short. There will be more savings on purchasing to come. Those are the tangible savings; there is also the contract work – the savings would double if we converted those costs as well. Last year, we tackled grey fleet by working hard to reverse parts of the group travel policy. That meant some organisations have opened a leasing scheme and are moving across high mileage grey fleet drivers. This will increase the number of cars by 300 this year.





FN: What challenges do you face as part of the integration?

DE: There are high expectations now. As soon as you start recovering your costs or charging out, people become more alert about they value they are getting for their money. We had to prove this in the early days; we shared the principles and the modelling but once they were happy that the figures were right and the service was good, they came on board will their full support.

There are also political challenges. The hot issue is air quality and we have to have a very clear policy across the group on NOx emissions and efficiencies, as well as contract planning, safety and sharing of assets - one benefit of the group is being able to share.

FN: What is the possible impact of car share for the group?

DE: We started a pilot on corporate car share three months ago with Enterprise. We have three vehicles, one in Bristol, one in Warrington and another in Worcester. We think we can replace all our pool cars - we have 60 - with them. The challenge with pool cars is they don't get used at the weekend or evening; with car share, we could utilise that (dead) time with private rental through Enterprise.

FN: You have been putting together a policy on NOx for a while; when will it be introduced?

DE: It is nearly at the point where we will go live. We have set NOx standards for cars based on Euro 6 diesel and Euro 4 petrol. The target for cars is 80mg and we are currently 135mg. For vans it is 220mg and now we are 240mq. It's complex to achieve; we've been working with Emissions Analytics to get a data set across a range of vehicles which we will use to apply filters to our policies. We want to move towards real-world figures and might dual report for a bit.

FN: You were heavily involved in the creation of the public sector eAuctions - is this approach working for you?

DE: We are actually looking at going to market in a different way. At the moment, we eAuction every four months for

cars and vans. We want a contract for a year and order 18 months/two years of cars over that period. It could be 2,000 vehicles which we think will give us a better deal than going to market every four months.

FN: What are your priorities over the next 12 months?

DE: Air quality is our number one priority. After that, we have a smaller budget for revenue so we have to save money; it's a challenge we have given our suppliers. Part of it is new technology, for example, we are trialling Appy-Fleet, defect reporting apps and a new portal so company car drivers can self-report.

We have a project to look at our own occupational road risk to see where we can improve. We are employing someone for nine months and they are looking at what we can offer to our partners, such as telematics and licence checking. We are also looking at how we make sure that when people use a vehicle, they are fully competent, they understand the risks and they can manage those risks. We have to constantly measure people's competences by producing individual pictures of their risk.

ynon has also been evaluating a number of initiatives of his Environment Agency fleet, including a blended service, maintenance and repair (SMR) solution as part of variable operating cycles.

For leasing, we are looking at changing the contract length and also splitting SMR into pay-as-you-go or full maintenance," he says. "It will be a more dynamic case-bycase basis on when we change cars. We set the operating cycle at the outset and review after the second birthday."

The standard cycle is 4.5 years on cars, but this might reduce to 3.5 years. Eynon has done the rental analysis and found the lease to be marginally cheaper at the shorter cycle - but there are other benefits.

"If you can afford it, you embrace new engines and technology quicker," he says. "This will help to speed up our air quality plans."

FACTFILE

Fleet Defra Director group fleet services

around 7,000 vehicles

Dale Eynon Fleet size 14,000 assets, including

Operating cycle cars – 4.5 years; vans – six years

Funding method contract hire, outright purchase and flexible rental

JUDGES' COMMENTS

Environment Agency owns the blueprint for running a highly complex fleet efficiently and effectively. It is constantly innovating with a robust system for analysing the impact of new initiatives and is never afraid to trial new ideas.

ON SALE: AUTUMN

HYUNDAI KONA

Manufacturer launches smallest SUV and plans electric version next year

By Simon Harris

yundai is poised to challenge rival car manufacturers with a new compact SUV to be launched late this year, but is planning to boost its appeal with an EV version later in 2018.

The Kona was unveiled in June and will be targeting those who drive cars such as the Nissan Juke and Peugeot 2008, not to mention new entrants into the sector including the Vauxhall Crossland X and Citroën C3 Aircross. It fills a gap in the range left by the ix20, which was a compact MPV, and follows the evolution of the market in this sector toward SUVs.

The Kona will be the third SUV in Hyundai's UK lineup, and the smallest, after the Santa Fe and the Tucson. Sales of petrol models will begin this autumn, with diesel models and an EV following within a year of the car's launch.

Unlike many compact SUVs in this sector, the Kona will have a four-wheel drive option, but the majority of sales are expected to be front-wheel drive variants.

ENGINES AND TRANSMISSIONS

The Kona will initially be available with a choice of two petrol engines: a 120PS three-cylinder 1.0T (with a target CO₂ rating of 119g/km and fuel consumption of 53.3mpg on the combined cycle) or a 177PS four-cylinder 1.6T. The former has a six-speed manual transmission and the latter a seven-speed dual-clutch auto. The auto offers two drive modes: normal and

The auto offers two drive modes: normal and sport. In sport there is a different shift pattern, with gears being held longer before shifting.

In 2018 the Kona will also have a new 1.6-litre four-cylinder turbocharged diesel engine available with two power outputs: 115PS with a six-speed manual transmission and front-wheel drive and 136PS with a seven-speed dual-clutch auto, with a choice of either four-wheel and front-wheel drive.

PRICING

Full UK specification and pricing will be released closer to the car's launch, but we expect prices to start from around £17,000 for a 120PS petrol model, and closer to £19,000 for a 115PS diesel in 2018.

Hyundai will most likely offer generous equipment levels, with most of the technology and safety features standard on higher equipment grades.





INTERIOR

Although the Kona appears to offer a similarly high quality interior to other recent models, such as the i20 and i30, the reliance on charcoal black plastics and other materials makes it seem a little dull.

However, it's possible to add coloured 'accents' surrounding the vents and matching stitching in the seats and steering wheel.

The high-mounted dashboard touchscreen for the optional sat-nav system integrates all navigation, media and connectivity features.

High-end features available, dependent on specification, include a heated steering wheel, keyless start and electric front seats with optional ventilation.

It also comes with storage trays as well as bottle holders sculpted into the doors, split/folding rear seats and luggage capacity from 361 to 1,143 litres.



THINKING CAP



By Martin Ward, manufacturer relationships manager

cap hpi



Monday Down to Mercedes-Benz World in Weybridge for the Merc Fleet Experience three-day

event. MBUK held two sessions a day, allowing many fleet people through the doors. Head of fleet Rob East said that in 2016 the company sold more than two million cars globally, and in the UK it expected to sell around the same number in 2017 as in 2016, given the market is fairly stable. He says the range appeals now to a wider audience. We drove AMG-powered cars on the circuit, and on the slippery-wet stuff, which was entertaining.

"Has Tesla come up with a solution to a problem that doesn't exist?"

Tuesday Nice and local to Rudding Park near Halifax to drive the Tesla Model X, a large, fully electric five-, six-, or seven-seater. I drove the 100D which costs around £100,000. It is fantastic to drive, exceptionally quick and great fun. It has what Tesla call 'falcon-wing' rear doors, which go up at the press of a button, and fold to suit the surrounding area, such as in a garage, or a tight space. Clever, fantastic engineering, but has Tesla come up with the solution to a problem that doesn't exist?

Thursday/Friday To a hot 38°C Bologna to visit Lamborghini's factory for the first time. It was much larger and more modern that I expected. Lamborghini employs 1,400 people on site, yet only produces 18 cars per day. They are, to all intents and purposes, hand-built. Start to finish is 30 days. Fascinating to watch the slow progress, and the detail that goes into every car. It produces the Huracan and the gorgeous, scissor-door Aventador, but production will start soon on the Urus, a five-door super-car SUV. Lamborghini says its price is expected to be 'fairly hefty'! Don't expect fleet orders to flood in for the Urus. but it may make some user-chooser lists.



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2WD 1.6DCI 130 SS TEKNA 6

NISSAN QASHQAI

Refinement and quality are key as Nissan aims to stay ahead of chasing pack



By Christopher Smith

ver the past couple of years, Nissan's Qashqai crossover has fairly consistently held a top 10 position in UK fleet sales charts.

Sales of the car, which the brand accurately points out 'invented the segment', have been on the rise in recent years, with each generation more successful in terms of sales than the last.

However, a slew of newer, highly rated rivals have entered the C-Segment crossover sector since the current model's launch in 2014, including the Seat Ateca, Peugeot 3008 and the closely related Renault Kadjar.

Nissan doesn't want the crown on its British-built, Britishdesigned best-seller to slip, so refinement and quality are the name of the game for this mid-life facelift.

The engine line-up is largely unchanged, with the 1.5-litre 110PS diesel the fleet pick. One key change is that alloy wheels up to 19 inches can now be fitted within the 99g/km CO₂ band. Manual and CVT automatic transmissions are available, as is four-wheel drive – though the majority of fleet vehicles will be two-wheel drive.

The 1.6-litre 130PS diesel we drove gained a number of additional sound-deadening measures – with engine tweaks, extra padding and new insulation added between the engine and the cabin and on the underside of the bonnet. All models now have thicker rear glass and extra insulation around the wheel arches, which lead to a quieter cabin.

Small fins have been added to the underside of the front bumper – Nissan calls these vortex generators – to improve airflow around the vehicle, and further reduce cabin noise.

Nissan bosses told *Fleet News* that feedback from company car drivers in particular led to a repositioning of the Bluetooth microphone, for clearer calls.

A new flat-bottomed steering wheel has nicer leather and easier-to-use controls, and several interior plastics have been improved.

Nissan reckons 40% of buyers will opt for the high-end Tekna trim, which offers heated seats, heated front

COSTS

P11D price £28,815

BIK tax band (2016/17) 25%

Annual BIK tax (20%) £1,441

Class 1A NIC £994

Annual VED £160

RV (4yr/80K) £8,250

Fuel cost (ppm) 8.33

AFR (ppm) 9

Running cost (4yr/80K) 38.27ppm

SPEC

Power (PS)/torque (Nm) 130/320

CO2 emissions (g/km) 116

Top speed (mph) 113

0-62mph (sec) 9.6

Fuel efficiency (mpg) 64.2

KEY RIVAL

SEAT Ateca 1.6TDi Ecomotive 115 DPF SS 6 Xcellence

P11D price: £25.855

BIK tax band (2016/17) 24%

Annual BIK tax (20%) f1.741

Class 1A NIC £856

Annual VED £160 then £140

RV (4yr/80k) £9,400

Fuel cost (ppm) 8.33

AFR (ppm) 9

Running cost (4yr/80k) 33.22ppm

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



windscreen and all-round LED lights. A new Tekna+ trim level adds nappa leather, standard panoramic roof and a new eight-speaker Bose system.

The Nissan Connect infotainment system fitted to most models continues to appear dated, with directions not being the slickest, although the screen resolution has been improved. Android Auto and Apple CarPlay are notable omissions.

Vehicles on N-Connecta grade and above feature an upgraded AEB emergency braking system, and the front grille has been redesigned to accommodate this.

One notable new addition is Stand Still Assist, an add-on to the usual hill start assist system, that will hold the vehicle stationary for up to three minutes, then put the parking brake on to prevent rollbacks.

The cabin and technology improvements are welcome, but are they enough for the Qashqai to retain its position atop the SUV charts? It drives well, is comfortable for long journeys and features class-leading emissions – but is not the cheapest to run.

The Qashqai remains a good all-rounder – visually appealing, with a good range of economical engines.

1.5 BLUEHDI 130 ALLURE

PEUGEOT 308

Major technology update aims to keep 2014's European Car of the Year competitive



By Simon Harris

he technology industry moves faster than the automotive world in terms of product lifecycles, so it's perhaps not surprising what Peugeot has chosen to add to the 2014 European Car of the Year to ensure it remains competitive.

Changes to the 308's looks are subtle, but there are many more differences under the skin, including new engines and technology.

Rear 'claw effect' lights are now standard, while the front and rear bumpers and headlights have been re-shaped to echo the family look of the Peugeot 3008 SUV.

Some versions get new seat trims, while higher grades also come with a panoramic glass roof.

Two new diesel engines are offered, meeting Euro 6c regulations that are introduced from September. Under the new rules, cars are permitted to emit only up to 2.1 times the level of NOx emissions in real-world driving as that achieved in lab tests for the official test cycle. Peugeot's target for Euro 6c is 1.5 times, and it is achieved by the latest 180PS 2.0 BlueHDi as well as a new 130PS 1.5 BlueHDi.

There's a new 9.7-inch touchscreen, which includes various functions from dual zone climate control to 3D Connected Navigation with TomTom Live updates.

The new infotainment system is compatible with Mirrorlink, Apple CarPlay and Android Auto functionality, allowing the seamless integration of smartphone functions.

The 308 range, including hatchback and SW, now offers intelligent speed limit recognition, adaptive cruise control with stop functionality, and a blindspot monitoring system.

Speed limit recognition works via a windscreen-located camera that reads speed limit signs and displays them on the car's dashboard. It prompts the driver when cruise control is set at a higher level than a new speed limit, requesting that the new speed limit is matched, and reducing speed automatically if confirmed.

The option of adaptive cruise control with stop function detects vehicles in front of the car and adjusts the speed

COSTS

P11D price £21,800 (est)

BIK tax band (2017/18) 20% (est)

Annual BIK tax (20%) £872 [est]

Class 1A NIC f 602 (est) Annual VED f100 then f140

RV (4vr/80K) n/a

Fuel cost (ppm) n/a

AFR (ppm) 11

Running cost (4yr/80K) n/a

SPEC

Power (PS)/torque (Nm) 130/n/a

CO2 emissions (g/km) n/a

Top speed (mph) n/a

0-62mph (sec) n/a

Fuel efficiency (mpg) n/a

KEY RIVAL

Volkswagen Golf 1.6 TDI 115

SE Nav

P11D price: £21,870

BIK tax band (2017/18) 23%

Annual BIK tax (20%) £1.006

Class 1A NIC £694

Annual VED £140

RV (4yr/80k) £6,175/28%

Fuel cost (ppm) 7.76

AFR (ppm) 11

Running cost (4yr/80k) 30.67ppm

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



automatically using the brakes to maintain a safe distance. Blindspot monitoring also alerts the driver to the presence of another vehicle in the blindspot to avoid straying into another vehicle's path. There's a smart parking assistance option that can automatically steer the 308 into a space.

The interior quality of the 308 is a match for most other cars in the sector, although the i-Cockpit design, with lower, smaller, elliptical steering wheel and raised instruments, is often disliked by journalists who regularly switch between different types of car. I'm a fan of the layout, and it makes the steering feel more engaging.

We tried a number of versions of the revised 308, including the new 1.5 BlueHDi, which we expect to be popular with fleets, although Peugeot is still to confirm the important CO2 emissions, fuel consumption and other data for this engine.

The Peugeot 308 ought to be performing better in the UK than it does, because it has all the right ingredients to compete with the best in class. These mid-life revisions should persuade fleets to give it a second look.



1.5 DCI 110 SIGNATURE S NAV

RENAULT CAPTUR

Renault's UK best-seller receives a low key mid-life facelift

By Matt de Prez

ould you believe the Renault Captur is the brand's best-selling model in the UK? The compact crossover, which made a debut in 2013, still dominates its market.

Europe-wide sales are approaching a

quarter of a million. Not bad for a fairly unassuming car.

Given these facts it's not a great shock that the French manufacturer has decided to play it safe with this mid-life facelift for the Captur.

Park the two generations side-by-side and you'll notice a larger front grille and restyled headlamps. Renault says this gives the car a bold and assertive look, bringing it in line with its Kadjar and Koleos stablemates.

There are some new wheel designs and an increased number of colour options, too.

The majority of Captur sales were Dynamique Navs but one of the headline changes for 2017 is the introduction of new Signature S grade models which feature heated leather seats, LED headlights and a Bose audio system.

Other new kit for 2017 includes an optional autonomous parking aid with rear-view camera and side-mounted sensors which have enabled the fitment of blind spot monitoring for the first time.

Given the car's stature as a family vehicle we were disappointed there is still no option for autonomous emergency braking, but the car retains its five-star Euro NCAP rating.

Under the skin the car is largely unchanged. There is a 1.2-litre turbocharged petrol engine with either 90PS or 120PS and a 1.5-litre diesel with 90PS or 110PS.

We tested the higher output versions of both at the launch event and found the petrol to be the better-suited motor for the car. It sets off with plenty of enthusiasm and gives decent power in the mid-range.

The diesel is the economy champion though. It returns up to 78.5mpg in 90PS tune or 76.4mpg if you opt for the more powerful unit.

CO₂ emissions are low at 98g/km, meaning BIK payments

COSTS

P11D price £22,970

BIK tax band (2016/17) 21%

Annual BIK tax (20%) £965

Class 1A NIC £666

Annual VED £120 then £140

RV (4yr/80K) £6,075

Fuel cost (ppm) 7

AFR (ppm) 9

Running cost (4yr/80K) 32.10ppm

SPEC

Power (PS)/torque (Nm) 110/260

CO2 emissions (g/km) 98

Top speed (mph) 112

0-62mph (sec) 11.4

Fuel efficiency (mpg) 76.4

KEY RIVAL

Vauxhall Crossland X 1.6 Turbo D 99 Elite

P11D price: £20,440

FIID PIICE. [ZU,440

BIK tax band (2016/17) 21%

Annual BIK tax (20%) £858

 $\textbf{Class 1A NIC}\ £592$

Annual VED £120 then £140

RV (4yr/80k) £5,350

Fuel cost (ppm) 7.01 AFR (ppm) 9

Running cost (4yr/80k) 30.54ppm

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



will be around £80 per month for a 20% taxpayer if they opt for the £22,790 range-topping diesel.

The interior offers a similar sense of deja-vu as the exterior. Renault says it's more refined than before, with higher-quality plastics.

It's not a particularly unpleasant place to be but some of the controls are starting to show their age. The instruments and infotainment systems haven't received the same updates as those in the new Megane or Kadjar.

Ride comfort is very good, however, and the Captur is, as expected, a very easy car to drive. Visibility is great thanks to the raised seating position, window acreage and large door mirrors.

Both the models we tested had the R-Link infotainment system which offers Bluetooth, DAB and sat-nav through a seven-inch touchscreen.

One highlight was the Bose audio system which provided unexpectedly impressive audio reproduction. It can be had for as little as £350 or as part of an £800 Techno Pack which includes the R-Link system.

The Captur is still one of the very best in this sector and the updates only serve to make it more appealing.

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.







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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.





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.











Driving Business magazine

This quarterly 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.

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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 whic 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.

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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.

RENAULT MEGANE DYNAMIQUES-NAV

Good on tech but driving experience is sadly lacking



COSTS

P11D price £21,165

BIK tax band 21%

Annual BIK tax (20%) £889

Class 1A NIC £613

Annual VED £120 then £140

RV (4yr/80k) £5,000

Fuel cost (ppm) 7.11

AFR (ppm) 11

Running cost (ppm) 30.80ppm

SPEC

Engine (cc) 1,461

Power (PS) 110

Torque (Nm) 260

CO2 emissions (g/km) %

Manufacturer mpg 76.4

Real-world mpg* 47.1

Test mpg 54

Max speed (mph) 116

0-62mph (sec) 11.3

Current mileage 9,000

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

By Matt de Prez

t's hard to believe the Megane has only been with us since May perhaps it's the 9,000 miles I've already covered, or the fact I ran its big brother, the Kadjar, for some time before it.

Either way it was all getting too familiar and it was about time some other members of the Fleet News team put the car through its paces.

Features editor Andrew Ryan jumped at the chance to try out the stylish hatch, followed by editor-inchief Stephen Briers.

Both my colleagues returned similar verdicts: the tech is good but the driving experience is lacking.

It's a fair comment. As I travel many miles on the motorway - often stuck in iams - the Renault's super-light clutch and steering are welcome attributes. However if you cover shorter, more rural, trips, the lack of weight in the controls makes the car feel like it lacks solidity.

The steering is the biggest disappointment. It's electrically assisted and offers three levels of adjustment; Comfort, Neutral or Sport.

While Sport mode adds weight, the response is still very dull. It's made worse by the soft suspension which allows a little bit too much roll.

The brakes aren't particularly sharp either and if you have to jump on them quickly the car has a tendency to dive and lighten up at the rear.

Part of the problem is the car's striking looks. It's wide stance, bright paint and sharp lines give the appearance of a much more capable car. Inside the flat-bottomed chunky steering wheel and aluminium trim accents further enhance expectations.

The Honda Civic that we also currently have on test does the driver engagement piece much better; it's a real pleasure to spend time behind the wheel - especially on country lanes - with little compromise.

Similarly, the Seat Leon is rewarding to drive but it feels less upmarket than the Renault and doesn't do the comfort bit quite so well.

Of the three I'd still choose the Megane, but throw the Ford Focus, Mazda 3 and Peugeot 308 into the mix and the decision could become that much harder.

ORD S-MAX 2.0 DCI TITANIUM AWD



Our Ford S-Max long-termer has many impressive features and one of these is its adaptive LED headlamps system.

Fitted to our car as part of the optional Titanium X pack, which - for £2.225 – also includes heated leather seats, the lights use a range of factors to select the optimum lighting pattern.

Standard automatic lights simply switch between main beam and dipped headlights dependent on the conditions and traffic But Ford's adaptive system also bases its decision on speed, steering wheel angle and information from a camera mounted behind the windscreen, such as the presence of other vehicles or street lights.

The system creates 'dark spots' so oncoming traffic is not dazzled. Headlight strength on the on-coming side of the road is reduced, while the side the car is on is illuminated fully, as if still on main beam.

It's an enormously clever system and works so smoothly the shifting light patterns are never distracting.

Another of the options fitted to our S-Max is its front wide-view and rear-view cameras (£400).

The front-facing one is in the radiator grille. In theory, it should be useful as it gives a 180 degree view of what is in front of the car.

This means that when you pull out of a parking space or a junction where visibility is reduced, you can see any oncoming traffic.

In practice, though, I've barely used it as visibility from the commanding driving position is so good.

The rear-view camera, however, has been much more useful. The S-Max is a large car, but being able to see on its eight-inch multimedia screen what is around you makes reversing much simpler.

Andrew Ryan



AT A GLANCE - THE REST OF OUR FLEET



Vauxhall Zafira Tourer 1.6CDTi **SRI Nav**



1.6 multijet lounge



Honda Civic 1.0 VTEC turbo SR



Mazda 6 2.2D **SEL Nav**

OLIVER WARING

EXECUTIVE CHAIRMAN AT REFLEX VANS

After his family sold its shares in Northgate, Waring had a four-year gap before deciding to re-enter fleet. He is content to be in the sector and has no ambitions to work in another field.

I would tell my 18-year-old self to be patient and understand what you are getting into, what is required and have some fun.

The most pivotal moment in my life was leaving a career in corporate finance at Lazard to work within my family structure. It was pivotal because I became a principal responsible for my own financial future.

The three dream cars in my garage would be a series one or two Land Rover canvas top, a two-seater Aston Martin and a Toyota Land Cruiser (one that has actually been places).

My pet hate is narcissistic control freaks, who think they know it all and are better than anybody else.

My favourite film currently is *The Big Short* (about the 2007-8 financial crisis). The story was told excellently. My first memory associated with a car is stuffing horrible egg sandwiches, given to my friend and I for lunch, into the rear door ashtrays of my mother's 1970s Mazda 323. I was six, I'm sure she was really happy.

I want to be remembered as a normal person who worked hard and looked after his children. If what I do makes a positive difference, it would be a bonus.

> If I was made Prime Minister for the day I would tell people how it is. Then the work can start.

> > The book I would recommend to others is Amundsen's account of his trip to the South Pole.

> > > Away from the office, I like to do gardening and take photographs.

First automotive role My family built up Northgate between 1987 and 2007 at which time we sold our remaining shares. In 2011 I decided to re-enter the sector. This led to buying the assets of Reflex Vehicle Solutions from its lenders in 2012. I stay in fleet because it is important in our economy and I want to do something useful and productive.

Career goals at Reflex To run and slowly build a world class LCV rental business in the UK.

Biggest achievement in business

Taking the asset base through the difficult period following its purchase, building the team, building the financing structure and creating supplier relationships so we can service our customers as we wish to and as they expect us to.

Biggest career influence People who avoid unnecessary financial risk and instead focused on building solid businesses over many years.

Biggest mistake in business I

was a non-executive director in a small investment, relying on the competence and transparency of the managing director. Inevitably, the shareholders were let down. You have to work with your investments every day as an employee. That's how you make sure the company develops as it should and your investment is protected.

Leadership style Collaborative. I expect the best from a team who can be responsible, under supervision, for their business areas without having their hand held at every turn.

If I wasn't in fleet I don't have a desire to work in any other profession. I'm comfortable that our sector provides an important service to the economy from which a decent living can be made.

Childhood ambition To be a wild life photographer and zoologist. I was born in South Africa, moving to the UK at a young age. I've never forgotten that wonderful smell and sight of endless dusty plains.

Next issue: Richard Brown, managing director, LicenceCheck

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