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Price increase fears if Europe mandates more safety features

European Commission believes such technology could halve deaths and seriously injured by 2030

By Gareth Roberts

High-tech safety features, which the European Commission (EC) wants to see fitted as standard on cars and vans, could add hundreds of pounds to list prices. However, road safety experts say it is a price worth paying to reduce the number of people killed and seriously injured.

In all, 11 advanced safety technologies, including autonomous emergency braking (AEB), built-in breathalysers and intelligent speed assist, could be mandated on all models launched from 2020, and all new vehicles sold two years later.

One road safety expert said, taken together, the package of measures could be considered as significant as the invention of the seatbelt (fleetnews.co.uk, May 17).

However, others have warned that fitting the latest safety features as standard will come at a price. For example, intelligent speed assistance, which uses a sign-recognition camera and a GPS-linked speed limit database to help drivers keep to the current speed limit, is an optional extra on the new Mercedes-Benz E-Class, coming as part of a safety pack costing £1,695.

It is not available at all on the Golf SE, but lane-keep assist – another technology being mandated by the Commission – is, and currently costs £550.

AEB meanwhile, is becoming a standard feature on an increasing number of vehicles, including the E-Class and the Golf, but it is part of safety pack costing £400 on Ford's Fiesta.

Martin Ward, manufacturer relationship manager at vehicle pricing experts Cap HPI, said: "If you take something like Audi Driver Assist, which includes some of these safety features [being mandated], that costs £1,250.

"Vehicle technology is just one piece of the complex safety puzzle. We need to put more emphasis on an integrated road safety strategy"

Erik Jonnaert, ACEA

"I would guess that could come down to £600-£700 in time, which on something that costs £40,000 isn't so much, but for a budget car it would be much more significant."

When you take all the measures proposed by the Commission, Ward estimates it could increase the list price of some vehicles by as much as £1,000. "It will hit the budget end of the market harder and will also affect benefit-in-kind rates for company car drivers as well," he said.

For its part, the EC argues that there should be "no substantial" increases in vehicle prices in the "medium- or long-term".

However, it does acknowledge that the anticipated cost to manufacturers would amount to more than £50 billion.

Service, maintenance and repair (SMR) costs could also be impacted due to the complex nature of some advanced road safety systems.

SAFETY IS PRICE WORTH PAYING

Standard-fit AEB is practically a prerequisite for achieving the highest, five-star Euro NCAP safety rating, but safety expert Matthew Avery says some manufacturers are content with being awarded a lower rating.

Avery, director of research at vehicle safety technology company Thatcham Research, told *Fleet News*: "Some low cost vehicle [makers] will say 'we won't go for five stars, we will be just happy with three stars', while some mainstream manufacturers might just put it on as standard on the top models, because they want to remain competitive."

"We've heard that argument for years. We've had AEB since 2008; there's no excuse. It's a price worth paying and I would argue that on the economies of scale, that's a false argument."

AEB has been included in the Euro NCAP testing regime since 2014, which has helped to drive its adoption by carmakers. It is now available on more than half (53.1%) of new cars, with a quarter featuring the technology as standard, according to the Society of Motor Manufacturers and Traders (SMMT).

However, in the UK only 30% of cars on sale have AEB as fitted as standard, as the technology is mostly offered as an optional extra.

More worryingly, says Thatcham, is only one (Land Rover), out of the top 10 best-selling UK car brands in 2017, had 100% fitment across its entire model range. Significantly, the top two car brands

COST OF SAFETY FEATURES THE COMMISSION WANTS TO SEE

Prices estimated from various sources including manufacturer price lists and prices of constituent parts. Shared technologies would bring overall prices down.



Alcohol interlock

£500-£1,200

(Ford and Vauxhall) had only 7% and 14% fitment across their entire car range.

Experts believe that AEB has the potential to save 1,100 lives and more than 120,000 casualties in the UK over the next 10 years, with research showing that cars fitted with the technology have a 38% reduction in rear-end crashes.

Avery said: "Just as seatbelts are a legal requirement on all cars and vans, AEB should be as well."

Alongside AEB, built-in breathalysers, lane-keep assist and intelligent speed assist, the Commission also wants new cars and vans to be equipped as standard with driver drowsiness and attention detection systems and reversing sensors. All, it says, will be based on technologies that will be used for the deployment of self-driving and connected vehicles anyway.

ZERO FATALITIES BY 2050

The road safety measures, which also include accident data recorders being fitted as standard to new cars and vans, are part of series of initiatives laid out in the EC's 'Third Mobility Package'.

They include CO₂ standards for trucks, rules on multi-vehicle platoons and an action plan for the development and manufacturing of batteries for electric vehicles (EVs) in Europe.

A key ambition of the EU is achieving zero fatalities and serious injuries by 2050, its Vision Zero strategy. The road safety measures it has proposed, it says, could halve the number of people that are currently killed or seriously injured in the EU between 2020 and 2030. Some 25,300 people were killed last year.

The European Automobile Manufacturers' Association (ACEA) welcomed the road safety



Accident data recorder

£300-£500



Intelligent speed assist

£160-£220



Driver drowsiness and distraction monitors

£150-£400

proposals, but warned vehicle technology could not deliver the reduction alone.

"Vehicle technology is just one piece of the complex safety puzzle," said ACEA secretary-general, Erik Jonnaert.

"If we are to make progress on the Commission's new objective of reducing fatalities and serious injuries by half between 2020 and 2030, we need to put more emphasis on an integrated road safety strategy. This is the only way to ensure that safe vehicles are driven by safe drivers on safe roads."

The EU is not currently on track to hit its 2050 target as, despite some falls across Europe, the decline in road deaths has stagnated in many countries, including the UK.

As of September 2017, 1,720 people had died on UK roads in the previous 12 months, according to the latest figures available from the Department for Transport (DfT).

In 2016, the number of road deaths stood at 1,792, which was up 4% year-on-year and the



Lane-keep assist

£300-£700



Parking sensors

£100-£250

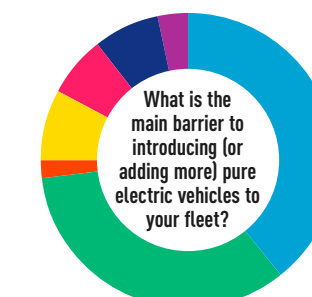


Autonomous emergency braking (AEB)

£200-£1,300

FLEET FACTS AND FIGURES

OPINION POLL



- Lack of range: 39.3%
- Infrastructure concerns: 34.1%
- Lack of demand from drivers: 1.7%
- Limited vehicle choice: 7.9%
- Uncertainty about the tax position: 6.6%
- Other – please state: 7.4%
- There are no barriers: 3.1%

FleetNews view:

Our poll clearly shows that the range of electric vehicles is the biggest barrier to adoption (39.3%) and the availability of charge points (34.1%) to combat that range anxiety is insufficient. *Fleet News* believes that with improved battery technology, giving the latest EVs greater range, and more investment in infrastructure, barriers to wider adoption are not insurmountable.

This week's poll: How confident are you that your fleet policy is fit for purpose, especially in relation to electrification and WLTP changes? fleetnews.co.uk/polls

MOST COMMENTED ONLINE

Volvo to stop making diesel versions of all new models launched from next year

fleetnews.co.uk/news



Diesel (ppL) 128.90 ↑
Unleaded (ppL) 125.83 ↑

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

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PEUGEOT RECOMMENDS TOTAL Official Fuel Consumption in MPG (l/100km) and CO₂ emissions (g/km) for the New 308 SW Range are Urban 38.7 – 67.3 (7.3 – 4.2), Extra Urban 55.4 – 85.6 (5.1 – 3.3), Combined 47.9 – 76.3 (5.9 – 3.7) and CO₂ 136 – 96 (g/km). MPG figures are achieved under official EU test conditions, intended as a guide for comparative purposes only and may not reflect actual on-the-road driving conditions.

*Calls are free of charge from all consumer landlines and mobile phones. If you are calling from a business phone, you should check with your provider whether there will be a charge for calling an 0800 number. Model shown is new 308 SW GT in Magnetic Blue metallic paint. Advanced Driver Assistance Features are optional. Visit business.peugeot.co.uk for more information. Information correct at time of going to print.

ACFO challenges wisdom of early starts for zero emission zones

London's air quality measures fail to recognise vehicle replacement cycles

By Gareth Roberts

Claims that business supports plans for zero emission zones in London boroughs from 2020, and a zero emission zone in central London from 2025, have been questioned.

In publishing the final draft of his environment strategy, mayor of London Sadiq Khan announced he was bringing forward the series of zero emission zones by five years.

Furthermore, he said these would be implemented alongside "broader congestion reduction measures to facilitate the implementation of larger zero emission zones in inner London by 2040 and London-wide by 2050".

"Big problems simply demand ambitious responses," said Khan. "Nowhere is this truer than with air pollution in London."

Khan claimed that the earlier rollout of zero emission zones was in response to the views of businesses and local authorities, who believed they could help accelerate the wider adoption of electric vehicles (EVs).

However, John Pryor, chairman of fleet representative body ACFO, said he was "not convinced" businesses were calling for the zones to be implemented sooner.

"We welcome cleaner vehicles, but, again, this is not giving fleets time to change," he said.

Few details have been made public as yet, but the zones could be similar to those being introduced in Shoreditch by Hackney and Islington councils. They will limit access for diesel and petrol-only vehicles (fleetnews.co.uk, January 29).

However, it allows for businesses to apply for an exemption during peak times. Plans for these latest measures, including the vehicles and area it applies to, charge levels and hours of operation, and discounts and exemptions or other restrictions, will be developed in the next few years.

The mayor's environment proposals come as the Government published its own clean air strategy, which includes plans to develop new standards for tyres and brakes to address toxic non-exhaust emissions (fleetnews.co.uk, May 22).

It is the latest in a plethora of plans and consultations from Government aimed at improving air quality that have been issued over the past year.

The clean air strategy comes in the wake of the clean growth strategy, which included measures aimed at reducing both CO₂ and other pollutants from the transport sector by supporting a shift to lower emission vehicles.

The industrial strategy, published last year, set the 'future of mobility grand challenge' for the UK to become a world leader in mobility. It was supported by the £1.7 billion Transforming Cities fund, which through local transport infrastructure aims to boost sustainable options.



Sadiq Khan has published the final draft of his environment strategy

"Big problems simply demand ambitious responses. Nowhere is this truer than with air pollution in London"

Sadiq Khan, mayor of London

Ministers are also due to publish a 'Road to Zero' strategy soon, which will suggest measures aimed at reducing exhaust emissions from road vehicles.

It has already published the UK's plan for tackling roadside nitrogen dioxide concentrations. It identified 28 local authorities in England that must develop local plans to address illegal pollution levels on their roads, in the shortest possible time.

In March, the Government was forced by the courts to direct an additional 33 local authorities to conduct feasibility studies on improving air quality.

During a visit to meet air quality researchers at Imperial College, London, environment secretary Michael Gove said this latest strategy "sets out the comprehensive action required across all parts of Government to improve air quality".

The clean air strategy consultation closes on August 14, with the final clean air strategy expected to be published in March 2019.

Cllr Martin Tett, environment spokesman for the Local Government Association (LGA), said the plan will need to be "underpinned by local flexibility and sufficient funding" if it was to succeed.

He added: "It is also important that councils have the powers to further tackle air pollution, particularly with regard to clean air zones as well as expanded road and traffic measures."

"If we're to truly tackle air pollution, we need Government support to enable us to deliver effective local plans and robust national action to help the country transition to low-emission vehicles and power generation."

The Government has announced Birmingham will host the world's first zero emission vehicle summit in September (fleetnews.co.uk, May 25).

The summit will bring together policymakers and industry experts from around the globe to tackle carbon emissions and to find ways to improve air quality.

The two-day summit will start on September 11 at the Birmingham NEC before moving to Millbrook Proving Ground in Bedfordshire on September 12, for the Cenex Low Carbon Vehicle event.

Business secretary Greg Clark said: "Bringing together global leaders in the green vehicle revolution, is an important step on the road to making that ambition a reality."

■ See page 17 on future incentives for EVs.

LeasePlan builds on What's Next by selling ex-lease cars direct

Online business is set to be introduced in UK in the third quarter of 2018

By Sarah Tooze

LeasePlan intends to launch its used car proposition, CarNext.com, in the UK in the third quarter of this year as it looks to maximise value from its ex-lease cars and grow its business.

The leasing giant revealed plans to sell ex-lease cars direct to consumers as part of its 'What's Next' brand campaign last year (see *Fleet News*, November 9, 2017).

It took the first step when it began selling used cars on its UK website late last year as a pilot. This will be replaced by a separate website under the CarNext.com banner.

Ewout van Jarwaarde, managing director of CarNext.com, would not divulge how many cars have been sold this way in the UK to date but said that "over time this will grow to be a very substantial number".

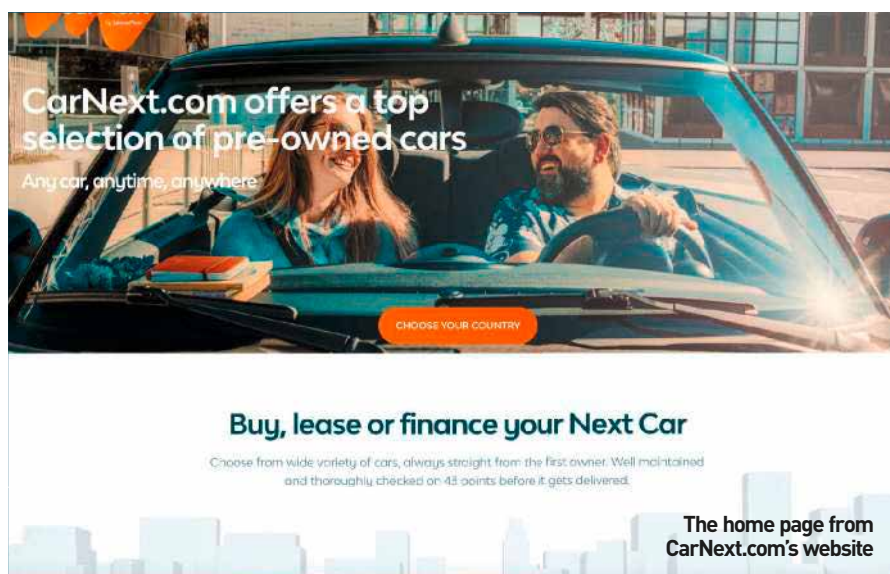
CarNext.com already exists in Belgium, Greece and the Netherlands, and a rebranding exercise will see LeasePlan's used cars available to consumers in a further eight European countries by summer.

The business model sees the website supported by a network of delivery stores where customers are able to go for a test drive and get advice before making a final decision.

By the midway point of the year there will be 19 delivery stores across Europe, with plans to grow this number to 50. The first UK delivery store is expected to open this year.

"The strategy of CarNext.com in general is that we focus on the largest cities. We'll follow that in the UK"

Ewout van Jarwaarde, CarNext.com



"We're looking at various places," van Jarwaarde said. "The strategy of CarNext.com in general is that we focus on the largest cities. So we'll follow that same strategy in the UK."

LeasePlan is also catering for the B2B market through its CarNext Marketplace auction platform, which includes cars from the UK, and allows customers of traditional auction houses to bid on it.

"Last year on this platform across the entirety of Europe we had more than 6.5 million bids. So you could say that in continental Europe it's very mature, while in the UK we're just starting to build," van Jarwaarde said.

In total, LeasePlan sells 250,000 used cars across Europe each year and in the first quarter more than 10,500 of them were bought through its CarNext.com proposition.

"On our run rate basis we sell 17% of our cars through these channels, on average, for Europe and we expect that figure to go up significantly," van Jarwaarde said.

He said it was "too early to say" whether selling

ex-lease cars in this way would allow LeasePlan to reduce monthly contract hire rates on new cars but acknowledged that it would allow residual values to be set "the best possible way".

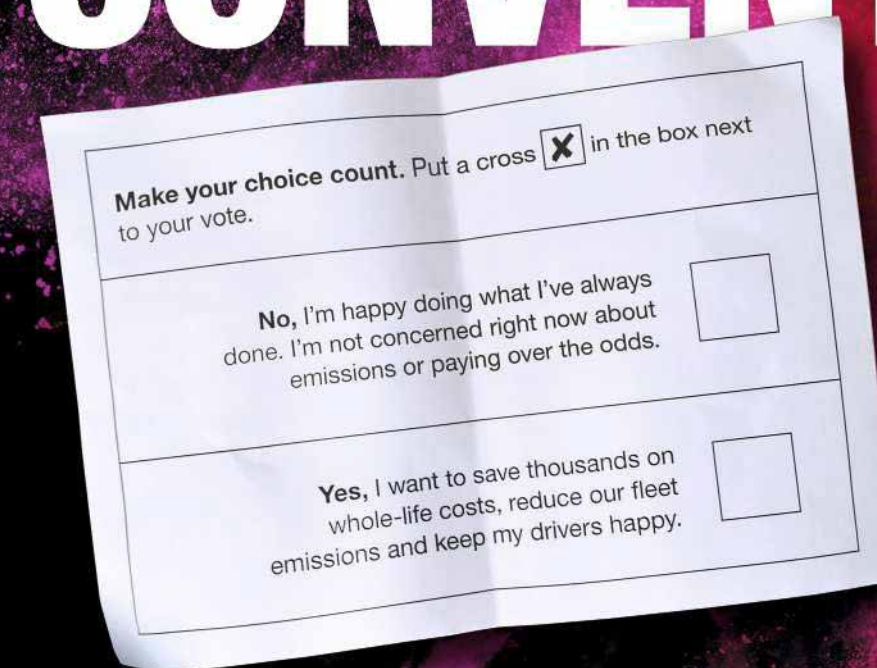
He believes used cars could prove attractive to small-to-medium enterprises (SMEs) as well as consumers.

"In the Netherlands we have a fully fledged used car leasing proposition, it's highly sought after by SMEs as well as private individuals because used car leasing offers more flexibility, lower costs and ultimately allows the SME or the consumer to almost trade up a car," he said.

CarNext.com offers customers a 14-day return policy meaning that if they are not able to test drive the car prior to purchase they can easily return it.

This, combined with having the full maintenance history of the car and a fixed price, creates "total trust" and will, van Jarwaarde believes, make CarNext.com a success for LeasePlan despite other leasing companies stepping away from selling used cars.

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THE ART OF PERFORMANCE

Fuel consumption: N/A. CO₂ Emissions: 0 (g/km). EV Range: Up to 298 miles. EV range figures are based upon production vehicle over a standardised route. Range achieved will vary dependent on vehicle and battery condition, actual route and environment and driving style.

Model shown: 90kWh EV400 First Edition AWD with optional Corris Grey metallic paint, 22" 5 spoke 'Style 5069' in Gloss Black with Diamond Turned finish and Carbon inserts. OTR price £83,795. 90kWh EV400 First Edition AWD from £81,495 OTR (PIID price from £81,440) with BIK from 13%. *WLTP (Worldwide harmonised Light vehicle Test Procedure) is the new process that has been phased in from 2017, which measures fuel, energy consumption, range and emissions in passenger vehicles in Europe. This is designed to provide figures closer to real-world driving behaviour. It tests vehicles with optional equipment and with a more demanding test procedure and driving profile. **All in car features should be used by drivers only when it is safe for them to do so. Drivers must ensure they are in full control of the vehicle at all times.

NEWS

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www

'Doing nothing not an option', says Lex as fleets await WLTP's impact

Tax confusion prompts lease extensions and delays in ordering new vehicles

By Sarah Tooze

Fleet operators have been warned that "doing nothing" in the face of legislation and taxation changes will lead to increased costs and "noise" from drivers.

Craig McNaughton, corporate director of Lex Autolease, told delegates at the ACFO spring seminar that the car fleet sector is experiencing change "on a scale and at a pace that few, if any, have seen before".

"What is causing fleet operators the greatest angst is that there is no set solution today because the WLTP (Worldwide harmonised Light vehicle Test Procedure) measurement impact is still unknown," McNaughton said. "It's going to remain difficult to interpret; it changes on an ongoing basis."

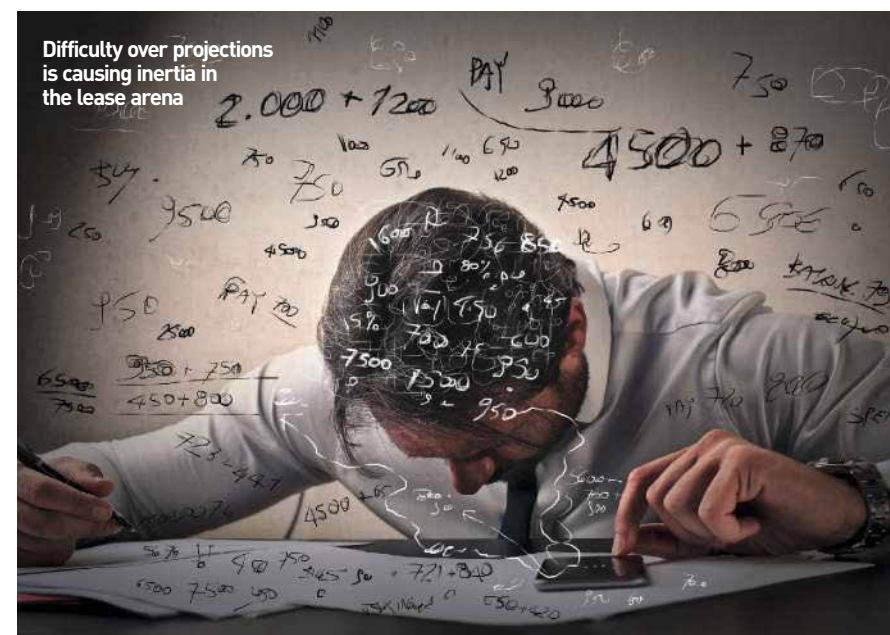
He suggested that it could be 18 to 24 months or "even longer" before choices become clear. As a result, Lex Autolease has seen a "significant" number of customers delay ordering new vehicles and extend lease terms to "try and buy themselves some time to work out what the impact of these changes is".

Together with competitors, Lex Autolease is lobbying Government to "come up with a sensible decision" on company car tax when it starts using WLTP-derived CO₂ figures from April 2020.



"What is causing fleet operators the greatest angst is that there is no set solution today because the WLTP measurement impact is still unknown"

Craig McNaughton, Lex Autolease



"We think further (tax) increases through WLTP would be unfair on what is a highly taxed population already," McNaughton said.

He pointed out that the percentage used to calculate employee benefit-in-kind (BIK) taxation has already increased from 10% to 26% over the past decade.

However, should lobbying Government prove unsuccessful and if fleet operators choose to "do nothing and remain in a 90% diesel policy" then "the cost will increase and so will that noise from drivers", McNaughton said.

He told delegates at the ACFO seminar it was essential for employers to start to review their company car policies and that even those who were sceptical about electric vehicles due to cost, infrastructure or range would need to consider them because "they are the future".

"Our view is that a restricted, single fuel-only policy will have to change and that some blended fuel solutions are needed," he said. "That will include looking at RDE2 diesel vehicles, when available, so you can take advantage of the drop in diesel BIK of up to 4%," he added.

"Plug-in hybrids will still remain part of it, provided there is a sensible and suitable fuel policy to mitigate some of the potential expense increases that come with it."

"Pure electric vehicles will have a place as they start to phase in, provided we've taken some of the pre-qualifying analysis to understand it's suitable for the job, and ultra-low petrol vehicles that perform well under the new WLTP testing. So that blended consideration will be important."

He also advised companies to consider a solution to support grey fleet management, particularly as they often involve older vehicles and are therefore more likely to be affected by the implementation of clean air zones (CAZs) in cities than company cars.

"Based on our customers' data the average age of a cash-taker's car is eight years old and, if they're using that car to travel on business, who is going to subsidise the toxicity charges that will undoubtedly come their way? I'm pretty sure the employees are going to expect to claim that back through expenses," McNaughton said.

He added: "Telematics can be key to understanding what the potential impact of CAZs are and data is going to be absolutely key in creating travel strategies for employers."

He advised businesses to use their suppliers to help guide them through the "minefield of regulation" and to help plan, adapt and accommodate changes.

Suppliers can also help fleet operators to benchmark themselves against leading operators in the sector and find new ways to reduce their fleet costs.

"We see benchmarking as allowing customers to be competitive both from an operational and from a reward perspective," McNaughton said. "Retaining and recruiting the best staff through attracting a competitive rewards strategy is essential in these challenging times especially as we move into the post-Brexit arena."

■ For more news from the ACFO conference go to www.fleetnews.co.uk/acfoseminar0518

CO2-based tax may prompt van buyers to make wrong choices

Fleets face being penalised for using an ‘essential business tool’, says the BVRLA

By Gareth Roberts
The Government is being warned that a new CO2-based road tax regime for vans will fail to deliver greener vehicle choices and could actually encourage the wrong buying behaviour. A consultation has been launched by the



“Some jobs require larger vans with larger engines”

Gerry Keaney, BVRLA

Treasury on replacing vehicle excise duty (VED) for vans with a new system based on CO2 emissions similar to cars.
Around 75% of vans purchased in 2016-2017 emitted more than 150g/km of CO2, while less than one in every 200 vans bought that same year were ultra-low emission vehicles.
The Government wants to change this by introducing a new graduated tax regime based on CO2, which, it says, will increase the adoption rates of low emission vans by making them more affordable.
However, the proposals overlook the fact that the biggest obstacles to uptake of electric vans are the lack of models (3.5-tonne vans are only just coming to market) and charging restrictions at a local depot level, not the upfront cost.
Gerry Keaney, chief executive of the British Vehicle Rental and Leasing Association (BVRLA), said the Government’s approach “penalises van drivers or their employers for using what is an

essential business tool”. He added: “Some jobs require larger vans with larger engines and larger CO2 emissions. We do not want a VED regime that encourages people to use vans with a smaller engine and load capacity, which they then either overload or make extra journeys with.”
The BVRLA recommends a system based on air quality performance, so operators are rewarded for operating a Euro 6 van and penalised for driving an older, pre-Euro 5 one.
The Government favours a CO2-based scheme because the emissions can be banded more easily, but the consultation does ask whether it would be appropriate to include a NOx element in the new road tax regime.
It also says some other flat rate van taxes could also become CO2-based to drive down van emissions, such as the van benefit charge and the fuel benefit charge.
Martin Flach, Iveco alternative fuels director,



BVRLA fears proposed tax change may help promote the sale of smaller vans which could necessitate more journeys

believes the Government needs to put a load factor into the VED rates rather than simply basing it on CO2 emissions.
He said: “It will have the wrong effect because it encourages downsizing and then you are making two trips instead of one. Van operators buy 3.5-tonne vans because they have to; it’s not like cars where it’s personal choice to have a big or small vehicle.”
He also argues the proposals will do little to incentivise the uptake of electric vans.
“In the overall cost of ownership, the VED is a

small amount, so it’s not going to have a big effect on driving people into electric or hybrid,” he said.
VED bands – two options
The consultation suggests that VED for vans could either be based on the 13 bands currently used for cars or the company car tax regime, where there are 23 bands.
Using the car VED system, the Government has proposed a zero first-year rate for pure electric vans, with nothing to pay subsequently.

Vans emitting 1-50g/km would pay £10 in year one and £125 thereafter, while those emitting 51-75g/km would pay a £25 first-year rate and a standard annual flat rate of £255.
Almost 75% of new vans sold in 2016/17 emitted more than 150g/km; 24.7% had emissions of 151-170g/km and 30.5% emitted 191-225g/km.
That would see the vast majority of new vans (94.6%) paying a first year rate of up to £250, with one in 20 vans, based on 2016/17 registrations, paying £400-500.
Using the 23 company car tax bands instead, 91.8% of vans (2016/17 registrations) had emissions of 220g/km or less and would pay a first-year rate of up to £240. One in 12 (8.2%) would pay £300-500. Subsequent yearly rates would mirror those in the car VED example.
Van VED currently costs £250 per year. Therefore, under both schemes, there would be little change for the majority of vans.
A new van emitting 151-170g/km bought this tax year (2018/19) would currently pay £1,500 over six years; under a new 13-band regime it would pay £1,475 and under a 23-band system, £1,485-£1,490.
The consultation closes on July 20, with an announcement expected in the Budget.
The Government stresses that no changes to the structure of van VED will affect existing vans, or any vans which are first registered before any changes come into effect.
They will also continue to pay a flat rate, under the current van VED system, as they do now.

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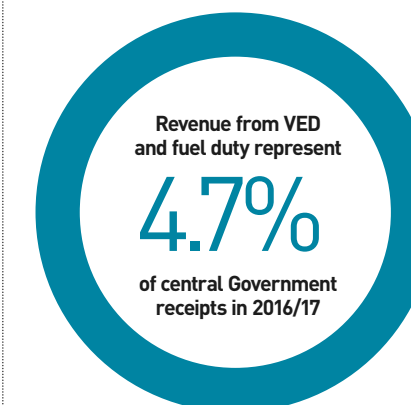
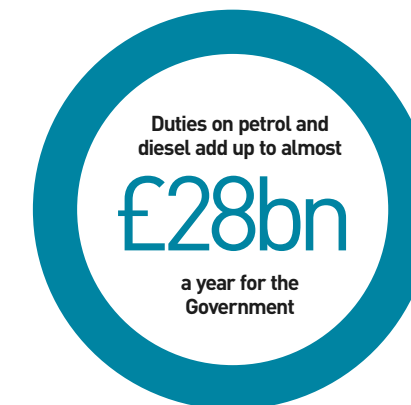
- CO₂ from: 99g/km
- BIK from: 22%
- P11D from: £16,070
- Total cost of ownership per mile: 49.8p*



Official fuel consumption for the Ibiza FR 1.0 TSI 95PS in mpg (litres per 100km): urban 48.7 (5.8); extra-urban 68.9 (4.1); combined 60.1 (4.7). CO₂ emissions 106g/km. Standard EU Test figures for comparative purposes and may not reflect real driving results. Business users only. *Source: CAP, March 2018 data for the Ibiza FR on a 36-month/30,000-mile agreement. Excludes metallic paint. T&Cs apply.

Current vehicle tax regime needs long-term overhaul, says report

Government urged to consult fleets to achieve consensus on best way forward



By Tom Seymour

The Government is being urged to consult with the fleet sector and develop a consensus on the future of motoring taxation in the UK.

A report, commissioned by environmental law firm ClientEarth, says the Treasury faces an inescapable fact – falling revenues mean the current vehicle tax regime will have to be overhauled in the long-term.

An emissions-based road-user charging scheme is the likely destination and the report recommends Government should convene a working group, with representatives from the fleet industry as well as environmental groups and manufacturers.

Trial road-user charging schemes conducted by combined authorities should also be paid for from a Government prize fund, it said.

Road charging was a central tenet of the Fleet Industry Manifesto report produced by *Fleet News* with British Vehicle Rental and Leasing Association and ACFO prior to the 2015 General Election.

Fleet operators and leasing companies agreed that a national road pricing system could target congestion and emissions, maintaining a 'polluter pays' principle, as a tax-neutral replacement for other fiscal sources of revenue.

WPI Economics, the authors of the ClientEarth report, suggest the fall in fuel duty alone, based on the predicted uptake of ultra-low emission vehicles (ULEVs), will cost the Exchequer a cumulative £60bn-£170bn by 2030.

Duties on petrol and diesel add up to almost £28bn a year for the Government, with revenue from vehicle excise duty (VED) and fuel duty representing 4.7% of central Government receipts in 2016/17.

Fully electric cars pay neither of these charges under current rules. Fully electric vans pay VED but not fuel duty, which is by far the largest contributor.

The report says that adoption rates of ULEVs



"Government strategy is simply not joined up"

John Pryor, ACFO

could be increased if the plug-in grant (£4,500 for a car; £8,000 on a van) was ditched in favour of a time-limited VAT rebate.

ClientEarth says the ability to claim 100% of the VAT back on a pure electric vehicle (EV) and 50% for other ULEVs could be funded by a £25 increase in road tax for all non-ULEVs.

The report estimates the rebate would cost between £9bn and £48bn up to 2025, peaking at between £3bn and £12bn a year.

However, such a scheme would have limited appeal for the fleet industry.

Fleet operators can already claim back all of the VAT back on a vehicle used purely for business and 50% of the VAT they pay on cars leased for employees, where there is an element of private use.

Furthermore, there would be no 'incentive' from a VAT rebate scheme for company car drivers to choose a plug-in vehicle.

The report does recommend however, that the rebate should form part of wider strategy, which also includes CO₂-based vehicle excise duty

(VED) for vans (see pages 14-15) and the 2% benefit-in-kind tax rate for zero-emission cars brought forward from 2020 to 2019.

Matthew Oakley, director of WPI Economics and joint author of the report, says the recommendations can help the Government achieve its environmental goals "while protecting public finances and providing a much-needed shot in the arm to the UK's manufacturing sector".

Fleet representative body ACFO is also calling for the Government to host an industry round-table to address how it is going to support the plug-in vehicle market.

John Pryor, chairman of ACFO, told *Fleet News* that businesses want to operate the cleanest, most efficient cars possible that are fit-for-purpose. However, he said Government policy was "hampering" the transition.

"Tinkering at the edges will not suddenly increase demand for plug-in vehicles," he said. "A wholesale review of existing strategy is required, critically with ACFO and industry involvement, to deliver a wholly joined up approach. Only then will demand for plug-in vehicles truly take off and the Government achieve its environmental objectives."

Both the Office for Low Emission Vehicles (OLEV) and Go Ultra Low, the joint Government and industry campaign group formed to boost uptake of plug-in vehicles, declined to comment on whether a VAT rebate is being considered.

However, the Government has announced the plug-in grant will be extended until October 2018 and continue in some form until at least 2020.

Pryor said the P11D value of a plug-in car should reduce by the level of grant or the amount of VAT rebated to give company cars an additional incentive.

"It is equally bizarre that HMRC continues to refuse to recognise electricity as a fuel and thus there are no advisory fuel rates for plug-in company cars," he added. "Government strategy in relation to plug-in vehicles – and more broadly ultra-low emission ones – is simply not joined up."

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*Standard from Signature Nav. [‡]Standard on Signature S Nav. Part leather, synthetic leather on the sides. [†]Standard on Signature S Nav.

THE BIG PICTURE

By Stephen Briers, editor, *Fleet News*



Road pricing has raised its head again (see page 17) following a report from ClientEarth which highlights the future drop in tax take from fuel duty as companies switch their fleets to ultra-low emission vehicles.

We've been banging on about this for a while, certainly since fleets and leasing companies backed the call for the Government to investigate a road pricing system in our 2015 Fleet Industry Manifesto report.

Provided it is a tax-neutral replacement for other fiscal sources of revenue, based on today's take, we continue to be in favour.

"Advent of cheaper, more advanced technology makes road charging simpler"

Road pricing is a way to tackle congestion and emissions by flexing the pricing dependent on road type and time of day, giving some road users the opportunity to amend the times of their driving according to a balance of necessity and cost.

The advent of cheaper, more advanced technology makes road charging simpler.

ClientEarth's report does make one misjudgment; in stating that tax take will fall as drivers switch to more fuel-efficient, low CO₂ cars, it then overlooks this point when recommending an emissions-based road-user charging scheme.

An emissions-based scheme only works short-term; we've already accepted that emissions will reduce as we move to electric and hybrid vehicles. So, the scheme would need be based on something else, e.g. road type and time of day and, perhaps, size of vehicle (which considers road space occupied rather than efficiency).

The Government repeatedly says it has no plans to look at road charging, but it's hard to see what other options it has. Bite the bullet now and start an assessment – timely action that will allow fleets to plan properly – rather than leaving it customarily late and rushing through change.

YOUR LETTERS

MILEAGE RATES

London drivers using AFRs subsidise cheaper fuel

EDITOR'S PICK



Sage and Onion wrote:

Having read 'HMRC announces June changes to advisory fuel rates' (fleetnews.co.uk, May 22), I have recently carried out some actual cost fuel calculations and they revealed that our sub-1,600cc diesel engine cars range from 9.1 pence per mile to 11.1ppm.

Arguably, it could be said the 11.1ppm driver has an improvement target of 2ppm, but the figure was run up while driving in London and the

south-east whereas the more economical one was driving in the north-west M6 corridor.

In effect, London drivers who pay for and reclaim their business fuel are subsidising their businesses if they use advisory fuel rates (AFRs), whereas the other driver potentially now makes a small profit.

However, there is always the actual cost calculation that can be used to reimburse drivers instead, as long as it can be demonstrated.

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

Doug added:

Diesel has gone up nearly 10p a litre since the authorities last changed the rate for 1,600-2,000cc cars.

A lot of people are having to pay through the nose for the dubious privilege of having to drive as part of their job. Whatever formula they are using to calculate these rates is clearly very flawed indeed.

The Engineer added:

Am I just supposed to absorb the loss from my salary for the good of the company? What with this, the ever-rising benefit-in-kind costs and the vehicle emissions rating fiasco all costing me more to do the same day's work, perhaps we should have a national fleet strike day. See how well the country functions without us all.

VEHICLE EMISSIONS

Forced to take a stab in the dark

Rob Chisholm from Applewood Vehicle Finance wrote:

Having read 'The new WLTP introduction is a total mess' (fleetnews.co.uk, April 23), the only certainty in this unholy mess is the uncertainty.

As a leasing provider, my customers rely on me for reliable information, but I am stabbing in the dark as much as anyone.

This is what comes of having an objective, making that objective mandatory, but having no idea how to achieve it. Short-termism politics at its absolute worst.

AUTONOMOUS CARS

Self-driving handover in three seconds? No way

Edward Handley wrote:

Having read 'Self-driving car report looks at delays in handover' (fleetnews.co.uk, May 14), three seconds for a handover is optimistic.

It assumes the human is sitting in the driver's seat, is awake and not involved in some other task.

In practice, many drivers of self-driving, or heavily assisted, vehicles will use the travel time to take a nap (either deliberately or just nodding off because there is nothing to keep them awake), catch up on e-mails or work on the laptop, or will be eating.

If the driver has to save and close their work, put



down the food and coffee, or fully wake from a sleep it is likely to take up to 30 seconds before they are in meaningful control.

The law may well say the driver must stay in the seat and stay awake but the reality is that they won't – many drivers already struggle to stay awake and focused in conventional cars with no assistance.

ELECTRIC VEHICLES

Use EV driver knowledge

Gordy wrote:

Having read 'Councils 'struggle' to access on-street electric vehicle charging grants' (fleetnews.co.uk, May 16), the apportioning of blame for the ultra-slow take-up of funding cannot rest solely with central Government.

There are many examples where local councils have already used funding, but have placed charging points within council-only or private parking areas.

While this benefits council fleets, it is narrow-minded. Also, most councils are reluctant to delegate planning and implementation of the new charging infrastructure to people within their own organisations who own and operate EVs so they are losing out on hidden talent.

If councils wish to improve their charging offering they should appoint people who use EVs to make the planning and operational decisions. Otherwise placement of charging points will be amateur and ill-conceived.

AUTONOMOUS CARS

Remote decision will help UK take the lead

Matt wrote:

Having read 'Remote control parking to be allowed from June after law change' (fleetnews.co.uk, May 17), this is brilliant news.

The industry needs authorities to keep up with emerging technology if the UK wants to take a lead and be recognised as a global innovator.

OEMs want it, customers want it and ultimately it will make using our roads safer and more efficient.



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Burning question:
What has been your biggest waste of money?

Editorial
Editor-in-chief

Stephen Briers 01733 468024
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A nearly-new car for my wife. In 10 years it's done less than 4,000 miles, most of which were me giving it a run-out

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Renting instead of being a homeowner

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My pension considering my last statement

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All those golf clubs which promised to improve my game

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A late '80s investment plan that got wiped out in the recession

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I can guarantee that everything I have ever bought has been a waste of money

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Lottery tickets – so far
Photos Chris Lowndes

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Luke Neal 01733 468262

I spent £100s having a garage diagnose a vehicle problem that I eventually fixed myself for a few pence

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Two expensive divorces – one of which wasn't my idea
Finbarr O'Reilly 01733 468267

Buying lottery tickets

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A rowing machine

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COMMENT

FLEET OPINION

WLTP

Having correct data essential for fleets

By Andrew Mee

There is no doubt the introduction of the Worldwide harmonised Light vehicles Test Procedure (WLTP) is having a significant impact on the fleet industry. And, as the emissions data feeds its way into the market from manufacturers, it is also clear fleet managers will need to look again at the mix of vehicles on company vehicle lists. The new testing regime come at a time of changing customer preference, new environmental legislation and shifting taxation regimes.

The industry has faced some sensational headlines in recent months, with predictions of many fleet drivers being priced out of vehicles. The real picture is more nuanced.

The EU says the move to WLTP should not negatively impact vehicle taxation by increasing costs for the consumers. The test is designed to give consumers more accurate data to enable them to make informed choices. After all, the vehicle's performance is not affected by the move to WLTP.

WLTP is likely to result in higher CO₂ values for many vehicles, because it is more rigorous and the financial impact to the customer comes from VED and BIK levies. The industry is working hard to address the need for a fair tax regime and resolve the lack of clarity around BIK from 2020/21.

Some interesting emerging trends will shape fleet mix. Manufacturers appear to be shifting to option packs to simplify things under WLTP and, potentially, help upsell the customer, as they will be faced with buying premium packs for the more desirable items.

We may also see some of the poorer performing models and engine options delisted to support emissions scores.

Fleet managers will have to navigate these changes while meeting operational requirements and customer preferences. Having correct data to hand is essential.

Fleets can't rest on their laurels because changes will still need to be made to tools such as comparators, configurators and other systems they have when the WLTP content needs to be displayed. The impact optional extras will have on the CO₂ figure will need to be detailed as this will affect tax and cost of the vehicle – information company car users will need to know.

"The industry is working hard to address the need for a fair tax regime"



Andrew Mee
senior forecasting
editor at Cap HPI



Geoffrey Bray
executive chairman,
Fleet Service
Great Britain

PROCUREMENT

Buyers must look at the real costs

By Geoffrey Bray

The demise of the full-time, professional and experienced fleet manager over the past 20 years or more is one that businesses, if they truly analyse the cost of fleet operations, will regret.

Fleet is typically a company's biggest expense after salaries so it pays to employ a hugely knowledgeable manager to oversee the operation and ensure the process of buying vehicles, fleet services and related products is run along best practice lines.

Too often today, purchasing is exclusively in the hands of procurement managers and their teams and they can confuse value for money with price. Instead, greater consideration should be given to intangibles such as value added service delivery, account management and product innovation if a successful long-term business relationship with a supplier is to be formed.

Another key focus should be vehicle off-road time. Undoubtedly one of the biggest costs to companies, few businesses – except those with full-time professional fleet managers – have a handle on the impact.

Vehicles may be attractive to a procurement manager because they are cheap – but if they are frequently stuck on a garage ramp undergoing maintenance and not working for the business, operating costs soar.

I want to see fleet decision-makers – whether they come from a procurement, finance or HR background – take a leaf out of the books of professional fleet managers and focus on the 'real' cost of running a car or a van.

Key performance indicators must include vehicle off-road time because of the impact that will have on business operations – service and costs – whether a parcel delivery company or a customer-focused service operation such as undertaking boiler maintenance in homes.

Many suppliers will lay claim to having a 24/7 helpline, but is it simply a call answering service? Fleet chiefs should be demanding one staffed by real people who will pro-actively take immediate action and 'own the job'. This would minimise cost as much as possible and ensure vehicles are on the road working.

"Procurement managers and their teams can confuse value for money with price"



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FLEET LIVE

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The necessity to negotiate optimal commercial and contractual arrangements with suppliers is one of the reasons why *Fleet News* has made procurement a cornerstone of Fleet Live, the UK's premier event for the fleet management community.

This year the Chartered Institute of Procurement & Supply will be a key partner of Fleet Live, and the Discover Fleet theatre will feature sessions dedicated to buying.

Historically, fleet managers have argued that procurement departments focus unduly on the acquisition price and fail to address hidden costs such as depreciation, maintenance, fuel consumption, vehicle downtime and insurance when buying vehicles, as well as overlooking issues such as service delivery.

In a different silo, procurement managers have traditionally seen fleet not only as a department of high expenditure, but also one that's prone to incur unexpected and unwanted costs.

Fleet Live offers a valuable opportunity for fleet managers to break down these internal company barriers by inviting procurement colleagues along and introducing them to the technical intricacies of vehicle management and the issues facing the fleet sector.

In many respects, the two departments have huge

areas in common. Both are facing the major challenge of digitisation and how this is transforming supply chains. And both are in danger of being caught up in the global risk of protectionism and trade tariffs, especially after Brexit.

Businesses and organisations will need managers with strategic skills, data expertise and a sound understanding of their companies' objectives to navigate through these choppy waters.

From a fleet perspective, some of the preliminary questions asked by procurement teams can be hugely valuable in determining future strategy, rather than concentrating on simply running the current fleet in the most efficient ways.

Andrew Coulcher, director of knowledge and membership at the Chartered Institute of Procurement & Supply, outlined some of the key questions that fleets should be asking themselves.

"Why does the business have cars and commercial vehicles?" he said. "What are they used for? Do they need to be used that way? Does the business need so many? Do they provide value for money? Is the fleet profile fit-for-purpose for the next five years? Is there a better way?"

This longer term perspective forces fleet decision-makers to address issues such as changing employee attitudes towards the company car and the benefit it represents, as well as travel alternatives when the mobility revolution gathers steam, added Coulcher.



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"What travel choices are available that would provide a viable alternative to the company car?" he said.

"For example, car clubs allow employees to book the use of a pool of shared cars in the same way they might book a meeting room. They reserve the car for a specified length of time and use key card technology to unlock the car when their time slot starts.

"In some cases, companies offer employees a mobility allowance, which they can use to buy a range of business transport services, from company cars to rental vehicles, buses, trains and even bikes."

When these alternative transport services become a central feature of everyday business travel, fleet managers will need procurement expertise to ensure they source and structure the most efficient and competitive supply agreements in unfamiliar categories.



INFORMED DECISION-MAKING

David Oliver, procurement manager at Red Bull, offers a prime example of a purchasing executive with direct fleet responsibility – in his case for 230 vehicles. He is also on Fleet Live's Visitor Advisory Board, which helps to curate the content of the event.

"At Red Bull, we have fleet management as part of a wider procurement role," he said. "So I'm not a fleet manager, but I have had to try to become one to make the best decisions on the fleet from vehicle purchase, to disposal, to the in-life costs.

"From our point of view the worst thing we can do is to treat fleet management in the same way as other goods and services, simply because of the longer life cycle and all the ramifications of additional cost.

"I try to surround myself with good contacts I can trust that will give me a much better view because they are fleet managers first and foremost, and then use everything I can learn from events such as Fleet Live to make our side almost as good as that. I aspire to be that, even if I'm employed in a procurement role.

"It's such an interesting area – the more you understand, the more you can influence your strategy with the business or make decisions on the ground that are more informed and, therefore, cost-effective.

"It's a danger to jump into it and not understand it. You may end up outsourcing a lot of it, but you need to understand it first."

**"FROM OUR POINT
OF VIEW THE WORST
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THE SAME WAY AS
OTHER GOODS AND
SERVICES, SIMPLY
BECAUSE OF THE
LONGER LIFECYCLE
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DAVID OLIVER, PROCUREMENT
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DRIVER SAFETY: 'NOT A TICKBOX EXERCISE'

Three 'S' campaigns – Safe, Style and Smart – are bringing safety and cost savings to life for drivers at office supplier, Lyreco. *Sarah Tooze* reports

Three simple campaigns – the three Ss – are helping office products distributor Lyreco to change driver behaviour, create a safer driving culture and generate savings.

The campaigns focus on risk management ('Safe' – safe, accident-free environment), the environment ('Style' – servicing, tyres, your attitude, load, environment) and fuel ('Smart' – Sainsbury's, Morrisons, Asda or Tesco).

Fleet manager David Cadwallader says the campaigns are designed to "make people think", and are part of a broader suite of fleet initiatives, including online risk assessments, toolbox talks, e-learning modules, incident frequency reporting and post-incident manager interviews.

"It's all about communication and getting the message across," he says. "We want to make driver safety a living thing rather than just ticking boxes. We want people to always think about it."

Cadwallader has been in charge of the company car fleet for the past 25 years, initially managing it as part of a facilities role but taking it on full-time when the fleet increased rapidly (from about 150 cars to about 400) due to business growth in the 1990s.

Today it stands at 486 cars (50 of which are based in Ireland). The majority are job-need and used by field-based salespeople.

There are 69 employees entitled to a travel allowance, 50 of whom use their own cars for business purposes. Grey fleet drivers have their driving licence, MOT certificate, service records and business insurance checked annually.

They must also submit a request to drive on business and cannot have a car more than seven years old.

In addition to the car fleet, which is mainly Volkswagen (49%), Renault (28%) and Audi (15%), but also includes BMW, Hyundai, Mercedes-Benz and Škoda, the company has 330 commercial vehicles. They are managed separately by the logistics team (Cadwallader and fleet assistant Jack Wilmot sit within the finance department).

The cars are on a four-year replacement cycle – in line with Lyreco Group policy (it also operates vehicles in France, Germany and Scandinavia) – and are leased from Alphabet after a decision to go sole supply in 2014 (see panel on page 29).

Some cars are due for replacement towards the end of this year, but the majority are due next year.

Cadwallader is undertaking a review of the car choice list but acknowledges that things could change as result of WLTP (Worldwide

harmonised Light vehicle Test Procedure).

"We can just assess and review what cars we can provide and what would be better for the company but, at the same time, the driver. I don't think you can do much more than that," he says. "I doubt if they're going to be all-electric because the infrastructure and the range is not there for us, but petrol hybrids might be the way. Diesel is still a contender but we'll find out when we look at the whole-life costs and what is available."

Lyreco currently has two plug-in hybrids on fleet (a Mercedes-Benz E350e and a BMW 530e), and the fleet's average CO₂ emissions are 99.8g/km (down from 111.6g/km in 2013), based on manufacturer figures.

Cadwallader keeps track of actual carbon emissions through reports from TMC (The Miles Consultancy). Lyreco switched from Allstar to the Barclaycard Fuel+ fuel card and TMC in 2015 (see panel overleaf).

Last year, the average CO₂ per car was 4,461 kilograms, over 17,380 miles, down from 18,040 miles and 4,690 kilograms in 2016.

Fuel costs have also reduced with the average pence per mile falling from 27ppm in 2016 to 12ppm last year as a result of the removal of private fuel, TMC's audit and compliance processes, and the continuing Smart campaign.

At one point, 97% of fuel was



David Cadwallader believes petrol hybrid might be the way forward as he reviews the company car choice list

FACTFILE

Company: Lyreco
Fleet manager: David Cadwallader
Fleet size: 486 cars, 330 vans
Funding method: contract hire
Operating cycle: four years
Average CO₂: 99.8g/km



bought at supermarket forecourts, which Cadwallader believes was a result of Smart "sticking in people's minds" and sales directors sending letters out to those who were not following the strategy.

However, it is has proved difficult to sustain that figure and the long-term average is 90%.

More recently the focus has been on risk management.

In 2016, Lyreco had a 42% incident frequency (including third party and theft incidents) and decided it needed to take steps to address it.

A 'soft' target of 40% was set and, through a number of initiatives, the incident rate fell to 32% by the end of 2017.

All new employees now undertake an online risk assessment, licence check and an eyesight test. Cadwallader also gives a fleet presentation during their induction, which covers the company car policy, including the penalty system.

"We have had one [a penalty system] for a number of years but we changed the policy in 2016 to simplify it. So, if you have one at fault incident, you get fined £100," Cadwallader says.

"If you have another it's £250 and we give you driver training, this is over a two year rolling period. If there is a third incident it's £350 and we review further driver training requirements and the costs of further training will be met by the driver themselves.

"We've not had to do that yet, which is good. And, in all cases, the company reserves the right to conduct a formal disciplinary review."

Cadwallader also gives new starters a tyre tread depth gauge.

"No one will leave after an induction not knowing what the legal tread depth is on a tyre. Not many people do know it before," he says.

"That's where the most risk is. If you go into the back of someone and a personal injury claim comes in, the sums involved can be quite high"

David Cadwallader, Lyreco

Safety checks are carried out by technicians prior to cars being handed over.

Lyreco's Quality, Safety and Sustainability (QSS) team also carries out vehicle checks and its training department has developed two e-learning modules: Driving at Work Safely, which all starters have to complete, and will be rolled out to all staff this year, and Under the Bonnet, which covers routine car checks.

All staff also undertake a third party driver risk assessment with on-road driver training for those who are deemed high risk.

Licence checking is outsourced to the Licence Bureau. Cadwallader used to do it in-house but found it "an impossible task".

Another initiative is toolbox talks and raising awareness of Lyreco's incident statistics through a published 'league table' of incident frequency.

"We do it by team names and region names. The idea is you don't want to be top of the team name list and you don't want to be top of the

region list. So, it's up to managers then to say 'come on guys, you can do better than this, we're at the top of the list, we need to not be on there at all'. I think that works," Cadwallader says.

The main aim is stop drivers hitting the rear of a third party (around a third of incidents are at-fault).

"That's where the most risk is whether it's injury, health risk or a cost risk because if you go into the back of someone and a personal injury claim comes in, the sums involved can be quite high," Cadwallader says.

Lyreco decided to outsource accident management to FMG (through Alphabet) in 2016, which ensures the fleet team are notified as soon as there is an incident.

Costs have been reduced through interventions by accident management service engineers (a £4,000 saving against initial repair estimates) and using mobile repairs (saving £3,000 in vehicle rental).

Post-incident manager interviews, which have to be conducted within 48 hours, were introduced in 2016. "If it puts them in a position where they've got to sit in front of their manager, we might get more truth about the incident," Cadwallader says.

Cadwallader also updates the health and safety committee every month about accident frequency and which regions are not performing as well as they should be.

Having health and safety involved "shows we do take it seriously", according to Cadwallader and allows people to give opinions and recommendations.

"It will involve our logistic director, for example, and our national distribution manager so they know their side of it and they can share what they do," Cadwallader says. "They tell me every day 'you've got to have telematics'. We've managed to reduce our frequency without it so far but that might be the next stage."

The aim this year is for the incident rate to drop to 30%. This will be reviewed at the end of the year and a further target set.

Cadwallader believes the reduction so far has been a "cumulative effect" of the various risk initiatives introduced over the years and new initiatives will be needed to bring further reductions.

He will be reviewing safety technology in cars as part of the choice list review as well as considering telematics and cameras.

However, "the further you get it [the incident rate] down, the more difficult it is going to be," Cadwallader says.



David Cadwallader invites opinions and recommendations from the company's health and safety committee

SOLE SUPPLY CONTRACT SAVES MORE THAN £610K

Switching from using three leasing companies to a sole supply relationship with Alphabet has brought efficiency savings.

Lyreco made the decision to change in 2014 after conducting a review with Sean Bingham, principal consultant at ERA Fleet Cost Management.

Following it, more than 400 cars have been replaced, providing savings topping £400,000.

In addition, the improved terms and conditions negotiated have "provided further savings in excess of £210,000 across the timeframe", says David Cadwallader.

"There is a benefit for a fleet manager or any fleet department in that everything is a lot simpler in terms of reporting and getting quotes," he adds.

He acknowledges that there is a risk of price creep when using one supplier, but Bingham conducts regular benchmarking for Lyreco to ensure Alphabet is competitive.

Price and service level audits are carried out quarterly and confirm that the Alphabet price promise has been maintained and that lease rentals calculations have remained competitive.

The quarterly review meetings with Alphabet also go through strategies, areas of spend and fleet policy.

"We're working closely with them and ERA on the selection list so everybody has got an input," Cadwallader says.

"If we all get together we should be able to formulate a really good policy where the drivers and the business are happy."

REMOVING 'FREE' FUEL SAVES £250,000

Lyreco saved £250,000 in 12 months by removing 'free' fuel for private mileage and introducing a private mileage reimbursement scheme.

"Eventually, fuel just got to the point where we thought 'hold on a second here, we can make a lot of savings and help the drivers'," David Cadwallader says.

After switching to the Barclaycard Fuel+ fuel card and TMC in 2015, Lyreco

built up sufficient data to show that 90% of drivers would be better off tax-wise paying for their private mileage rather than paying fuel benefit-in-kind (BIK).

Those that were negatively impacted were given compensation.

"We had no real resistance to it," says Cadwallader. "People could see they were going to be better off. They're paying for the fuel they use, not paying for a benefit they're not really using."

'PEOPLE WANT CITIES THAT ARE MORE FOR PEOPLE THAN VEHICLES'

UTG provides local authorities with the framework for formulating transport policies. But vehicle exclusion is *not* part of its agenda. *Stephen Briers* reports

Transport in large urban conurbations is undergoing seismic change, influenced by air quality, congestion, safety and general health concerns. New policies and legislation – both national and local – will have significant and lasting implications for fleet operators, who will have no choice but to adapt the way they travel in the major cities.

Clean air zones are commanding the most column inches, as they come into force from 2019, but local authorities are considering other regulations and schemes intended to encourage people into low- or zero-emission vehicles, or out of vehicles altogether.

Keeping a watching brief over their activities is the Urban Transport Group (UTG). Born from the Passenger Transport Executive Group in 2016, its interests have broadened to focus on all urban transport needs, including the strategic road network, freight and public transport.

Among its members are some of the largest metropolitan authorities in the country, including London, Manchester, West Midlands and West Yorkshire. Combined, they serve more than 24 million people.

Part of UTG's role is to identify the key

socio-economic trends and share different solutions being developed by cities – not just in the UK, but by cities all over the world.

London is often cited as the UK leader and its work on creating healthy streets and the increase in cyclist numbers, for example, is something others are watching with interest.

However, the challenges are coming from all angles: legal, social, economic and technological are conspiring to increase complexity while offering opportunities to clean up cities and improve living and working conditions for people.

"People want cities that are more for people than vehicles so road space is reducing to create these more attractive environments," says Jonathan Bray, UTG director.

"This isn't being driven by the environmentalists; it's being driven by the cities. For example, in London we are seeing more space for pedestrians and cyclists and less space for vehicles."

The overriding reason for such actions comes down to one thing: competition. To preserve and grow their prosperity, local authorities want people to live and work in their area and they are competing with other cities globally. If they fail to offer a pleasant environment that attracts the brightest brains, business – and, therefore, money – will move elsewhere.

UTG MEMBER AUTHORITIES

FULL MEMBERS: Transport for West Midlands, Merseytravel (Merseyside), Nexus (Tyne and Wear), South Yorkshire PTE (Sheffield City Region), Transport for Greater Manchester, Transport for London and West Yorkshire Combined Authority.

ASSOCIATE MEMBERS: Bristol and the West of England Partnership, Nottingham City Council, Strathclyde Partnership for Transport and Tees Valley Combined Authority.

"It's a challenging time. It needs a new debate, but not everyone will get what they want from road space," Bray says. "Everyone wants segregated space and access, but they also want deliveries made to their home. So how do you reconcile that?"

It's an interesting question being debated by local authorities, not least in how they conduct their own business. Growth in next-day deliveries results in multiple journeys made by light commercial vehicles, hence the rise in the van parc, but the public sector could do much to reduce congestion through its own internal consolidation.

"There are councils in London that are already doing this," Bray says. "Then we need to consider the potential to bring more things into cities by rail, particularly at night when platforms are not being used."

Euston station in London has trialled this concept; the challenge was making the sums add up. "The logistics sector is very economical; it works," adds Bray.

He believes cities need to look more closely at the factors fuelling the growth in vans to ensure initiatives have the desired effect.

"There are lots of options, including the greening of the van fleet. But we need more research. We don't know what's causing the rise in vans or even what's in them," Bray says.

UTG has an urban freight working group that is in constant dialogue with the major logistics companies who help to evaluate and

refine new ideas. These businesses recognise urban transport is changing, but their biggest concern is around the creation of common standards in different cities, including emission zones and parking permits.

Bray understands and sympathises with their concerns, but he is also awake to the political landscape, with local councillors courting the popular vote at election time. "We do what we can (in terms of offering advice), but we can't control it," he says.

So is national commonality an impossible dream? "It's a legitimate ask, it's worth pursuing and there are steps we can take towards it. But we can't give guarantees," Bray says. "However, it is early days and cities are feeling their way. They have been critical of the Government approach to doing the bare minimum and then there has been the court action (on air quality by ClientEarth) and delayed deadlines."

He adds: "Take air quality. The causes vary and the Government wants to tackle it by individual road and time restrictions, but it makes sense to do it over a larger area and a longer period of time. It would be better to have a consistent long-term view and framework from Government."

Nevertheless, the air quality debate has opened up discussions that were previously off limits, such as road charging and parking restraints. The Government will also need to take into consideration its future vehicle tax-

"It would be better to have a consistent long-term view and framework from Government"

Jonathan Bray, UTG

take, which will begin to fall as more people switch from diesel to electric vehicles and from ownership to leasing.

Arching above it all is an inherent lack of funding and stability for local transport. Government investment is directed towards rail and the strategic road network, but is in short supply at a local level, resulting in deteriorating road condition.

Greater devolution would help, putting the regions on a par with Transport for London when it comes to planning for multi-modal solutions involving public and private transport.

"It's a case of so near, yet so far," Bray says. "All cities have smart cards but they are too expensive. If they had more power over bus and rail, then they could have one network, one service and one accountability. Then they can tackle the challenge of road space. You need all the levers."

UTG has set up a smart future strategy group

which is assessing connected and autonomous vehicles (CAV) and mobility as a service (MaaS). Cities are taking different approaches, but UTG will provide the framework.

While much of the conversation on CAV centres on the car, Bray argues that the logistics sector could be the initial driver for the technology, providing solutions to last mile distribution and access to pedestrianised areas.

"If we want to reduce vehicles in cities, how can we deliver with smarter, greener use of autonomous vehicles? There are all sorts of applications where we can see this technology coming in quicker," he says.

Cities are particularly excited by MaaS as a smart device to pay for transport. They believe it could reduce dependency on cars and vans by giving people quick and easy access to a vehicle on demand. Key to uptake will be pricing, vehicle quality and availability.

"Today, we have subsidised public transport with separate vehicle fleets and bureaucracies. We need to look at pooling these to save money and provide a more comprehensive service. The idea is total transport," says Bray.

Yet, he is keen to emphasise that the future vision is not one of vehicle exclusion. "I don't want to see a headline (in *Fleet News*) that says we want to ban all vehicles from city centres," he offers as a parting shot shortly before the interview ends.



UTG director Jonathan Bray – sharing solutions from cities worldwide

UTG'S THREE KEY PRIORITIES:



To make the case for urban transport – including investment and devolution of powers similar to those enjoyed by Transport for London.



To be the professional network on urban transport issues bringing together public sector bodies to collaborate and learn from each other.



To provide thought leadership on urban transport which looks to explore and propose innovative approaches to medium- and long-term challenges.



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Driver training is integral to operating a safe and efficient fleet, but when should it be carried out?

Ben Rooth finds out the key intervention points



It's worth striking while the iron is hot, according to Tony Greenidge, business development director at IAM Roadsmart. "Established employees may grow less receptive to the

suggestion of driver training as time moves on, seeing it as a form of criticism or an intervention." Providing training to new employees ensures each driver has a good understanding of road traffic law, as well as a competence and understanding of safe driving practice. It also ensures they buy-in to the road safety culture of their new employer. Indeed, employees who will be spending a large

proportion of their time on the road, such as delivery drivers, should be tested before they are even offered the job.

"Our key recommendation is that new employees who will be engaged in training – either in company or grey fleet vehicles – should be made aware of the importance that their organisation places on safety at work and





their duty of care to employees," says Colin Paterson, head of marketing at DriveTech, part of The AA.

Training could also be triggered when an employee returns to work after long-term sickness, maternity leave or when they change roles.

"The aim for any new or returning employee is to understand if they possess the required level of driving ability," says Andy Phillips, a director at Applied Driving Techniques.

"This can be achieved through an assessment, either online prior to starting or in-vehicle during the first week to ensure someone meets the necessary standards.

"There is also a requirement to educate any new starter on driving-related procedures – such as stress and fatigue policies,



pre-journey vehicle checks and mobile phone usage – as well as gain buy-in to the organisation's safety culture."

A classroom-based induction course may also be required to communicate the corporate culture, support and processes, he adds.

Overseas drivers who are unfamiliar with UK roads may require specialised familiarisation training which should be based on their country of origin and cover rules, regulations and cultural differences.

Greenidge says familiarisation courses are "the most important training" for fleets.

"There have been too many grave headlines following incidents involving drivers unfamiliar with British roads," he adds.

"The human cost can be very serious, as can the reputational damage to the employer, if they are found to have failed in their duty of care."



Providing training after a driver has been involved in a collision has many benefits.

As well as addressing an issue which

may have caused the incident, making it less likely that a similar collision will happen again, it can also prepare the employee for a return to driving duties if the collision has left them shaken.

But, before any post-collision training takes place, a debrief with the driver should be held to establish the cause of the incident.

"There can be a wide range of contributing factors – such as stress, fatigue, lack of skills – which need to be understood and addressed," says Phillips.

"It is important to look beyond simply behavioural reasons and see if there are any cultural reasons for a situation occurring.

"Any training should reaffirm the safety culture and empower staff to challenge dangerous working practices and pressures."

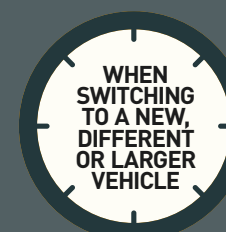
He adds: "Rebuilding someone's confidence following a serious shunt, for example, will need a different approach to a low-speed collision as a result of poor concentration."



Kelly Communications has a well-established process if one of its drivers is involved in a serious at-fault collision.

"They do not get back into that vehicle until one of my trainers has seen them, sat down

with them, explained what could have been done to prevent that incident and what we are looking for to ensure that accident doesn't happen again," says Clare Cain, group insurance/risk manager at Kelly.



Sadly, it is not uncommon for a member of staff to be handed the keys to a new car or van and told to get on the

road without first being familiarised with their new vehicle's size, handling characteristics and technology.

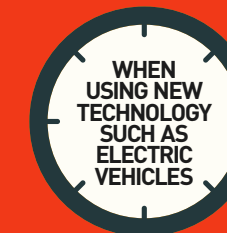
There can be the perception that employees using a van are automatically safe to drive it if their licence includes category B, which means they are legally able to drive light commercial vehicles up to 3.5 tonnes.

However, transitioning from a car to a van for the first time is a big step, says Andy Wheeler, business development director at TTC.

"Ask any employer recruiting home delivery drivers: they will no doubt testify that employees driving a van for the first time often struggle to get to grips with the extra width, height and general size of the vehicle, not to mention the ability to reverse safely with limited vision," he says.

Basic vehicle familiarisation training or short courses based on areas such as parking and manoeuvring can reduce the number of low speed collisions (as Rhodar found, see panel below).

E-learning modules can be an efficient and effective way to introduce familiarisation training, says Phillips. "But those modules then need to be followed by in-vehicle training," he adds.



An increasing number of companies are adding hybrid, plug-in hybrid and fully electric vehicles to

their fleets and drivers can receive specialist training to ensure they get the most out of them.

Royal Mail, for example, has introduced 100 electric vans distributed across a number of its depots, with the relevant drivers each receiving two-hour familiarisation training.

"Fully-electric vehicles have quite different driving characteristics to the more traditional internal combustion engine types, often significantly quieter, with more immediate power delivery and no gear shift or clutch control requirements, for example," says Paterson.

"This perceived subtle change should not be underestimated, and it does take some time to adapt and get used to the different on-road behaviours of an electric vehicle."

DriveTech offers on-road electric vehicle, plug-in hybrid vehicle and real-world familiarisation courses which help drivers understand the technology.

Greenidge says one IAM Roadsmart's most popular on-road courses is eco-driving, which provides drivers with the techniques required to achieve optimum fuel efficiency.

"Hybrid and electric vehicles require even more adaptation in driver behaviour to use them optimally, and we will shortly be launching an eco-driving course following on these vehicle types," he adds.



CASE STUDY: RHODAR

Specialist asbestos removal company Rhodar has launched driver training aimed at two groups of employees.

It ensures that every young driver receives on-the-road training soon after joining the company, as well as targeting employees who may not be experienced in driving larger vans.

Steve Haigh, group transport manager at Rhodar, says: "Over a period of time, we'd had quite a few unnecessary and avoidable prangs and at-fault collisions which had financial repercussions for us. There was a clear link between avoidable prangs and colleagues who had little or no prior experience of driving 3.5 tonne vans.

"Similarly, younger drivers were also responsible for a disproportionate number of these incidents.

"After getting the buy-in from the senior management team, we've been targeting these two groups over the past 18 months.

"Avoidable mistakes like reversing into posts, parked vehicles and barriers have now virtually disappeared.

"Initially, it was deemed to be an expensive exercise, but our accident rate has come down and that's brought insurance premium savings which have more than paid for the training."

Haigh believes that on-the-road tuition is of



Steve Haigh – tangible benefits

fundamental importance to ensuring the success of driver training.

He adds: "I think that online risk assessments can work for many businesses, but you do have to have buy-in from your employees.

"Many of our drivers are slightly negative about the concept of training initially – but this attitude changes when they've got an experienced trainer at the side of them who clearly knows what they're talking about.

"That's when they see the value of it – and the senior management team start witnessing tangible benefits and financial savings."

SPONSOR'S COMMENT

By Colin Paterson, head of marketing, DriveTech, part of The AA



Summertime makes driving so much easier, or does it?

The wintry, wet and icy months are surely behind us, for a little while anyway. What better time to 'get your motor running' and take to the roads?

Ok, so it's not that spontaneous for your drivers who, in the main, drive necessarily for their work – whatever the weather conditions.

The clearer, brighter days might make for a sense of safer, drier, more clearly visible roads, but don't let season changes fool you or lull you into a sense of more "relaxed" driving.

Those of you informed enough to appreciate that good driving is a fundamental and vital skill for life (and who have a definite professional training commitment to provide your employees with a duty of care, and ensure your fleet drivers are legal, safe and responsible on the roads) will acknowledge there is no real time to "relax".

For sure, the roads may seem potentially safer, but with changing seasons comes changing challenges on the road – it might not be snow and freezing temperatures, but dazzlingly bright sunlight, excessive heat and sudden rainstorms that can turn dry roads into greasy skidpans.

And watch out for those occasional (and sometimes foreign) holidaymakers on the roads and make sure you plan and anticipate other road-user behaviours when they show less familiarity with your well-trodden routes.

Make a holistic driver risk management plan a core commitment to your organisation's social responsibility and a proven way of keeping your own business safer and more efficient, whatever the season. Check out the range of DriveTech helpful articles on our website – from fleet efficiency savings, to driver behaviour white papers, to advisories including 'summer driving' and 'Ramadan fasting risks' – there's some great and informative summer reading ahead to help keep your drivers (and everyone else) safe on the roads!

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**AFTER A
REGULAR
DRIVER
ASSESSMENT**

Regular driver assessments enable fleets to take a targeted approach to maintaining standards, address any gaps in knowledge and protect against complacency.

"Risk assessments must be focused on the fundamental areas of work-related road safety: the driver, the journeys they make and the vehicles they use – along with the driver's core competencies," says Andy Price, director of Fleet Safety Management.

"These might indicate an area where the driver requires training as well as where manage-

ment interventions are required."

Best practice advice suggests that assessments should take place annually, with any appropriate training taking place soon afterwards as any areas for improvement are much more easily and meaningfully addressed in the immediate wake of the assessor's feedback.

"While many businesses will subject drivers to an initial assessment when they are first employed, carrying out regular assessments and refresher training, where appropriate, can be a good way to help drivers maintain safe driving behaviour over time," says Greenidge.

"Regular assessments can also help to position training as an integral part of procedure, removing the perception that training is something given only to bad drivers."

**WHEN A
DRIVER IS
IDENTIFIED
AS HIGH
RISK**

A driver could be identified as high risk for a number of reasons. It could be their incident history, the mileage they

travel, the number of penalty points on their licence, their attitude or data from a telematics driver behaviour system.

"Some of these factors can only be adequately addressed through real-life driving training with an expert who can pinpoint the key areas for development," says Greenidge.

If they are identified as high risk, they should be removed from driving duties immediately until either an investigation or retraining can take place, adds Wheeler.

"To leave an employee on driving duties when deemed a high risk is a recipe for disaster for both the individual and the employer," he says.

**CASE STUDY:
NORTHERN
POWERGRID**

Chris Charlton – safe driving is paramount

Energy network company Northern Powergrid has implemented an ongoing training strategy which sees each driver complete a new online course every two months.

Driver safety and performance manager Chris Charlton says: "These new courses shine a spotlight on how importantly we take safe driving within Northern Powergrid while simultaneously ensuring that drivers' skills are consistently checked and refined.

"Safe driving within our organisation is of paramount importance."

Sitting within the safety, health and environment team, Charlton manages road risk across the company's fleet of 1,900 vehicles – consisting of more than 800 cars, 750 vans and 4x4s and 65 heavier commercial vehicles.

In addition to the regular online courses, Northern Powergrid also provides all newly recruited drivers with classroom-based training sessions.

"The safe driving workshops colleagues receive when they start here set the tone about the high standards expected from them," says Charlton.

"They then receive an on-road assessment to ensure they have the requisite driving skills and competencies."

At regular intervals, each driver receives mandatory

online training courses which focus on topical subjects such as reversing and manoeuvring, space management or the use of inappropriate and excessive speed.

In addition, other bespoke courses are run for drivers who are involved in collisions, identified by telematics data to be 'at risk', or the subject of a complaint from a member of the public.

"These courses can either be classroom-based or on-the-road, but they're always bespoke and tailored to meet the specific requirements of a colleague and take place in the geographical area they work in," says Charlton.

"In my view, you do need to approach driver training with laser precision if there's a need to remedy specific problems."

Charlton says the driver training regime has led to improved safety performance.

He adds: "This includes fewer vehicle collisions with an associated reduction in costs and fewer complaints from members of the public.

"The combination of our commitment to helping our people be safer drivers and getting the right training provider – that translates our requirements into engaging training – in place remains key to our success."

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TO ATTEND**

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

Two weeks to the UK's best driving show

CompanyCar In Action (CCIA) is the fleet sector's biggest multi-brand driving event and this year it promises to be bigger and better than ever.

CCIA takes place on June 12 and 13 at the Millbrook Proving Ground, in Bedford.

More than 300 cars will be available to drive, unaccompanied, from 21 of the world's biggest automotive brands.

Four courses will be available at Millbrook's extensive testing ground. These include an off-road section and a new, extended city course.

In addition, visitors will have an exclusive opportunity to meet manufacturer representatives, network

with the fleet industry's key contacts and learn more about EV and Hybrid vehicles.

Hot laps anyone?

As well as sampling the latest and greatest fleet models, visitors will have the rare opportunity to experience Millbrook at high-speed in the hands of a professional driver.

Throughout the day, a number of manufacturers will be offering thrill rides in the passenger seat of some of their fastest cars. Those already confirmed include the Alfa Romeo Giulia Quadrifoglio, Audi RS4, and Renault Mégane RS.

Fleet decision-makers should register their interest online at www.companycarinaction.co.uk

TO FIND OUT MORE ABOUT
CCIA AND REGISTER TO ATTEND, VISIT:

companycarinaction.co.uk



Hybrid and EV zone

The EV/Hybrid Zone is a dedicated space for the latest electric and hybrid vehicles to be evaluated.

It will be manned by experts from Go Ultra Low and manufacturer specialists who will be on hand to discuss all your queries, giving you access to all the information you need to make informed decisions for the future of your fleet. Chargemaster will also be present to

explain its network of charging systems, along with its charging point options, and Glass's will be on hand to provide the latest residual value forecasts.

Sponsored by **chargemaster**
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Meet and hear from the experts: The Great Debates



DAY ONE: RUNNING A LOW EMISSION FLEET

- Phil Eaves, director of supply chain, Farmdrop
- Lorna McAtear, head of supply & internal accounts, Royal Mail
- Ben Wicks, senior campaigns manager, Go Ultra Low

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

DAY TWO: EV INVESTMENT – HELP IS AT HAND

- Karl Anders, national EV manager, Nissan Motor (GB)
- David Watts, consultant, Arval
- Ben Wicks, senior campaigns manager, Go Ultra Low

This session will cover all the financial support offered to fleets looking to add EVs to their operations, from plug-in grants to charge points. It will also cover pluses of benefit-in-kind for drivers and NIC to fleets, plus the whole-life cost considerations to give the full financial picture.

CCIA debutants available to drive ...and see



VOLVO V60



PORSCHE CAYENNE E-HYBRID



BMW X4



NISSAN LEAF



MERCEDES-BENZ A-CLASS



MINI HATCH



JAGUAR I-PACE



FORD FOCUS



PEUGEOT 508

EVs and plug-ins take pride of place on BMW Group stand

And MINI weighs in on the plug-in front with its S E Countryman model

BMW Group Fleet & Business Sales

Positioned at the forefront of sustainable motoring, BMW Group is renowned globally for coupling pure driving pleasure with its efforts in reducing emissions.

Delivering a new understanding of premium defined by sustainability, BMW i includes visionary electric vehicles such as the innovative BMW i3, revolutionary BMW i8 and the new BMW i8 Roadster.

We are also proud to offer a range of plug-in electrified vehicles – the BMW iPerformance range. Using a combination of petrol and electric power, our iPerformance range delivers all the styling and performance you'd expect from a BMW, with the fuel-efficiency of a plug-in hybrid.

Available across the 2, 5, 7 and X5 models, the range includes intelligent adaptations such as Predictive Energy Management and optional eDrive mode.

MINI Fleet & Business Sales

Five unique individuals; a complete team



spirit. With each designed and purposed to fit a different lifestyle, you'll find a model that suits your fleet with MINI Fleet and Business Sales.

The MINI 3-Door Hatch, an embodiment of the exhilarating go-kart feeling. The MINI 5-Door Hatch, the original style icon reimagined for spacious city exploration.

The MINI Convertible; open-aired, open-ended adventure. The MINI Clubman, refined and highly cultured. The MINI Countryman, available with ALL4 all-wheel drive as standard, for those who take a different path.

Last year, MINI launched the MINI Cooper S E Countryman ALL4. The latest plug-in hybrid technology means the model achieves low driving emissions as well as being eligible for the £2,500 Government grant. There has never been a more exciting time to choose MINI for your fleet.

"BMW Group is renowned for coupling pure driving pleasure with its efforts in reducing emissions"



Key reasons to visit the BMW Group stand

BMW Group

There are many reasons to visit the BMW Group stand at CCI A, with an exceptional cross-section of models to test drive*.

The following are a few of the highlights:

■ The new BMW 225xe Premium:

Available as a Sport or M Sport model, with front and rear LED headlights, heated seats, front and rear Park Distance Control (PDC) and a panoramic glass sunroof as standard. Electrified driving at its finest.

■ The new BMW X2: BMW's first Sports Activity Coupé. Available as an M Sport X model, a first for the BMW X family.

■ MINI Countryman plug-in hybrid: With a 26-mile electric range its three-

cylinder petrol engine and electric motor results in CO₂ emissions of only 55g/km.

■ The new BMW i8 Roadster:

Futuristic right down to the last detail and always geared toward maximum performance with minimum consumption.

There will also be the opportunity to experience a range of plug-in hybrid vehicles, for example the BMW 530e and BMW i3, all of which offer attractive CO₂ and BIK rates.

The BMW Group team will also be on hand to answer any of your product or fleet queries. We look forward to seeing you.

**Test drives subject to status and availability at the event*

Mondeo Hybrid has answers for the eco-conscious driver

Lower emissions, more economic and potential savings on BIK taxation

For well in excess of 100 years Ford has been changing how the world moves and, as the pace of change in the industry accelerates, the company is focussed on continuously responding to ensure it is always a key driving force behind the UK economy.

Ford's car and SUV range is adapting to meet the changing aspirations of drivers and retains compelling fuel economy and emissions along with a great range of technology to improve safety and connectivity.

For many fleets, the way ahead is hybrid vehicles, which means the Mondeo HEV (Hybrid Electric Vehicle) is increasingly the car of choice.

It ticks the boxes for customers concerned about emissions, fuel economy and potentially benefit-in-kind (BIK) company car tax savings.

Ford's Transit commercial vehicle range



now benefits from a British-built EcoBlue engine that meets Stage VI emissions requirements and also ensures Ford CVs are well placed for future legislation.

Ford has been a backbone of UK

business for many years and this continued success is rooted in understanding, anticipating and meeting the requirements of fleet customers of all sizes, whatever their needs.

Key reasons to visit us at Company Car in Action

Ford continues to build and sell the vehicles that fleets want to own and operate – and many of them will be at Company Car in Action.

Alongside the superb all-new Focus on static display there will be 18 vehicles – cars and CVs – available to drive.

The list is topped by the Mondeo HEV, which uses self-charging hybrid technology, which means there is no need to plug in.

The technology is available on both Titanium Edition and Vignale four-door models, which deliver the lowest CO₂ across the Mondeo range.

Mondeo HEV also offers the best fuel

economy of any Mondeo automatic and significantly lower BIK taxation for fleet drivers versus competitor conventional petrol or diesel vehicles.

Ford's ST-Line range is well represented by Mondeo, Edge, Kuga (the Kuga ST-Line X), S-MAX and Fiesta ST-Line models, alongside the all-new Fiesta Active and upscale Fiesta Vignale.

Fleets have a choice of three Tourneo Custom eight-seat people movers to drive, together with a Transit Custom with 170PS EcoBlue engine and a Ford Ranger Wildtrak double cab.

You can find the Ford stand on the event's central steering pad.

"Ford's car and SUV range is adapting to meet the changing aspirations of drivers and retains compelling fuel economy"



For more information please contact

T: 01252 920800 E: corporatesupport@bmwgroup.co.uk

BMW
GROUP



For further information on any Ford fleet products or services call the Ford Business Centre on 03457 23 23 23.
E: flinform@ford.com W: ford.co.uk/fordfleet



Your business. Our expertise.

Volvo's award-winning range and dedicated support team



Everything we do at Volvo starts with people, and we ensure our approach to fleet is built around you. We know no two fleet policies are the same. So whether your policy is based on wholelife costs, P11D or CO₂, we will make sure we're offering you the best possible packages. It is our ambition for Volvo to be the easiest manufacturer to do business with.

Safety remains at the core of everything we do and nothing brings this to life more than our vision of no one being seriously

"It is our ambition to be the easiest manufacturer to do business with"

injured or killed in a new Volvo by 2020.

Recent Government figures have confirmed that no occupant deaths have been reported in UK car-to-car crashes involving the Volvo XC90, 70,000 of which have been sold to date. Also, the award-winning new XC60 was officially named

'Europe's safest car' when it was presented with the Euro NCAP 2017 Best in Class Safety award.

Connectivity and electrification are also at the heart of the Volvo range with all new models receiving the Volvo On Call smartphone app as standard which delivers a host of clever solutions that allow you to control your car and get the help you need remotely.

Volvo already offers a range of plug-in hybrid cars, the XC60, S90, V90 and XC90, soon to be joined by other models, delivering on the brand's commitment that every Volvo launched from 2019 will have an electric motor, placing electrification at the core of our future business.



Key reasons to visit us at Company Car in Action

Fleet operators will have the chance to test drive the award-winning new Volvo XC40 at Company Car in Action (CCIA) from June 12 to 13 at the Millbrook Proving Ground in Bedfordshire.

There will be 14 Volvo models on hand for test drives with a range of XC40s and Volvo's innovative T8 Twin Engine plug-in hybrids including the XC60 mid-size SUV and the XC90 SUV.

The XC60 T8 will be exhibited in CCIA's Electric Vehicle Zone, too.

Company car drivers and fleets will also be able to experience the all-new V60 estate which offers the sector's most spacious load area as well as class-leading residual values.

A team of regional business sales managers will be available at the show to discuss all aspects of our fleet proposition. Volvo's innovative new stand is a Swedish-inspired design located in the circle perimeter. Please come to join us for coffee from our Fika Trike.

Call the Volvo Car Business Centre on 0345 600 4027
Visit us at www.volvocars.co.uk/business



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"Motability has been a growth channel, but our big focus is the end-user"

Rob East, Mercedes-Benz

WINNER: MERCEDES-BENZ CARS UK

Mercedes sees focus on customer retention as the way forward

Best manufacturer winner aims to continue to outperform the market during period of transition for its key fleet cars

By Stephen Briers

Last year was a transitional period for Mercedes-Benz as it washed through outgoing key fleet cars, such as the A-Class, in anticipation of all-new models and a new powertrain.

Consequently, head of fleet Rob East took a "prudent" approach to planning. Nevertheless, the manufacturer continued to outperform the market in the corporate fleet sector as it adjusted its strategy from one of customer acquisition to one of customer retention.

Registrations will remain under pressure this year. East has seen the confusion caused by the new WLTP fuel-testing regime and believes Mercedes-Benz has a role to play in supporting fleets.

"We can engage with end-user customers and the leasing companies in a consultative way to help them to make sense of it," he says.

Fleet News: What impact is WLTP and the diesel debate having on fleet purchasing decisions?

Rob East: We are seeing them defer their replacements. There is confusion in making sense of the rules and the differences in outputs, and also what the cost will be. It is still cheaper to take a company car, but the uncertainty creates inertia.

FN: You reduced your rental registrations last year; what fleet channels are you targeting in 2018?

RE: We will continue to be prudent in rental. Motability has been a growth channel, but our big focus is the end-user. We will amplify that with our relationships with the leaseos, our relationships with existing and new customers, and our relationships with local business customers.

FN: What has been the reaction to your 48-hour test drive programme?

RE: It has been phenomenal. We have done more than 3,000 test drives since January. We are offering it on all models, delivering the car to drivers' homes and we insure it. We do a follow-up call to get their feedback and we have found that a large proportion have never driven a Mercedes-Benz before so it's enhancing our profile. We have extended the

programme into quarter two and we will continue to monitor it on a quarterly basis.

FN: You have been doing a lot of work on the customer journey; how is this changing your services for fleets?

RE: We have defined the customer journey element which we now will look to enhance, especially for the company car driver who doesn't always have the best experience.

We will use the same principles as we use with retail customers to get them to be part of the Mercedes-Benz community. We will be consistent with our point of order dates and they will know where their car is in the build, the shipping dates and when it is at the dealer. Then, when they have the car, how do we turn them into brand advocates – with follow up calls.

Next is what we need to do to retain existing customers, the interventions that make us the default choice. We have to do this in conjunction with our leasing partners. We are also working on aftersales initiatives for Q4 and Q1 next year that will help.

FN: The facelifted C-Class will go on sale with both petrol and diesel plug-in hybrid options. Which will be most popular?

RE: We are excited about that. They will come in early-to-



Rob East (seated at front) celebrated the win with members of his team



Rob East (left), head of fleet sales at Mercedes-Benz Cars, received the trophy from Denis Keenan, chief executive officer of awards sponsor KeeResources

mid-2019 and we expect a lot of interest, especially in the diesel plug-in hybrid. They will qualify for the OLEV grant and will be available in estate and saloon across the trim line up. We are committed to clean diesel and it will not disappear from our powertrain, but why wouldn't you go for that (diesel plug-in hybrid) car? We are quietly confident that it will be a strong proposition.

FN: What can you tell us about your new division CASE – connected, autonomous, shared services and electric?

RE: These four pillars will future-proof Daimler for the years ahead. It's how consumers – fleet and private – will think about cars in the future.

Autonomous technology in five years will be staggering. We can do it now, but legislation has to keep pace. Shared services is about flexible packages, a way for people to share. The Smart brand, which will be electric-only by 2020, is a perfect platform to deploy a shared service. It's urban usage on a pay-as-you-go basis.

Electric is not a future decision; it's here now. But we need range infrastructure to support a surge in EV sales. We are about to start the first pilot for Connect Business which offers transparency on the use of the vehicle (via telematics). It can also be used multi-marque with an adapter. For drivers, we have Connect Me (an app), with functionality including remote locking, location, tyre/oil levels – they can even set their sat-nav via their phone, which sends it to the car. It makes life simpler. We see it as a differentiator.

FN: What products do you have planned under the EQ sub-brand?

RE: We will see a production car at the Paris motor show [October] which will go on sale next year. We have EQ Boost mild hybrids, which switch off the engine when coasting and also enhance the drive experience with more torque. EQ Power is our plug-in hybrid in the C-, E-, GLE- and S-Class. EQ is the full zero-emission electric vehicle.

We will have 10 by 2022 starting with the EQC in 2019 with an A-Class to come.

FN: Are you seeing uncertainty over taxation encouraging more people to take cash?

RE: This isn't a new debate and we are not seeing a mass exodus from car to cash, despite the uncertainty. Fleets need a policy that is fit for purpose and works for drivers from a BIK perspective. For retention, policies have never offered a wider choice of brands and cars. But it's hard to judge the market – we try to focus on the elements we can affect which is producing desirable cars at the right price which engage as many people as possible.

Rob East predicts a gradual change over the next decade or two away from people buying cars outright to contract hire. But he doesn't believe car share or usership models will dominate the market because "people still want the certainty of having a car when they need it".

The need for such certainty is one reason why he not does forecast any sizeable drop in fleet market registrations. His priority is to ensure Mercedes-Benz continues to build its share.

"Three principles anchor everything: to be easy to consider, buy from and stay with," East says.

FACTFILE

Head of fleet sales Rob East

Time in role two years

Fleet registrations 2018

(to end April) 37,567 (down 4.92%)

Fleet market share 2018 (to end

April) 8.46% (2017: 8.14%)

Model launches 2018 A-Class,

C-Class, A-Class saloon, G-Class facelift,

CLS, GLE, B-Class (unveiled at Paris)

JUDGES' COMMENTS

Mercedes-Benz has completely reviewed the fleet customer journey, which has improved its services to the corporate and SME sector.

It has engaged the retailer network in the process and introduced initiatives that meet fleets' needs and match the quality of its outstanding model line-up.

Fleets are more satisfied with the service, and the result has been growth in true fleet sales.

D3 INSCRIPTION

VOLVO V60

V60 signals Volvo's final foray into diesel before concentrating on AFVs



By Andrew Ryan

The new V60 is one of the last of its kind; a new Volvo range available with a diesel engine. Earlier this month, the manufacturer announced that from next year it will introduce no new model ranges which use the fuel as it seeks to become an industry leader in alternatively fuelled vehicles.

The V60 will play its part in this. Within the next year, it will have T6 Twin Engine and T8 Twin Engine petrol-electric plug-in hybrid engines.

For now, however, customers can choose either a 150PS D3 diesel with CO₂ emissions from 117g/km (official combined fuel economy up to 64.2mpg), a 190PS D4 diesel (117g/km, 64.0mpg) or a 250PS T5 petrol (150g/km, 43.7mpg).

With P11D prices starting at £31,550, Volvo expects the D3 to account for 75% of V60 registrations in the UK –

75%
of V60 registrations are expected to go to the D3



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

exactly the same proportion of sales which the manufacturer expects to go into the fleet sector. Orders are being taken now, with first deliveries due in early Q4.

The V60 is the fifth model based on Volvo's Scalable Product Architecture (SPA) platform, after the larger S90, V90, XC60 and XC90. This has allowed it to significantly increase the interior space on offer.

It also shares the exterior and interior styling cues which have made Volvo's range stand out in the premium sector.

The V60 is 13cm longer than its predecessor with a squarer back end to increase practicality, but this doesn't prevent the V60 from being a handsome car.

It still looks svelte and, at 529 litres with the rear seats in place, its boot is around 100 litres larger than that of the previous V60. This makes it the biggest in the mid-size premium estate class (Audi A4 Avant 505 litres, BMW 3 Series Touring 495 litres, Mercedes-Benz C-Class estate 490 litres).

Folding the rear seats down increases space to 1,441 litres and creates a flat floor level with the bottom of the boot aperture, making it easy to get loads in and out. Each model comes with a power-operated tailgate.

The car's occupants also benefit from increased space. The V60's wheelbase is 10cm longer than that of its predecessor and this translates into plenty of interior room. Rear legroom is particularly generous.

Materials and build quality in the cabin are both excellent, easily comparable to the V60's closest rivals, while the design is fresh with plenty of nice touches – such as the frameless rear-view mirror – to offer an enticing alternative to its rivals.

Equipment levels throughout the range are generous, too. At launch, four trim levels are available – Momentum, Momentum Pro, Inscription and Inscription Pro – with R-Design, R-Design Pro, Cross Country and Cross Country Pro to follow in due course.



Volvo's SPA platform gives the V60 its svelte premium range styling cues



All models come with a nine-inch touchscreen

"Materials and build quality in the cabin are both excellent, easily comparable to the V60's closest rivals"

Volvo expects Inscription to be the most popular trim level at launch, with R-Design later taking that position – and 30% of registrations – when it is introduced.

All models come with a nine-inch touchscreen, LED headlights, satellite navigation, dual-zone climate control and a 10-speaker sound system.

Being a Volvo, plenty of safety equipment is standard or available as an option.

All versions come with the City Safety suite of collision-avoidance aids. These include automatic emergency braking, which can detect vehicles, pedestrians, cyclists and large animals in front of the car.

The automatic emergency braking can also help avoid a collision with an oncoming vehicle.

City Safety also includes Steering Support, which can provide additional steering input to help a driver steer around an object in an emergency. This also forms part of Oncoming Lane Mitigation, which helps steer the car back to its side of the road should it inadvertently move from its lane into the path of an oncoming vehicle.

An Intellisafe Pro pack (costing either £1,725 or £1,625 dependent on the trim level) adds Pilot Assist, adaptive cruise control, blind spot information, cross traffic alert, rear collision mitigation and auto-dimming interior and exterior mirrors.

The improvements over the previous V60 continue on the road. We drove a D4 Inscription Pro and the level of refinement impressed, with little road or wind noise intruding into the cabin.

It's a comfortable car to ride in, too, with the suspension preventing most of the road imperfections from being felt by occupants, while there's a nice weight to the steering as well.

Volvo expects the V60 to be one of its biggest sellers in the UK and, based on our initial experience of the car, it deserves to be.

COSTS

| | |
|------------------------|----------------|
| P11D price | £34,800 |
| BIK tax band (2018/19) | 28% |
| Annual BIK tax (20%) | £1,949 |
| Class 1A NIC | £1,345 |
| Annual VED | £205 then £140 |
| RV (4yr/80k) | £11,025/32% |
| Fuel cost (ppm) | 8.86 |
| AFR (ppm) | 11 |
| Running cost (4yr/80k) | 43.67ppm |

SPEC

| | |
|----------------------------------|---------|
| Power (PS)/torque (Nm) | 150/320 |
| CO ₂ emissions (g/km) | 119 |
| Top speed (mph) | 127 |
| 0-62mph (sec) | 9.9 |
| Fuel efficiency (mpg) | 62.8 |

KEY RIVAL

| | |
|------------------------|----------------|
| BMW 320d Touring Sport | |
| P11D price: | £34,800 |
| BIK tax band (2018/19) | 30% |
| Annual BIK tax (20%) | £2,088 |
| Class 1A NIC | £1,441 |
| Annual VED | £205 then £140 |
| RV (4yr/80k) | £8,900/26% |
| Fuel cost (ppm) | 9.51 |
| AFR (ppm) | 11 |
| Running cost (4yr/80k) | 46.43ppm |

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

THINKING CAP



By Martin Ward, manufacturer relationships manager

cap hpi

Tuesday To a briefing organised by Seat to tell representatives of leasing and contract hire companies how it is doing and outline plans for the future.

In general, Seat is doing well, with global sales up from 324,000 in 2012 to 468,000 last year. In the UK, the overall market is down 9% (year-to-date), but Seat is bucking the trend by growing by 14% and true fleet sales are up 42%.

This performance has been helped by the introduction of two popular SUVs – the Ateca, and more recently, the pretty Arona.

Success and Seat have not always gone hand-in-hand. It doesn't seem long ago that I guess Volkswagen was regretting buying what appeared to be a 'basket case' that had little chance of growing or making the Group a profit.

But hard work and dedication has paid off, perhaps against the odds. The future looks bright especially with the introduction of the Tarraco, a large seven-seat SUV in early-2019. Seat has promised another six new cars over the next three years.

"Not sure which I enjoyed the most, the mountain scenery or the drive"



Thursday/Friday To Salzburg where we picked up an all-new Volkswagen Touareg

before heading off into the hills. This large SUV is unlikely to get on many user-choser lists, but, if it is on yours, you are very lucky and in for a real treat. Our test cars were powered by a 3.0-litre TDI 286PS engine. Others will be available when the car comes to the UK at the end of June.

All the testers were fully loaded with four-wheel steering, night vision, air-suspension, a 15-inch screen which seemed almost as big as my home TV and loads more.

It is unclear at this stage what will be the standard spec in the UK, but we were told prices should start from around £49,000.

Not sure which I enjoyed the most, the spectacular scenery up in the mountains, or the sheer enjoyment of driving the car.

LEXUS CT

200H LUXURY

It's the only premium hybrid hatch, but the revised CT does not rest on its laurels

By Matt de Prez

Lexus has owned the premium hybrid hatchback market for the past eight years, with the CT200h remaining the only car in the segment.

Sales have been strong, despite the niche, with 28,650 models shifted in the UK alone of which around 55% went to fleets.

This year, Lexus has given the CT a new front end with a larger grille that is more in keeping with the rest of its range.

Inside, a larger infotainment screen is available on higher-spec models, but the CT's interior layout is messy and dated compared to European rivals.

A new suite of safety systems introduce autonomous emergency braking, adaptive cruise control and lane keep assist to the line-up.

Trim levels have been revised and simplified, giving drivers a choice of five models priced from £23,495.

The CT is only available with one engine – the 1.8-litre hybrid from a Toyota Prius. It emits 88g/km of CO₂.

High levels of refinement and excellent build quality provide a smooth and relaxing ride. The CT is not especially nimble, mainly due to its weight, and therefore feels most at home on the motorway or in town.

Lexus claims an average fuel economy figure of 74.3mpg for the CT. While this is achievable, it requires a considerable amount of driver effort.



CT gets a new front end with larger grille

If driven like a conventional car, a more realistic – but still impressive – figure of 50mpg should be expected.

Benefit-in-kind taxation is attractive, too, with a 20% taxpayer billed less than £1,000 per year.

Over a four-year cycle the CT will cost a fleet operator about the same as an Audi A3 Sportback 2.0 TDI.

The two cars have comparable dimensions and both wear a premium badge, however the Audi's performance and interior layout may tempt user-choosers to pay a little extra tax and opt for the A3.

COSTS

| | |
|------------------------|---------------|
| P11D price | £25,845 |
| BIK tax band (2017/18) | 19% |
| Annual BIK tax (20%) | £982 |
| Class 1A NIC | £678 |
| Annual VED | £95 then £130 |
| RV (4yr/80k) | £7,025 |
| Fuel cost (ppm) | 7.52 |
| AFR (ppm) | 14 |
| Running cost (4yr/80k) | 34.62ppm |

SPEC

| | |
|----------------------------------|---------|
| Power (PS)/torque (Nm) | 136/207 |
| CO ₂ emissions (g/km) | 88 |
| Top speed (mph) | 112 |
| 0-62mph (sec) | 10.3 |
| Fuel efficiency (mpg) | 74.8 |

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

MERCEDES-BENZ

E220D AMG LINE PREMIUM PLUS

Little wonder latest E-Class is a double award winner



Slippery exterior helps to keep wind noise to a minimum

COSTS

| | |
|------------------------|----------------|
| P11D price | £43,695 |
| BIK tax band (2018/19) | 27% |
| Annual BIK tax (20%) | £2,360 |
| Class 1A NIC | £1,628 |
| Annual VED | £205 then £450 |
| RV (4yr/80k) | £13,450 |
| Fuel cost (ppm) | 8.89 |
| AFR (ppm) | 11 |
| Running cost (ppm) | 54.08 |

SPEC

| | |
|----------------------------------|-------|
| Engine (cc) | 1,950 |
| Power (PS) | 194 |
| Torque (Nm) | 400 |
| CO ₂ emissions (g/km) | 112 |
| Manufacturer mpg | 72.4 |
| Real-world mpg* | 50.3 |
| Test mpg | 52.4 |
| Max speed (mph) | 115 |
| 0-62mph (sec) | 7.3 |
| Current mileage | 563 |

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

By Gareth Roberts

The fifth generation Mercedes-Benz E-Class has already made its mark on the fleet market thanks, in part, to a new all-alloy four-cylinder diesel engine.

It was a double award-winner at the Fleet News Awards in 2017, winning the company car of the year and best executive car titles. And, driving our test version – the E220d AMG Line Premium Plus – it's easy to see why it has been so well-received.

It is bigger and roomier than the previous model, but weighs 100kg less than the car it replaced due to several weight-saving measures.

The SE model's standard 17-inch wheels help deliver CO₂ emissions from 102g/km, which gives a benefit-in-kind tax rate of 24%.

But due to its bigger 19-inch wheels our AMG Line Premium Plus version delivers higher emissions of 112g/km and a combined claimed fuel economy of 72.4mpg. With just a few days' testing, it is currently achieving around 55mpg.

It is offered in four body styles: four-door-saloon, estate, coupé and

convertible. There are two basic trims, SE and AMG Line, while Mercedes offers Premium and Premium Plus packages.

The entry level SE model is well equipped, while our test car AMG Line adds a sportier look, although as well as the two Premium packages, there is a range of options that can be added.

The 2.0-litre four-cylinder turbodiesel opens the E-Class range in the E 200d and E 220d, giving a smooth, quiet drive that really impresses.

The nine-speed auto gearbox makes for low cruising revs of just 1,300rpm and, thanks to a slippery exterior, there is virtually no wind noise.

For extra performance, the E 350d has a 3.0-litre turbodiesel V6 while the top-of-the-range E 63 has a 4.0-litre V8. There is also the E 43, a petrol V6 model.

Inside, there is neat row of switches for the climate control on the dash, while the rest of the infotainment system is controlled from the rotary wheel on the transmission tunnel.

First impressions suggest the E-Class remains an attractive rival to the likes of the BMW 5 Series and Jaguar XF.



RENAULT KOLEOS 1.6DCI SIGNATURE NAV



I've become quite attached to our Renault Koleos. After its excellent performance during my house move, it has continued to prove itself adept as a daily driver.

As with the Renault Mégane we tested previously, the Koleos is packed with convenience features which make ownership a little bit more special.

The hands-free key card system, for example, is excellent. The car can be unlocked by pressing a button on one of the door handles, provided you have the key card about your person. Then, another button press inside gets the engine running – excellent if you have your hands full.

Locking the car is even easier as it does it automatically when you walk away. A distinct chirp and the sight of the door mirrors folding up confirms the vehicle is secure.

If you need to access the boot, it opens electronically by simply waving your foot under the rear bumper.

Inside, the headlights, wipers and climate control take care of themselves and when setting off the electric handbrake automatically disengages. Shutting the car down will re-apply it.

While none of these features is new, for many they still remain the preserve of the most prestigious models – where often they are still costly options.

The panoramic glass sunroof lets light flood into the cabin and, at night, the interior emits a vodka-bar-like blue hue thanks to its ambient lighting system.

Since I took the keys, the car has averaged around 48mpg, with a longer run achieving the Equa Index figure of 50mpg.

Matt de Prez

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



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Škoda Octavia



Seat Ibiza

RICHARD CROOK

DIRECTOR OF FLEET, DHL INTERNATIONAL (UK)

Crook was thrown in at the deep end to make a delivery the day after passing his driving test, but the experience didn't faze him and he feels his career will always centre around vehicles

The advice I would give to my 18-year-old self would be to maximise everything you have while still in education. Enjoy yourself, it's a big world out there and you have plenty of time. Oh, and don't buy that 15-year-old MK1 Cavalier; it really will end in tears.

If I were Prime Minister for the day I would probably need more than a day, but I would look to take as much of the red tape out of the NHS as possible. We have the best doctors and nurses in the world, but they need better support.

My favourite film would probably be *Forrest Gump*. Normally I go for pure escapism fantasy when it comes to films, but the way the story intertwines pivotal moments in history is pure genius.

I want to be remembered as a challenging but, at the same time, fair individual. Serious when needed, but also keeping a sense of balance and fun.

The three vehicles I would like in my garage are an Aston Martin DB5, a Bugatti Veron and a Williams FW14 F1 car.

A book I would recommend would be anything from the Jack Reacher series. No nonsense, no compromise approach. Great reads.

Most pivotal moment? Professional: Going back to night school to study for both my HNC & HND in transport management. Personal: Going to a family friend's birthday party and meeting back up with an old girlfriend who is now my wife of 23 years.

My first memory associated with a car? As a young child I used to love helping my dad put the family car in the garage. Sitting on his knee helping him (in my mind) steer the car was just fantastic.

My hobbies and interests are cycling (sadly, a converted weekend Lycra-clad wearer); watching rugby and Formula 1; spending as much downtime with my family as possible.

My pet hate is people who blatantly jump traffic lights... drives me mad.



First fleet role At the age of 16, I started work as an apprentice agricultural engineer. I was always interested in engineering and how things worked. From the moment I started, I knew I was hooked and my career would always be centred around vehicles of some sort.

Career goals at DHL International (UK) There is, of course, an ever-present drive to ensure a legally-compliant and cost-effective fleet. Alongside this, one of my priorities is to introduce a fully viable and scalable green fleet solution.

Biggest achievement in business One achievement that still stands out for me was managing a major rebranding project. The basic task was repainting and rebranding more than 2,000 commercial assets within a six-month timeline.

Biggest career influence I could name many, but by far the biggest influence was the manager who gave me the opportunity to move into my first fleet management role.

Biggest mistake in business One of my very early mistakes in business was to expect others to think and act exactly as I do. Very quickly I learnt this was not the case and nor should it be.

Leadership style Focused but open minded, ready to accept a challenge and empower people around me to achieve and succeed.

If I wasn't in fleet I always wanted to be a fireman but being slightly colour blind put paid to that idea.

Childhood ambition I didn't have an overriding childhood ambition; I was too busy playing outside until it either got too dark or I got hungry (whichever came sooner).

Most memorable driver moment Passing my driving test and the next day being sent to do a delivery in a Transit van with a 15ft trailer on the back. Terrifying, but great fun. At 17, I was king of the road.

Next issue: Steven Gregory, commercial director, Bussey Vehicle Leasing

FleetNews PORTFOLIO

WHAT WE DO IN YOUR INDUSTRY

Fleet News magazine

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

Commercial Fleet magazine

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



Fleet events

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



Driving Business magazine

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

Websites and newsletters

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

Fleet Leasing magazine

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

Bespoke publications

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

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